

OFFICE OF THE SECRETARY OF DEFENSE

FISCAL YEAR (FY) 2017 PRESIDENT'S BUDGET



February 2016

VOLUME 1

PART 1 of 2

Justification for FY 2017

Operation and Maintenance, Defense-Wide

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

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of approximately \$ 1,125,500 in FY 2016.**

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	FY 2015	Price	Program	FY 2016	Price	Program	FY 2017
\$ in thousands	<u>Actual</u>	<u>Change</u>	<u>Change</u>	<u>Enacted</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
O&M, D-W	38,108,528	479,364	-6,565,496	32,022,396	408,426	140,768	32,571,590

The FY 2015 Actual column includes \$7,175 million of FY 2015 Overseas Contingency Operations (OCO) funding (PL 113-235). The FY 2016 Enacted column excludes \$5,901 million of OCO funding (PL 114-113). The FY 2017 Estimate column excludes \$5,982 million of FY 2017 OCO Budget request funding.

The Operation and Maintenance, Defense-Wide funding request supports critical Department-wide functions and transformational efforts for the Secretary, Military Departments, and warfighters. The funding pays for common information services and system sustainment, contract administration and audits, family support programs, and administrative functions for the Military Departments. This funding supports the activities of the Special Operations Command (SOCOM), numerous Combat Support Agencies, policy and oversight Agencies, and three Intelligence Agencies.

Budget/Program Highlights

Overview Changes between FY 2016 and FY 2017 include (dollars in millions)

32,441	FY 2016 column of the FY 2016 Budget Request
32,022	Adjusted FY 2016
+295	Net program changes in Defense Agencies (unclassified)
+271	Net pricing changes in Defense Agencies (unclassified)
<u>-16</u>	Price and program growth in classified programs
32,572	FY 2017 President's Budget Request

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Classified Programs Major Changes:

Measured decreases in classified programs, totaling \$16 million, may be found in Volume III of the Operation and Maintenance, Defense-Wide justification entitled "Other Programs, Classified Justification Book."

Defense Agency Programs FY 2017 Highlights:

Highlights of Defense Agency FY 2017 funding include program changes of:

- \$+115.605 million (USSOCOM): The FY 2017 USSOCOM budget request focuses on maintaining operational readiness to enhance Special Operations Forces (SOF) support to the Geographic Combatant Commanders, perform SOF core activities, advance comparative advantages, and provide the nation with a highly capable, resilient force to meet GCC requirements and National strategic objectives. The FY 2017 submission directly supports the Defense Strategic Guidance and focuses on readiness and the continued recapitalization of SOF. To support these efforts, resources were realigned to improve the command's ability to provide a ready, synchronized and agile force possessing multi-lateral capabilities that can identify, disrupt and defeat a wide spectrum of threats. In addition, this submission reflects continued efforts to improve the structure, review, and oversight of USSOCOM's budget submission documents.
- \$+138.259 million (DISA): The FY 2017 budget request includes several transfers from the DISA Defense Working Capital that will achieve greater efficiencies. The request also supports achieving full operational capability of the Joint Force Headquarters DoD Information Network in FY 2017 the transfer of responsibility of a new Background Investigation Information Technology Systems from the Office of Personnel Management to the DoD, planned integrated cybersecurity enhancements, and an

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increase to the White House Communications Agency for network infrastructure support for the continuity of the Presidency and senior staff's ability to maintain communications under all contingencies.

- \$+120.133 million (TJS): The FY 2017 budget request includes significant growth due to the NDU transferring into TJS. Another significant increase is caused by another transfer to compensate TJS for a revised billing structure for the Defense Information Systems Network Cost Recovery Model.
- \$-117.361 million (DODEA): The FY 2017 DODEA budget request identifies savings as a result of DODEA's continuous effort to implement efficiencies that still ensure the DODEA can continue to provide a superior educational program to students in military communities around the world.

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Summary by Agency (\$ in thousands)

OP-32A	FY 2015	Price	Program	FY 2016	Price	Program	FY 2017
CMP	163,923	2,787	28,817	195,527	3,519	-38,566	160,480
DAU	134,940	1,818	696	137,454	2,203	-999	138,658
DCAA	572,935	7,514	-14,085	566,364	8,525	56,036	630,925
DCMA	1,290,715	16,425	37,311	1,344,451	20,047	-8,118	1,356,380
DHRA	669,332	10,753	3,597	683,682	11,228	-11,290	683,620
DISA	1,322,724	18,652	-60,244	1,281,132	20,500	138,259	1,439,891
DLA	372,662	5,336	1,567	379,565	6,148	-27,749	357,964
DLSA	126,576	1,919	-102,432	26,063	397	-1,476	24,984
DMA	195,314	3,005	-12,828	185,491	3,051	34,880	223,422
DoDDE	2,638,349	45,420	52,366	2,736,135	52,369	-117,361	2,671,143
DPAA	127,394	1,973	-14,038	115,329	1,913	-4,561	112,681
DSCA	2,665,108	45,133	-2,205,389	504,852	8,877	-16,975	496,754
DSS	559,281	9,014	-21,809	546,486	9,444	-17,219	538,711
DTRA	407,501	6,158	-1,517	412,142	6,620	29,384	448,146
DTSA	32,284	460	820	33,564	515	1,338	35,417
MDA	402,462	6,665	14,942	424,069	7,524	15,382	446,975
NDU	87,597	1,244	-10,454	78,387	1,263	-79,650	0
OEA	152,413	2,573	-64,408	90,578	1,613	63,208	155,399
OSD	1,999,262	47,073	-101,350	1,944,985	19,807	41,290	2,006,082
SOCOM	7,847,152	82,304	-2,760,024	5,169,432	67,900	115,605	5,352,937
TJS	426,756	4,347	31,710	462,813	8,868	120,133	591,814
WHS	589,242	6,055	23,285	618,582	8,523	2,769	629,874
Other	15,324,606	152,736	-1,392,029	14,085,313	137,572	-153,552	14,069,333
Total	38,108,528	479,364	-6,565,496	32,022,396	408,426	140,768	32,571,590

*The FY 2015 Actual column **includes** \$7,175 million of FY 2015 Overseas Contingency Operations (OCO) appropriations funding (PL 113-235).

*The FY 2016 Enacted column **excludes** \$5,901 million of FY 2016 OCO appropriations funding (PL 114-113).

*The FY 2017 Estimate column **excludes** \$5,982 million of FY 2017 OCO Budget request funding.

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0100D Operation and Maintenance, Defense-Wide		FY 2015 (Base & OCO)	FY 2016 Base Enacted	FY 2016 OCO Enacted	FY 2016 Total Enacted	FY 2017 Base
<u>Budget Activity 01: Operating Forces</u>						
0100D	010 1PL1 Joint Chiefs of Staff	426,756	462,813	9,900	472,713	506,113
0100D	020 4GTN Office of the Secretary of Defense		538,924		538,924	524,439
0100D	030 1PL2 Special Operations Command/Operating Forces	7,407,642	4,735,497	2,390,757	7,126,254	4,898,159
Total, BA 01: Operating Forces		7,834,398	5,737,234	2,400,657	8,137,891	5,928,711
<u>Budget Activity 03: Training and Recruiting</u>						
0100D	040 3EV2 Defense Acquisition University	134,940	137,454		137,454	138,658
0100S	050 3PL1 Joint Chiefs of Staff					85,701
0100D	060 PEV5 National Defense University	87,597	78,387		78,387	
0100D	070 3EV7 Special Operations Command/Training and Recruiting	352,415	350,672		350,672	365,349
Total, BA 03: Training and Recruiting		574,952	566,513		566,513	589,708
<u>Budget Activity 04: Administration and Servicewide Activities</u>						
0100D	080 4GT3 Civil Military Programs	163,923	195,527		195,527	160,480
0100D	100 4GT6 Defense Contract Audit Agency	572,935	566,364	18,474	584,838	630,925
0100D	110 4GTO Defense Contract Management Agency	1,290,715	1,344,451		1,344,451	1,356,380
0100D	120 4GT8 Defense Human Resources Activity	669,332	683,682		683,682	683,620
0100D	130 4GT9 Defense Information Systems Agency	1,322,724	1,281,132	29,579	1,310,711	1,439,891
0100D	150 4GTA Defense Legal Services Agency	126,576	26,063	110,000	136,063	24,984
0100D	160 4GTB Defense Logistics Agency	372,663	379,565		379,565	357,964
0100D	170 ES18 Defense Media Activity	195,313	185,491	5,960	191,451	223,422
0100D	180 4GTC Defense POW/MIA Accounting Agency	127,394	115,329		115,329	112,681
0100D	190 4GTD Defense Security Cooperation Agency	2,665,108	504,852	1,627,000	2,131,852	496,754
0100D	200 4GTE Defense Security Service	559,281	546,486		546,486	538,711
0100D	220 4GTG Defense Support Activities		300,000	500,000	800,000	

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0100D Operation and Maintenance, Defense-Wide		FY 2015 (Base & OCO)	FY 2016 Base Enacted	FY 2016 OCO Enacted	FY 2016 Total Enacted	FY 2017 Base
0100D	230 4GTH Defense Technology Security Administration	32,284	33,564		33,564	35,417
0100D	240 4GTI Defense Threat Reduction Agency	407,501	412,142	100,000	512,142	448,146
0100D	260 4GTJ Department of Defense Education Activity	2,638,349	2,736,135	73,000	2,809,135	2,671,143
0100D	270 011A Missile Defense Agency	402,462	424,069		424,069	446,975
0100D	290 4GTM Office of Economic Adjustment	152,413	90,578		90,578	155,399
0100D	300 4GTN Office of the Secretary of Defense	1,999,262	1,406,061	106,709	1,512,770	1,481,643
0100D	310 4GT1 Special Operations Command/Admin & Svc-Wide Activities	87,095	83,263		83,263	89,429
0100D	320 4GTQ Washington Headquarters Services	589,242	618,582	2,102	620,684	629,874
0100D	999 Classified Programs	15,324,606	14,085,313	1,427,074	15,512,387	14,069,333
Total, BA 04: Administration and Servicewide Activities		29,699,178	26,018,649	3,999,898	30,018,547	26,053,171
Total Operation and Maintenance, Defense-Wide		38,108,528	32,322,396	6,400,555	38,722,951	32,571,590

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Operation and Maintenance, Defense-Wide (0100)												
			Price Growth				Price Growth					
Object	Object Sub-Class Title	FY 2015 Program Amount	FY 2015 Foreign Currency Amount	Percent	Growth	FY 2015 Program Growth Amount	FY 2016 Program Amount	FY 2016 Foreign Currency Amount	Percent	Growth	FY 2016 Program Growth Amount	FY 2017 Program Amount
<u>Civ Compensation</u>												
101	Exec, Gen'l & Spec Scheds	5,163,644	1,350	1.22%	63,269	19,308	5,247,571	1,549	1.52%	79,732	139,561	5,468,413
103	Wage Board	53,504	0	1.22%	654	-28,445	25,713	0	1.52%	391	2,267	28,371
104	FN Direct Hire (FNDH)	7,293	0	1.23%	90	2,450	9,833	0	1.52%	149	-411	9,571
106	Benefit to Fmr Employees	12,621	0	0.00%	0	-2,128	10,493	0	0.00%	0	187	10,680
107	Voluntary Sep Incentives	6,207	0	0.00%	0	-5,517	690	0	0.00%	0	200	890
111	Disability Compensation	8,913	0	0.00%	0	-182	8,731	0	0.00%	0	191	8,922
121	PCS Benefits	16,404	0	0.00%	0	-3,330	13,074	0	0.00%	0	897	13,971
199	Total Civ Compensation	5,268,586	1,350		64,013	-17,844	5,316,105	1,549		80,272	142,892	5,540,818
<u>Travel</u>												
308	Travel of Persons	812,382	451	1.70%	13,819	-124,474	702,178	516	1.80%	12,646	-9,831	705,509
399	Total Travel	812,382	451		13,819	-124,474	702,178	516		12,646	-9,831	705,509
<u>Supplies & Materials</u>												
401	DLA Energy (Fuel Products)	203,261	0	-7.30%	-14,837	-68,006	120,418	0	-8.20%	-9,875	-11,266	99,277
402	Service Fund Fuel	2,594	0	-7.32%	-190	-2,404	0	0	0.00%	0	0	0
411	Army Supply	12,337	0	2.55%	315	-5,150	7,502	0	-4.63%	-347	-1,167	5,988
412	Navy Managed Supply, Matl	17,174	0	3.48%	597	-3,941	13,830	0	4.94%	683	67	14,580
413	Marine Corps Supply	606	0	5.28%	32	-511	127	0	-3.94%	-5	4	126
414	Air Force Consol Sust AG (Supply)	282,826	0	-1.67%	-4,723	37,143	315,246	0	0.96%	3,026	-2,224	316,048
416	GSA Supplies & Materials	12,664	0	1.70%	215	1,670	14,549	0	1.79%	261	-1,380	13,430
417	Local Purch Supplies & Mat	102,309	0	1.70%	1,739	-31,994	72,054	0	1.80%	1,297	-7,423	65,928
424	DLA Mat Supply Chain (Weapon Sys)	3,919	0	1.30%	51	4,428	8,398	0	-6.00%	-504	-770	7,124
499	Total Supplies & Materials	637,690	0		-16,801	-68,765	552,124	0		-5,464	-24,159	522,501

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Operation and Maintenance, Defense-Wide (0100)												
			Price Growth								Price Growth	
Object	Object Sub-Class Title	FY 2015 Program Amount	FY 2015 Foreign Currency Amount	Percent	Growth	FY 2015 Program Growth Amount	FY 2016 Program Amount	FY 2016 Foreign Currency Amount	Percent	Growth	FY 2016 Program Growth Amount	FY 2017 Program Amount
	<u>Equipment Purchases</u>											
502	Army Fund Equipment	1,113	0	0.00%	0	8,800	9,913	0	-0.26%	-26	-5,507	4,380
503	Navy Fund Equipment	1,825	0	0.00%	0	989	2,814	0	3.87%	109	105	3,028
505	Air Force Fund Equip	2,462	0	0.00%	0	-329	2,133	0	0.00%	0	22	2,155
506	DLA Mat Supply Chain (Const & Equip)	5,304	0	1.00%	53	-1,804	3,553	0	-0.11%	-4	34	3,583
507	GSA Managed Equipment	6,225	0	1.70%	106	5,019	11,350	0	1.80%	204	42	11,596
599	Total Equipment Purchases	16,929	0		159	12,675	29,763	0		283	-5,304	24,742
	<u>DWCF Purchases</u>											
601	Army Industrial Operations	3,848	0	7.90%	304	-493	3,659	0	-0.11%	-4	-571	3,084
603	DLA Distribution	16,175	0	1.99%	322	-16,284	213	0	15.02%	32	-1	244
610	Navy Air Warfare Center	20,714	0	1.22%	252	-9,675	11,291	0	3.20%	361	-310	11,342
611	Navy Surface Warfare Ctr	23,130	0	1.48%	342	2,651	26,123	0	3.22%	841	-91	26,873
612	Navy Undersea Warfare Ctr	3,758	0	1.20%	45	3	3,806	0	0.92%	35	2	3,843
613	Naval Fleet Readiness Ctrs (Aviation)	396	0	-5.56%	-22	-374	0	0	0.00%	0	0	0
614	Space & Naval Warfare Center	15,130	0	1.62%	245	3,503	18,878	0	1.04%	196	-250	18,824
623	Navy Transportation (Special Mission Ships)	3,923	0	7.19%	282	-4,205	0	0	0.00%	0	0	0
630	Naval Research Laboratory	1,769	0	9.84%	174	-1,943	0	0	0.00%	0	0	0
631	Navy Base Support (NFESC)	3,788	0	11.19%	424	-1,047	3,165	0	7.08%	224	8	3,397
633	DLA Document Services	1,078	0	-2.23%	-24	169	1,223	0	1.47%	18	85	1,326
634	NAVFEC (Utilities and Sanitation)	11,853	0	-0.34%	-40	-8,489	3,324	0	-4.33%	-144	1,810	4,990
640	Marine Corps Depot Maint	111	0	2.70%	3	-114	0	0	0.00%	0	0	0
647	DISA Enterprise Computing Centers	12,455	0	-10.00%	-1,246	5,394	16,603	0	-10.00%	-1,660	3,424	18,367
661	Air Force Consolidated Sust AG (Maint)	9,662	0	-3.09%	-299	-7,333	2,030	0	-1.13%	-23	0	2,007

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Operation and Maintenance, Defense-Wide (0100)

			Price Growth				Price Growth					
Object	Object Sub-Class Title	FY 2015 Program Amount	FY 2015 Foreign Currency Amount	Percent	Growth	FY 2015 Program Growth Amount	FY 2016 Program Amount	FY 2016 Foreign Currency Amount	Percent	Growth	FY 2016 Program Growth Amount	FY 2017 Program Amount
671	DISA DISN Subscription Services (DSS)	78,062	0	-9.29%	-7,252	-13,413	57,397	0	-7.00%	-4,018	3,268	56,647
672	PRMRF Purchases	218,886	0	-1.22%	-2,670	14,666	230,882	0	2.93%	6,765	7,732	245,379
677	DISA Telecomm Svcs - Reimbursable	6,635	0	1.99%	132	4,063	10,830	0	1.81%	196	497	11,523
679	Cost Reimbursable Purchase	438	0	1.60%	7	183,244	183,689	0	1.90%	3,490	-12,516	174,663
680	Building Maint Fund Purch	30,004	0	2.28%	684	28,494	59,182	0	-4.13%	-2,445	2,453	59,190
695	DFAS Financial Operations (DLA)	4,202	0	-12.92%	-543	-1,550	2,109	0	-4.88%	-103	-141	1,865
696	DFAS Financial Operation (Other Defense Agencies)	37,770	0	5.59%	2,112	-6,830	33,052	0	-4.03%	-1,332	2,259	33,979
699	Total DDCF Purchases	503,787	0		-6,768	170,437	667,456	0		2,429	7,658	677,543
<u>Transportation</u>												
702	AMC SAAM (fund)	391,978	0	0.00%	0	-323,978	68,000	0	0.00%	0	19,384	87,384
703	JCS Exercises	123,449	0	-0.30%	-370	23,212	146,291	0	-9.00%	-13,166	23,201	156,326
705	AMC Channel Cargo	3,238	0	2.01%	65	-2,001	1,302	0	1.77%	23	2	1,327
708	MSC Chartered Cargo	108,868	0	-2.10%	-2,286	-76,815	29,767	0	5.40%	1,607	-370	31,004
710	MSC Surge Sealift (Full Operating Status)	22,629	0	0.00%	0	1,810	24,439	0	0.00%	0	2,415	26,854
717	SDDC Global POV	3,371	0	-3.80%	-128	-3,243	0	0	0.00%	0	0	0
719	SDDC Cargo Ops-Port hndlg	48,155	0	38.80%	18,684	-21,899	44,940	0	0.80%	360	-1,104	44,196
720	DSC Pounds Delivered	1	0	100.00%	1	0	2	0	0.00%	0	0	2
771	Commercial Transport	135,679	350	1.70%	2,312	-42,133	96,208	396	1.80%	1,736	-6,093	92,247
799	Total Transportation	837,368	350		18,278	-445,047	410,949	396		-9,440	37,435	439,340
<u>Other Purchases</u>												
901	Foreign National Indirect Hire (FNIH)	10,974	9	1.23%	135	1,876	12,994	10	1.52%	198	-2,429	10,773
912	Rental Payments to GSA (SLUC)	66,808	0	1.70%	1,137	10,623	78,568	0	1.80%	1,415	-3,364	76,619
913	Purchased Utilities (Non-	58,486	236	1.70%	999	8,638	68,359	274	1.80%	1,235	-1,932	67,936

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Operation and Maintenance, Defense-Wide (0100)												
			Price Growth									
Object	Object Sub-Class Title	FY 2015 Program Amount	FY 2015 Foreign Currency Amount	Percent		FY 2015 Program Growth Amount	FY 2016 Program Amount	FY 2016 Foreign Currency Amount	Price Growth		FY 2016 Program Growth Amount	FY 2017 Program Amount
				Percent	Growth				Percent	Growth		
914	Purchased Communications (Non-Fund)	435,123	100	1.70%	7,398	-123,637	318,984	115	1.80%	5,744	86,935	411,778
915	Rents (Non-GSA)	400,248	210	1.70%	6,806	-13,147	394,117	238	1.80%	7,101	4,475	405,931
917	Postal Services (U.S.P.S)	3,515	0	1.71%	60	-1,123	2,452	0	1.79%	44	314	2,810
920	Supplies & Materials (Non-Fund)	571,224	270	1.70%	9,716	-68,821	512,389	315	1.80%	9,227	-6,994	514,937
921	Printing & Reproduction	15,846	0	1.70%	270	-8,037	8,079	0	1.81%	146	882	9,107
922	Equipment Maintenance By Contract	1,506,805	0	1.70%	25,615	-76,695	1,455,725	0	1.80%	26,206	48,571	1,530,502
923	Facilities Sust, Rest, & Mod by Contract	203,022	900	1.70%	3,468	36,157	243,547	1,020	1.80%	4,401	-13,770	235,198
924	Pharmaceutical Drugs	121	0	3.31%	4	227	352	0	3.98%	14	-1	365
925	Equipment Purchases (Non-Fund)	1,173,805	180	1.70%	19,957	-454,471	739,471	212	1.80%	13,314	12,712	765,709
926	Other Overseas Purchases	2,723	0	1.69%	46	6,623	9,392	0	1.80%	169	271	9,832
927	Air Def Contracts & Space Support (AF)	120	0	1.67%	2	-122	0	0	0.00%	0	0	0
928	Ship Maintenance By Contract	8,208	0	1.71%	140	-7,155	1,193	0	1.76%	21	0	1,214
929	Aircraft Reworks by Contract	527,730	0	1.70%	8,971	-446,774	89,927	0	1.80%	1,619	-1	91,545
930	Other Depot Maintenance (Non-Fund)	681,325	0	1.70%	11,582	-257,543	435,364	0	1.80%	7,837	47	443,248
932	Mgt Prof Support Svcs	703,622	0	1.70%	11,962	-188,797	526,787	0	1.80%	9,484	48,767	585,038
933	Studies, Analysis & Eval	133,955	0	1.70%	2,277	35,316	171,548	0	1.80%	3,088	35,420	210,056
934	Engineering & Tech Svcs	459,464	0	1.70%	7,812	-231,220	236,056	0	1.80%	4,249	47,125	287,430
937	Locally Purchased Fuel (Non-Fund)	29,080	0	-7.30%	-2,124	-757	26,199	0	-8.20%	-2,148	-3,216	20,835
951	Other Costs (Special Personal Svc Pay)	639	0	0.00%	0	5,361	6,000	0	0.00%	0	1,090	7,090
955	Other Costs (Medical Care)	10,026	0	3.70%	371	3,345	13,742	0	3.80%	522	-784	13,480

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

Operation and Maintenance, Defense-Wide (0100)												
			Price Growth									
Object	Object Sub-Class Title	FY 2015 Program Amount	FY 2015 Foreign Currency Amount	Percent	Growth	FY 2015 Program Growth Amount	FY 2016 Program Amount	FY 2016 Foreign Currency Amount	Percent	Growth	FY 2016 Program Growth Amount	FY 2017 Program Amount
957	Other Costs (Land and Structures)	43,029	0	1.70%	731	-36,053	7,707	0	1.79%	138	-2,488	5,357
959	Other Costs (Insurance Claims/Indmnties)	13	0	0.00%	0	-12	1	0	0.00%	0	0	1
960	Other Costs (Interest and Dividends)	357	0	1.40%	5	-140	222	0	1.80%	4	-83	143
964	Other Costs (Subsistence and Support of Persons)	382	0	1.57%	6	-354	34	0	2.94%	1	14	49
984	Equipment Contracts	9,137	0	1.71%	156	-3,756	5,537	0	1.81%	100	489	6,126
985	Research & Development, Contracts	1,538	0	0.00%	0	-220	1,318	0	0.00%	0	927	2,245
986	Medical Care Contracts	7,482	0	3.70%	277	34,722	42,481	0	3.80%	1,614	-219	43,876
987	Other Intra-Govt Purch	4,938,252	200	1.70%	83,954	-2,496,369	2,526,037	227	1.80%	45,469	-78,339	2,493,394
988	Grants	584,379	0	1.70%	9,934	-120,635	473,678	0	1.80%	8,525	-55,320	426,883
989	Other Services	1,645,180	1,920	1.70%	27,998	-231,975	1,443,123	2,181	1.80%	26,017	-34,826	1,436,495
990	IT Contract Support Services	474,629	0	1.70%	8,069	-75,835	406,863	0	1.80%	7,323	61,354	475,540
991	Foreign Currency Variance	-67	0	0.00%	0	329	262	0	0.00%	0	0	262
999	Total Other Purchases	14,707,180	4,025		247,734	-4,700,431	10,258,508	4,592		183,077	145,627	10,591,804
	Published Official Position	22,783,922	6,176		320,434	-5,173,449	17,937,083	7,053		263,803	294,318	18,502,257

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Civil Military Programs (CMP)



February 2016

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**Civil Military Programs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget**

**Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
Budget Activity (BA) 4: Administration and Service-wide Activities**

	FY 2015 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2016 <u>Enacted</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2017 <u>Estimate</u>
CMP	163,923	2,787	28,817	195,527	3,519	-38,566	160,480

I. Description of Operations Financed:

Civil Military Programs: The Department of Defense (DoD) Civil Military Programs are managed by the Assistant Secretary of Defense for Reserve Affairs (ASD(RA)) and encompass outreach/service programs identified as follows:

- National Guard Youth Challenge Program;
- Innovative Readiness Training Program; and
- DoD STARBASE Program.

The National Guard Youth Challenge Program (NGYCP) (32 U.S.C. 509) is a youth development program administered by the National Guard Bureau (NGB) through cooperative agreements with the States. The NGYCP provides the DoD an opportunity to work with State and local governments to engage our nation's youth. The goal of the NGYCP is to improve the life skills and employment potential of participants by providing military-based training and supervised work experience. The NGYCP core program components are as follows:

- assists participants in attaining a high school diploma or its equivalent;
- provides leadership development, promoting fellowship and community service; and
- develops life coping and job skills, while improving participant physical fitness, health and hygiene.

Civil Military Programs
Operation and Maintenance, Defense-Wide
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I. Description of Operations Financed (cont.)

The amount of DoD funds provided may not exceed 75 percent of the costs of operating the NGYCP. The program is currently operating in 27 states, the District of Columbia and Puerto Rico. The 18-month program consists of a 22-week residential phase that includes a 2-week pre-Challenge phase and a 12-month post-residential phase.

The Innovative Readiness Training Program (IRT) (10 U.S.C. 2012) contributes to the nation's priorities of security, prosperity, and democratic strength. The IRT program builds mutually beneficial partnerships between U.S. communities and the DOD to meet training and readiness requirements for Active, Guard, and Reserve Service Members and units while addressing public and civil-society needs. The program generates military readiness by providing realistic training for mission-essential tasks in complex interagency, joint, and total force environments that are seldom found outside of a national crisis and often only simulated by combat support personnel during other training events. These construction, health care, and transportation projects generate both the quality and quantity of hands-on training required for mission readiness, while assisting American citizens in realizing their visions for sustainable and thriving communities with whole-of-government and whole-of-society efficiencies. The program also creates venues to develop partnership capabilities that translate into our nation's capacity to form and sustain successful alliances and coalitions. In addition to attracting and retaining talent within the DOD, the program also fortifies our democratic ideals at home by strengthening the bond between American citizens and the U.S. military, showcasing the diversity and operational excellence of those who work together to secure our nation's freedom. The program creates incentive for the Military Services to leverage their existing Service training funds for complex, realistic, joint, and total force civil-military training that generates military readiness but also serves other national priorities. Examples of IRT projects include:

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Operation and Maintenance, Defense-Wide
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I. Description of Operations Financed (cont.)

- Delta Regional Authority Medical: Total force, joint, and interagency medical, dental, optometry, and veterinary summer exercise providing care and treatment to the Mississippi Delta community, an area of chronic poverty marked by long-term shortages in resources, infrastructure and access to basic medical services.
- Operation Footprint: Multi-Service construction project in partnership with the Southwest Indian Foundation and the Navajo Nation to construct homes for the elderly, handicapped, and families with dependent children in a region where 56% of the population lives below the poverty line and 43% of the labor force is unemployed.
- Operation Arctic Care: Multi-Service and interagency medical, dental, optometry, and veterinary winter exercise; the largest recurring joint medical readiness and logistics training exercise. This exercise provides humanitarian assistance to Alaska Natives in remote areas.
- Catahoula Lake Construction: Partnership with the Louisiana Department of Wildlife and Fisheries to maintain the wildlife habitat at Catahoula Lake—a Ramsar Wetland of international importance and one of the world's most important waterfowl habitats. The project provides heavy equipment and logistics training in a remote and difficult-to-access area.
- National Disaster Search Dog Training Center: Multi-Service project to construct a training center for canine disaster search teams where rescue dogs and their trainers receive training for challenging deployments.

The DoD STARBASE Program (10 U.S.C. 2193b) is a DoD Youth Outreach Program designed to raise the interest in learning and improve the knowledge and skills of students to develop a highly educated and skilled American workforce who can meet the advance technological requirements of DoD. The program targets "at risk" (minority and low socio-economic) students and utilizes hands-on instruction and activities that meet or exceed

**Civil Military Programs
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I. Description of Operations Financed (cont.)

the National Standards. The elementary school program is currently designed to reach students at the fifth grade level that are underrepresented in critical areas of study and careers. Students are engaged through an inquiry-based curriculum with "hands-on, minds-on" experiential activities. The DoD STARBASE mentoring program has been designed as a team mentoring model applying best practices from the mentoring field to the DoD STARBASE Program operating environment. In partnership with local school districts, the middle school and high school program is an afterschool mentoring program that combines hands-on experiential learning activities with a relationship-rich, school-based environment to provide the missing link for at-risk youth making the transition from elementary to middle school and from middle school to high school. It extends the positive impact of STARBASE through a team mentoring approach which solidifies students' attachment to, and engagement with, school. Mentoring clubs are expected to meet no less than four hours per month. The DoD STARBASE Program is a productive investment in the future of our youth and will help build and enlarge the talent pool of potential workers needed to support the DoD workforce consisting of civilian and military personnel. The program continued to operate on Air Force, Air National Guard, Air Force Reserve, Army, and Marine Corps military installations and facilities at 59 locations.

Changes from FY 2016 to FY 2017: After considering the effects of inflation and price growth, the net program change is a decrease of -\$35,047 thousand.

- The NGYCP decrease of -\$5,339 thousand supports a lower level of planned cadet enrollment and matriculation in states that have secured state matching funds.
- The IRT Program decrease of -\$4,708 thousand is due to planned elimination of unit and individual training activities across various communities
- The STARBASE decrease of -\$25,000 zeroes out the one-time congressional add given to the program in FY 2016. The department is not requesting any funding for STARBASE in FY 2017.

Civil Military Programs
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II. Force Structure Summary:

N/A

Civil Military Programs
Operation and Maintenance, Defense-Wide
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III. Financial Summary (\$ in thousands)

	FY 2016						
			Congressional Action				
	FY 2015	Budget				Current	FY 2017
A. <u>BA Subactivities</u>	<u>Actual</u>	<u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Enacted</u>	<u>Estimate</u>
DoD STARBASE Program	24,325	0	25,000	n/a	25,000	25,000	0
Innovative Readiness Training	9,451	15,527	5,000	32.2	20,527	20,527	15,819
National Guard Youth Challenge Program	130,147	144,793	5,207	3.6	150,000	150,000	144,661
Total	163,923	160,320	35,207	21.0	195,527	195,527	160,480

Civil Military Programs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

B. <u>Reconciliation Summary</u>	Change <u>FY 2016/FY 2016</u>	Change <u>FY 2016/FY 2017</u>
Baseline Funding	160,320	195,527
Congressional Adjustments (Distributed)	35,207	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	195,527	
Fact-of-Life Changes (2016 to 2016 Only)		
Subtotal Baseline Funding	195,527	
Supplemental		
Reprogrammings		
Price Changes		3,519
Functional Transfers		
Program Changes		-38,566
Current Estimate	195,527	160,480
Less: Wartime Supplemental		
Normalized Current Estimate	195,527	

Civil Military Programs
Operation and Maintenance, Defense-Wide
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III. Financial Summary (\$ 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)		160,320
1. Congressional Adjustments		35,207
a. Distributed Adjustments		
1) STARBASE	25,000	
Program increase. (FY 2016 Baseline: \$25,000 thousand; +0 FTEs)		
2) National Guard Youth Challenge	5,207	
Program increase (FY 2016 Baseline: \$102,766 thousand; +0 FTEs)		
3) Innovative Readiness Training	5,000	
Program increase (FY 2016 Baseline: \$15,990 thousand; +0 FTEs)		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2016 Appropriated Amount		195,527
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2016 Baseline Funding		195,527
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2016 Estimate		195,527
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2016 Normalized Current Estimate		195,527
6. Price Change		3,519
7. Functional Transfers		
8. Program Increases		
a. Annualization of New FY 2016 Program		
b. One-Time FY 2017 Increases		
c. Program Growth in FY 2017		

Civil Military Programs
Operation and Maintenance, Defense-Wide
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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
9. Program Decreases		-38,566
a. Annualization of FY 2016 Program Decreases		
b. One-Time FY 2016 Increases		
1) DoD STARBASE	-25,450	
Funding for the DoD STARBASE program was provided in the FY 2016 as an congressional add. However, funding for DoD STARBASE is not included in the FY 2017 President's Budget Request.		
(FY 2016 Baseline: \$25,000 thousand; +0 FTEs)		
c. Program Decreases in FY 2017		
1) Innovative Readiness	-8,039	
The decrease is due to planned elimination of unit and individual training activities across various communities. (FY 2016 Baseline: \$20,527 thousand; +0 FTEs)		
2) Youth Challenge	-5,077	
The decrease supports a lower of planned cadet enrollment matriculation in states that have secured state matching funds.		
(FY 2016 Baseline: \$150,000 thousand; +0 FTEs)		
FY 2017 Budget Request		160,480

**Civil Military Programs
Operation and Maintenance, Defense-Wide
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IV. Performance Criteria and Evaluation Summary:

The Office of the ASD(RA), has policy oversight and control over the DoD CMP. The control and management of the DoD CMP is maintained through the establishment of policies, directives, and funding controls. The evaluation of the program is made by the Secretary of Defense, the Deputy Secretary of Defense, the Under Secretary of Defense (Personnel and Readiness), and the ASD(RA).

NGYCP Target Enrollment by Fiscal Year: Since the program's inception over 120,000 youth have successfully graduated from the program, with 80 percent earning a high school diploma or GED. A longitudinal study, conducted by MDRC, reported in their evaluation that partway through the cadets NGYCP experience, they are better positioned to move forward in their transition to adulthood. The MDRC, a nonprofit, nonpartisan social policy research organization, is highly regarded for its rigorous program evaluations. Program performance and target enrollment will be impacted and will vary from state to state depending on various factors such as DoD share and the amount of funding provided by each state.

<u>STATE</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
Alaska	280	280	280
Arkansas	200	200	200
California (3)	600	600	600
District of Columbia	200	200	200
Florida	300	300	300
Georgia (3)	850	850	850
Hawaii (2)	400	400	400

Civil Military Programs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

IV. Performance Criteria and Evaluation Summary:

Idaho	200	200	200
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<u>STATE</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
Illinois	630	630	630
Indiana	200	200	200
Kentucky(2)	400	400	400
Louisiana (3)	1,400	1,400	1400
Maryland	200	200	200
Michigan	220	220	220
Mississippi	400	400	400
Montana	200	200	200
New Jersey	250	250	250
New Mexico	200	200	200
North Carolina(2)	300	400	400
Oklahoma	220	220	220
Oregon	240	240	240
Puerto Rico	320	340	340
South Carolina	200	200	200
Texas(2)	300	400	400
Virginia	250	250	250
Washington	250	250	250
Wisconsin	200	200	200
West Virginia	200	200	200

Civil Military Programs
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IV. Performance Criteria and Evaluation Summary:

Wyoming	150	150	150
TOTALS	9,760	10,000	10,000

STARBASE Program Sites by Fiscal Year: Funding for the DoD STARBASE program was provided in the FY 2016 Appropriations Act; however, funding for DoD STARBASE is not included in the FY 2017 President's Budget Request.

<u>Number of Sites Serviced:</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
USAF/AFR/ANG	57	57	0
Navy/Navy Reserve/Marine Corps	1	1	0
Army	1	1	0
TOTALS	59	59	0

Civil Military Programs
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V. Personnel Summary

N/A

Civil Military Programs
Operation and Maintenance, Defense-Wide
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VI. OP 32 Line Items as Applicable (Dollars in thousands):

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2015</u>	<u>FY 2015/FY 2016</u>		<u>FY 2016</u>	<u>FY 2016/FY 2017</u>		<u>FY 2017</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
988 Grants	163,923	2,787	28,817	195,527	3,519	-38,566	160,480
999 Total Other Purchases	163,923	2,787	28,817	195,527	3,519	-38,566	160,480
Total	163,923	2,787	28,817	195,527	3,519	-38,566	160,480

Fiscal Year 2017 President's Budget
Defense Contract Audit Agency (DCAA)



February 2016

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**Defense Contract Audit Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget**

**Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
Budget Activity (BA) 4: Administrative and Service-wide Activities**

	FY 2015 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2016 <u>Enacted</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2017 <u>Estimate</u>
DCAA	572,935	7,514	-14,085	566,364	8,525	56,036	630,925

* The FY 2015 Actual column includes \$19,728 thousand of FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

* The FY 2016 Estimate column excludes \$18,474 thousand of FY 2016 OCO Appropriations funding (PL 114-113).

* The FY 2017 Estimate column excludes \$13,436 thousand of FY 2017 OCO Budget request.

I. Description of Operations Financed:

(www.dcaa.mil) The Defense Contract Audit Agency (DCAA) provides audit and financial advisory services to the Department of Defense (DoD) and other federal entities responsible for acquisition and contract administration. DCAA's role in the financial oversight of government contracts is critical to ensure DoD gets the best value for every dollar spent on defense contracting. DCAA operates under the authority, direction, and control of the Under Secretary of Defense (Comptroller)/Chief Financial Officer. Its work benefits our men and women in uniform and the American taxpayer.

The Agency's primary function is to conduct contract audits and related financial advisory services. Contract audits are independent, professional reviews of financial representations made by defense contractors. Specifically, DCAA helps determine whether contract costs are allowable, allocable, and reasonable. DCAA conducts audits in accordance with Generally Accepted Government Auditing Standards (GAGAS), a set of standards that ensures that audit conclusions are well supported by evidence. The type and extent of DCAA's audit work varies based on the type of contract awarded, but its audit services are generally limited to acquisitions under Federal Acquisition Regulation Part 15 (Contracting by Negotiation). DCAA audits only contractors; it has no internal audit responsibilities in DoD.

**Defense Contract Audit Agency
Operation and Maintenance, Defense-Wide
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I. Description of Operations Financed (cont.)

DCAA auditors examine contractor accounts, records, and business systems to evaluate whether contractor business practices and procedures are in compliance with the Federal Acquisition Regulation (FAR), the Defense Federal Acquisition Regulation Supplement (DFARS), Cost Accounting Standards (CAS), and other applicable government laws and regulations. DCAA has no direct role in determining which companies are awarded defense contracts; rather, it provides recommendations to government officials on contractor cost assertions regarding specific products and services. With these recommendations, contracting officers are better able to negotiate prices and settle contracts for major weapons systems, services, and supplies. In a typical year, DCAA audits around 3,000 contractors, examines about \$200 billion in contract costs, and issues about 6,000 audit reports.

In FY 2017, the DCAA's primary focus will be to reduce the incurred cost backlog and to maintain an incurred cost inventory at an acceptable level. Additionally, DCAA will also continue to meet DoD's other mission critical audit needs. Reducing the incurred cost backlog is necessary to (1) assist in achieving auditable financial statements, a Secretary of Defense priority; (2) assist the Department in closing completed contracts; and (3) prevent undue delays in payments of fees to contractors (a portion of fees to contractors is delayed until the contract is closed). Once the backlog is reduced to an acceptable level, other mission critical audit needs include oversight of contractor billings; audits of direct labor and materials as they are incurred; audits of contractor business systems; audits of contractor disclosure statements and accounting practices for compliance with Cost Accounting Standards (CAS); and post-award audits of contracts for compliance with Truth in Negotiations (TiN).

DCAA's FY 2014 Financial Statements received an unmodified opinion from independent public auditors. DCAA has maintained an unmodified audit opinion since FY 2000.

**Defense Contract Audit Agency
Operation and Maintenance, Defense-Wide
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I. Description of Operations Financed (cont.)

The DCAA continues to return savings to the Government that far exceed the cost of its operations. In FY 2015, the Agency audited nearly \$175 billion of costs incurred on contracts and issued about 880 forward pricing proposal audit reports amounting to about \$62.5 billion. Approximately \$3.1 billion in net savings were reported because of the audit findings. The return on taxpayers' investment is approximately \$4.80 for each dollar invested in the Agency (\$651 million in FY 2015, including reimbursables).

DCAA's workload and associated staffing levels follow the DoD procurement funding levels. However, there is a time lag for the DoD audit workload to decrease because of contract execution and closeout. The DCAA contract audit workload is divided into the major functional categories described below:

1. Forward Pricing Effort. The Federal Acquisition Regulation (FAR) and Public Law 100-679, Cost Accounting Standards (CAS), require DoD procurement officials to comply with various administrative procedures before entering into contracts. These procedures include obtaining pertinent accounting and financial advice before making decisions related to prospective contract prices. The ultimate goal of the forward pricing audit effort is to assist contracting officers in determining and negotiating fair and reasonable prices for negotiated Government contracts. DCAA furnishes pre-award services to contracting officers including:

a. Price Proposal Audits. The DCAA performs these examinations to determine the reasonableness of contractors' price proposals submitted in anticipation of negotiating Government contracts. Contracting officers request these audits, which must be accomplished within a short period to avoid delaying the procurement process. The DCAA has no control over the number or timing of price proposal audits and must respond to each audit request as a top priority.

**Defense Contract Audit Agency
Operation and Maintenance, Defense-Wide
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I. Description of Operations Financed (cont.)

b. Forward Pricing Rate Reviews. The DCAA performs these examinations to determine the reasonableness of projected labor, overhead, and other indirect expense rates submitted by a contractor prior to submission of price proposals. Normally a contracting officer negotiates these rates separately; the contractor then uses the rates in subsequent price proposals.

c. Agreed Upon Procedures. Applications of agreed-upon procedures include specific procedures performed in support of a contracting officer's cost realism analysis and reviews of information other than cost or pricing data submitted in support of a price proposal. DCAA provides these services to meet the specific needs of contracting officers.

d. Estimating System Surveys. The DCAA performs these examinations to determine the reliability of contractors' estimating methods and procedures used to prepare price proposals, and whether they provide a basis for negotiating fair and reasonable prices. Systems surveys may be either a joint team review combining experience and capabilities of the auditor and technical specialist, or comprehensive reviews performed solely by auditors. DCAA also recommends corrective actions on conditions causing deficiencies disclosed in price proposal evaluations or other audit areas which require immediate reporting and resolution. This category also includes the effort required to determine the status of corrective actions taken by contractors on previously disclosed deficiencies.

e. Responses to Requests for Specific Cost Information. This effort includes providing specific cost information to procurement officials on labor rates, overhead rates, and similar factors for smaller procurements when information is readily available within DCAA's files.

**Defense Contract Audit Agency
Operation and Maintenance, Defense-Wide
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I. Description of Operations Financed (cont.)

2. Incurred Cost Effort. The FAR requires DCAA to perform audits of claimed costs incurred and submitted by contractors for reimbursement under cost reimbursable, fixed price incentive, and other types of flexibly priced contracts to determine if the costs are acceptable in accordance with contract terms, FAR, and CAS rules and regulations, if applicable. The scheduling of incurred cost audits and CAS compliance audits is more flexible than customer requested audits; nonetheless, these audits must be accomplished for the Government to make final payment to the contractor. The incurred cost effort includes reviews of direct labor and material costs and indirect expenses. It also includes reviews of contractor business systems and related internal controls. Although the primary purpose of incurred cost audits is to express an opinion on the acceptability of costs claimed under Government contracts, knowledge of contractors' accounting and other business systems gained during these audits is invaluable to the evaluation of contractors' price proposals.

In FY 2017, the DCAA continues efforts to reduce the incurred cost backlog. During FYs 2009 through 2011, DCAA shifted resources away from audits necessary to close contracts (incurred cost audits) in order to focus on performing GAGAS-compliant audits for large contract proposals where audits can help contracting officers negotiate lower prices. This resulted in an increase in the incurred cost backlog of approximately \$420 billion between FY 2008 and FY 2011. Beginning in FY 2012, DCAA established dedicated teams who are focusing on the incurred cost audits until the backlog is reduced to an acceptable level. In July 2012, DCAA received authority to examine incurred cost audits that pose lower risk on a sample basis. As a result, DCAA has made significant progress toward reducing the incurred cost backlog over the past four years. Continued progress is critical as Section 893(a) of the FY 2016 National Defense Authorization Act includes a specific provision stating that the DCAA may not provide audit support for non-Defense

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I. Description of Operations Financed (cont.)

Agencies unless the Secretary of Defense certifies that the backlog for incurred cost audits is less than 18 months of incurred cost inventory.

3. Operations Audits. DCAA performs a variety of economy and efficiency audits of contractor operations. DCAA operations audits are systematic reviews of contractor organizational units and functions to evaluate the reasonableness of methods and practices employed on Government contracts.

4. Special Audits. The contracting officer normally requests audits that include examinations of termination claims, progress payment requests, and equitable adjustment claims. They must be accomplished within a short period to avoid adverse effects such as additional claims for interest on amounts due. The special audits category also includes accounting system audits that DCAA performs for procurement contracting offices prior to contract award or during contract performance, and other efforts requested by the contracting officers. DCAA has little control over the number or the timing of these audits and must respond to all such requests as a priority.

5. Postaward Audits. Truth in Negotiations (TiN) (10 USC §2306a) requires contracting officers to obtain cost or pricing data from contractors before awarding a contract unless an exception applies. Under TiN, the Government has the right to examine records to ensure that cost or pricing data is accurate, current and complete. DCAA is responsible for performing these audits, which assist in determining whether a contract or subcontract price was unduly increased because the contractor failed to furnish accurate, complete, or current cost or pricing information in negotiating a contract.

6. Cost Accounting Standards (CAS). Contracts and subcontracts that do not qualify for an exemption are subject to CAS coverage as a condition of Government contracting. The

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I. Description of Operations Financed (cont.)

FAR assigns DCAA responsibility for examining contractors' implementation and compliance with the CAS rules and regulations.

7. Other Direct Audit Efforts. Other audit-related activities include providing on-site assistance to procurement and contract administration offices, contract audit coordinator programs, and negotiation support. This activity includes effort related to Congressional, Government Accountability Office (GAO), DoD Inspector General (DoDIG), and other external requests, surveys, and reports. The major functions are:

a. Financial Liaison. DCAA maintains liaison advisors, as appropriate, at major procuring and contract administration offices. The primary functions of financial liaison advisors are to: (i) facilitate effective communication and coordination between procurement officers and auditors; (ii) provide DCAA management with information regarding specific awards, trends in type and volume of awards, and other data impacting immediate or long range DCAA responsibilities; and (iii) provide DCAA management with information on the adequacy, responsiveness and timeliness of audit services rendered to procurement and contract administration offices.

b. Contract Audit Coordinator (CAC) Program. DCAA established a CAC program at the largest DoD contractors whose accounting functions, operations, and contract performance occur at multiple locations under the audit cognizance of multiple DCAA field offices. The program maintains effective communications and audit coordination at these contractor locations. The CAC program includes effort to: (i) disseminate information; (ii) monitor problem areas to assure uniform resolution; and (iii) coordinate with other DCAA personnel, contractor representatives, and cognizant procurement officials on issues affecting multiple locations.

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I. Description of Operations Financed (cont.)

c. Negotiation Conferences. A fundamental requirement of DCAA's mission is to provide contract audit services and to be the principal accounting and financial advisor to contracting officials. Many times, audit results involve complex accounting issues and quantitative analyses that dispute contractors' cost estimates or representations. On these occasions, the best interests of the Government are served by having auditors

present at negotiations to further explain the audit position, perform analyses of additional contractor data presented at the negotiation table, and provide any other accounting and financial assistance the contracting officer may require during the negotiation process.

d. External Audit Interface. DCAA develops information and comments on reports from the GAO, DoD IG, and other government inspector general offices. This activity also includes effort related to discussions and conferences, and any interface involving any other government audit organization.

e. Suspected Irregular Conduct (SIC). This activity represents effort expended related to SIC referrals, and responses to requests from investigative agencies or the Department of Justice regarding fraud or other irregular practices. The DCAA also develops evidence for the U.S. attorney, grand jury, and for use at trial.

f. Audit Support and Planning. DCAA field offices prepare annual audit program plans for the upcoming year and work on projects and studies requested by the regions or Headquarters. Projects normally relate to new and innovative ways of performing DCAA's audit mission, and add to the body of knowledge needed to enhance Agency mission accomplishment through the development and application of improved audit management technology and audit techniques.

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I. Description of Operations Financed (cont.)

8. **Field Support.** This category includes support personnel in the six regional offices, the Information Technology Division, and Technical Audit Services Division.

a. Regional Offices. These offices provide technical audit management, supervision, and logistical support in the form of personnel services, financial management, and administrative services to field office personnel.

b. Defense Contract Audit Institute (DCAI). DCAI develops and delivers training for approximately 4,500 contract auditors and is an affiliated member of the Defense Acquisition University. DCAI directs and controls the development and delivery of classroom courses, seminars, computer-based self-study courses, and internet-based, instructor-led courses. DCAI has program management responsibility for training and career development in DCAA. It assures that programs of instruction, courses, and training materials meet DoD standards, GAGAS, and National Association of State Boards of Accountancy (NASBA) standards. DCAI provides training and education policy guidance, and provides overall monitoring and evaluation of Agency training not conducted by the Institute. DCAI ensures training materials are up-to-date and develops new courses when required by the changing audit environment. Training programs provided by DCAI include audit, leadership, and supervisory management education.

c. Information Technology Division (OIT). OIT is responsible for the design, development, and maintenance of Agency-specific automated information systems (AIS), web applications, and audit software. It employs a computer hardware acquisition strategy/plan to satisfy AIS and personal computing requirements. It is also responsible for operating the Agency-wide communications infrastructure, monitoring network performance, managing DCAA's information assurance program, and establishing and implementing policy and standards for IT systems and services.

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I. Description of Operations Financed (cont.)

d. Technical Audit Services Division (OTS). OTS conducts research and distributes information to the field on operations audits, quantitative audit techniques, computer assisted audit techniques, and other auditing topics that have Agency-wide application. OTS also provides technical assistance to auditors in planning reviews of contractor's electronic data processing systems and engineering operations and supports field offices in the implementation of DoD electronic commerce initiatives.

e. Field Administrative Support. These personnel provide clerical, administrative, and resource management services.

9. **Headquarters**. The DCAA Headquarters performs the work normally associated with the central office of a professional public organization. It develops policy and promulgates instructions and operating directives needed to perform the Agency mission. It performs oversight reviews of regional and field office operations and audit quality, and directs and advises regional offices on resource management matters, including human capital, administration, and financial management. It also includes the General Counsel which provides legal advice regarding contracts, ethics, and personnel issues. Headquarters personnel interface with other DoD components, other Government agencies, and Congressional committees.

A review of support services functions identified 282 positions that are under review in the areas of facilities, human resources, finance, information technology, Equal Employment Opportunity (EEO), administration, and security. Three of these reviews have been completed; assessments are ongoing for the others. We are working to centralize the command and control of these functions under Headquarters, which will allow us to achieve the required Major Headquarters Activities Efficiency reductions. DCAA's budget request reflects management Headquarters reductions of 29 FTEs (FY 2015 = 6, FY 2016 = 6, FY 2017 = 6, FY 2018 = 6, FY 2019 = 5). A Resource Management Decision (RMD) has reduced DCAA's

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I. Description of Operations Financed (cont.)

FTEs by 41 beginning in FY 2018 for additional management Headquarters reductions. DCAA will take a total of 70 management Headquarters reductions as a result of these two initiatives.

II. Force Structure Summary:

Not Applicable.

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III. Financial Summary (\$ in thousands)

	FY 2016						
	FY 2015	Budget	Congressional Action			Current	FY 2017
			Amount	Percent	Appropriated		
A. <u>BA Subactivities</u>	<u>Actual</u>	<u>Request</u>				<u>Enacted</u>	<u>Estimate</u>
1. <u>Audit Institute</u>	7,358	9,443	0	0.0	9,443	9,443	9,601
DCAA Communications	7	9	0	0.0	9	9	9
DCAA Operations	7,351	9,434	0	0.0	9,434	9,434	9,592
2. <u>Audit Operations</u>	565,577	560,734	-3,813	-0.7	556,921	556,921	621,324
DCAA Communications	5,656	6,871	-203	-2.0	6,668	6,668	9,755
DCAA Major Headquarters	29,652	30,531	367	1.2	30,898	30,898	49,362
DCAA Operations	530,269	523,332	-3,977	-0.8	519,355	519,355	562,207
Total	572,935	570,177	-3,813	-0.7	566,364	566,364	630,925

* The FY 2015 Actual column includes \$19,728 thousand of FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

* The FY 2016 Estimate column excludes \$18,474 thousand of FY 2016 OCO Appropriations funding (PL 114-113).

* The FY 2017 Estimate column excludes \$13,436 thousand of FY 2017 OCO Budget request.

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III. Financial Summary (\$ in thousands)

B. <u>Reconciliation Summary</u>	Change <u>FY 2016/FY 2016</u>	Change <u>FY 2016/FY 2017</u>
Baseline Funding	570,177	566,364
Congressional Adjustments (Distributed)	-3,600	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-213	
Subtotal Appropriated Amount	566,364	
Fact-of-Life Changes (2016 to 2016 Only)		
Subtotal Baseline Funding	566,364	
Supplemental	18,474	
Reprogrammings		
Price Changes		8,525
Functional Transfers		
Program Changes		56,036
Current Estimate	584,838	630,925
Less: Wartime Supplemental	-18,474	
Normalized Current Estimate	566,364	

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III. Financial Summary (\$ in thousands)

	<u>Amount</u>	<u>Totals</u>
C. <u>Reconciliation of Increases and Decreases</u>		
FY 2016 President's Budget Request (Amended, if applicable)		570,177
1. Congressional Adjustments		-3,813
a. Distributed Adjustments		
1) Overestimation of civilian FTE targets and streamlining management headquarters	-3,600	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8037 - Indian Lands	-213	
FY 2016 Appropriated Amount		566,364
2. War-Related and Disaster Supplemental Appropriations		18,474
a. OCO Supplemental Funding		
1) FY 2016 Defense-Wide Overseas Contingency Operations	18,474	
3. Fact-of-Life Changes		
FY 2016 Baseline Funding		584,838
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2016 Estimate		584,838
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-18,474
FY 2016 Normalized Current Estimate		566,364
6. Price Change		8,525
7. Functional Transfers		
8. Program Increases		64,294
a. Annualization of New FY 2016 Program		
b. One-Time FY 2017 Increases		
1) Purchased Communications	2,967	
Increased costs due to Networx long distance services contract transition cost. The increase will cover a one-time cost during the transition time, as DCAA will be running two systems (Networx and the FTS 2001		

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
contract with Sprint). (FY 2016 Baseline: \$6,677 thousand; +0 FTEs)		
2) DFAS Financial Operations	761	
Increase based on operations and support services for the enterprise resource planning (ERP) systems migration. During the transition to DAI, DBMS (Defense Business Management System) will still be in use. Since we are the last man standing, DCAA will take on all DBMS cost plus additional costs tagged on by the DAI Program office at DFAS for the transition (one-time cost). (FY 2016 Baseline: \$4,128 thousand; +0 FTEs)		
c. Program Growth in FY 2017		
1) Personnel Compensation	59,874	
Increased FTEs will correct pricing irregularities and support high risk mission requirements which in turn enable DCAA to be responsive to contracting officers in establishing fair and reasonable prices and mitigating the risk of any contractor overpayments. Critical audits that DCAA will support include those involving sufficient oversight of contractor billings; audits of direct labor and materials as they are incurred; audits of contractor business systems; audits of contractor disclosure statements and accounting practices for compliance with Cost Accounting Standards (CAS); and post-award audits of contracts for compliance with Truth in Negotiations (TiN). DCAA will also continue to make progress on reducing the incurred cost backlog, an important Department priority. The FY 2016 National		

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
<p>Defense Authorization Act stated that DCAA may not provide audit support for non-Defense Agencies until the incurred cost backlog is reduced to 18 months. As a result the direct FTEs will also increase in FY 2017 to reflect the redeployment of FTEs from reimbursable audit support to DoD audits. (FY 2016 Baseline: \$481,762 thousand; +552 FTEs)</p>		
<p>2) Other Intra-government Purchases The increase is based on the requirement to purchase appropriate circuits to support DCAA internet and email traffic bandwidth requirements in support of DOD's Defense Information Systems Network consolidation of network infrastructure initiative. (FY 2016 Baseline: \$10,584 thousand; +0 FTEs)</p>	631	
<p>3) Commercial Transport Increased PCS travel requirements associated with increased FTEs. (FY 2016 Baseline: \$2,614 thousand; +0 FTEs)</p>	58	
<p>4) Purchased Utilities Increase due to additional regional utilities requirements. (FY 2016 Baseline: \$76 thousand; +0 FTEs)</p>	3	
<p>9. Program Decreases</p>		-8,258
<p>a. Annualization of FY 2016 Program Decreases</p>		
<p>b. One-Time FY 2016 Increases</p>		
<p>1) Personnel Compensation Decrease in civilian personnel funding due to two less work days in FY 2017</p>	-3,601	

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
(FY 2016 Baseline: \$481,712 thousand; +0 FTEs)		
c. Program Decreases in FY 2017		
1) Equipment Purchases Decrease associated with a decrease in furniture costs. (FY 2016 Baseline: \$4,230 thousand; +0 FTEs)	-1,637	
2) Equipment Maintenance by Contract Decrease primarily due to a lower level of effort associated with the DAI transition support. (FY 2016 Baseline: \$7,217 thousand; +0 FTEs)	-925	
3) Facilities Sustainment, Restoration and Modification Reduction associated with a decrease in facilities modernization projects requirements. (FY 2016 Baseline: \$1,546 thousand; +0 FTEs)	-595	
4) IT Contract Support Services Consolidation of network and help desk support contracts yields efficiency in IT contract costs. (FY 2016 Baseline: \$9,498 thousand; +0 FTEs)	-524	
5) Travel Decreased travel cost per FTE based on historical execution. (FY 2016 Baseline: \$13,631 thousand; +0 FTEs)	-448	
6) Supplies and Materials Decreased supplies and materials cost per FTE based on historical execution. (FY 2016 Baseline: \$805 thousand; +0 FTEs)	-312	
7) Non GSA Rents Decreased rental costs due to a decrease in space requirements. (FY 2016 Baseline: \$2,367 thousand; +0 FTEs)	-76	
8) Rental Payments to GSA	-72	

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Reduction due to the consolidation of two GSA leases into one military facility. (FY 2016 Baseline: \$14,250 thousand; +0 FTEs)		
9) Other Services	-68	
Decrease for Contractor courts associated with savings identified in the Service Requirements Review Board process. (FY 2016 Baseline: \$2,708 thousand; +0 FTEs)		
FY 2017 Budget Request		630,925

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IV. Performance Criteria and Evaluation Summary:

DCAA's goal is to provide quality audit services performed in accordance with Generally Accepted Government Auditing Standards. The DCAA has developed audit performance measures which assess the quality of the audits, the timeliness of the audit services, and the efficient and effective use of budgetary resources.

Performance Based Measures

Overview. As a single mission organization, DCAA is chartered with the responsibility of providing a wide range of audit and financial advisory services supporting the negotiation, administration, and settlement of contracts for Government contracting officers. By virtue of this mission, DCAA must retain a cadre of trained, highly competent and professional employees. In a typical year, labor and related fringe benefits account for approximately 87 percent of DCAA's budget. Statutory and regulatory requirements, designed to ensure that the Government meets its fiduciary responsibilities to the public, drive the majority of DCAA's workload. In this capacity, DCAA supports the oversight and internal control responsibilities of the Office of the Secretary of Defense, the DoD Inspector General, the Government Accountability Office, and the Congress.

The DCAA performs audits primarily for contracting officers in the Departments of the Army, the Navy, and the Air Force, and the Defense Contract Management Agency. Audit services provided by DCAA are key to making contract decisions; they help contracting officers ensure that DoD components obtain the best value from the goods and services they purchase.

DCAA's Strategic Plan. DCAA's current Strategic Plan was issued in November 2010. The Strategic Plan is founded on a Mission Statement, followed by a Vision Statement, Values and Goals. To address key challenges and fulfill its mission, DCAA uses a strategic

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IV. Performance Criteria and Evaluation Summary:

planning approach which aims to achieve DCAA's Vision through its pursuit of several goals to be accomplished within a 5-year timeframe. DCAA also has a Human Capital Plan which tiers from the Strategic Plan and addresses strategies related to recruitment, on boarding, employee development, retention and succession planning. DCAA is currently drafting a new Strategic Plan for fiscal years 2016 through 2020 which will be published later this year.

DCAA Mission

Defense Contract Audit Agency (DCAA), while serving the public interest as its primary customer, shall perform all necessary contract audits for the Department of Defense (DoD) and provide accounting and financial advisory services regarding contracts and subcontracts to all DoD components responsible for procurement and contract administration. These services shall be provided in connection with negotiation, administration, and settlement of contracts and subcontracts to ensure taxpayer dollars are spent on fair and reasonable contract prices. DCAA shall provide contract audit services to other Federal agencies as appropriate.

DCAA Vision

Dedicated professionals working together to deliver top-quality audit services to support the Department and the warfighter, and to protect the taxpayer's interest.

DCAA Strategic Plan Goals

Goal 1: "One Agency" with a culture of teamwork, excellence, accountability, mutual respect, integrity, and trust.

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IV. Performance Criteria and Evaluation Summary:

Goal 2: High-quality audits and other financial advisory services.

Goal 3: Highly skilled and motivated professionals dedicated to excellence in accomplishing our mission.

Goal 4: Effective working relationships with DCAA external stakeholders.

Goal 5: The workforce has the right space, the right equipment, and the right technology at the right time to successfully deliver on the mission.

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IV. Performance Criteria and Evaluation Summary:

Summary of Performance Based Measures. The chart below summarizes our Audit Performance Measures. DCAA continues to reassess its performance measures to develop measurements that more closely align with the Strategic Plan. As a result, the audit performance measures discussed below may change for FY 2016 and 2017. Detailed descriptions are provided for each of the existing measures.

<u>Notes</u>	<u>Audit Performance Measures</u>	<u>FY 2015 Actual</u>	<u>FY 2016 Objective (Est.)</u>	<u>FY 2017 Objective (Est.)</u>
	<u>Quality Related Measures:</u>			
1	Opinion on Council of Inspectors General on Integrity and Efficiency (CIGIE) Review	Pass with Deficiency	See note	Unqualified Opinion
2	DCAA Internal QA Reviews	78%	Exceed FY 2015	Exceed FY 2016
3	CPE Requirements	100%	100%	100%
	<u>Timeliness Measures:</u>			
4	Forward Pricing Audits Issued by Original Due Date	65%	Exceed FY 2015	Exceed FY 2016
5	Incurred Cost Years Completed	7,545	TBD	TBD
	<u>Efficiency Measure:</u>			
6	Cost per Direct Audit Hour	\$139.11	TBD	TBD

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IV. Performance Criteria and Evaluation Summary:

Description of Performance Measures:

1. Opinion on the Council of Inspectors General on Integrity and Efficiency (CIGIE) reviews. The Government Auditing Standards, as promulgated by the Government Accountability Office, require each audit organization that conducts audits in accordance with these standards have an internal quality control system in place and undergo an external quality control review (peer review). The internal quality control system established by each audit organization should provide reasonable assurance that it has (1) adopted, and is following, applicable auditing standards and (2) established, and is following, adequate audit policies and procedures. Organizations conducting audits in accordance with these standards should have an external quality control review at least once every three years by an organization not affiliated with the organization being reviewed. These external quality control reviews use guidelines established by the CIGIE. An unqualified opinion represents full compliance with auditing standards with no reportable deficiencies. The Inspector General for the U. S. Department of Defense issued DCAA Peer Review: System Review Report on August 21, 2014. The report concluded that DCAA's system of quality control in effect as of June 30, 2013, has been in compliance and suitably designed to provide DCAA with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. DCAA received a peer review rating of *pass with deficiency*. DCAA expects that the DoDIG will conduct another Peer Review beginning in fourth quarter FY 2016.

2. DCAA Internal Quality Assurance (QA) Results. The DCAA uses this measure to validate the quality of audits completed. DCAA's Quality Assurance organization performs these reviews and evaluates whether they are performed in accordance with Generally Accepted Government Auditing Standards (GAGAS). Our goal is to increase the percentage of audits passing the QA Review each year.

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IV. Performance Criteria and Evaluation Summary:

3. Continuing Professional Education Requirements. All DCAA audit staff members must complete 80 hours of continuing professional education (CPE) over a two-year period in accordance with the GAGAS published by the GAO. At least 20 hours must be completed in each year of the two-year period. The CPE requirement is consistent with DCAA's Strategic Plan goals for professional competence. The DCAA goal is for 100 percent of auditors to complete the minimum Continuing Professional Education requirements.

4. Percent of forward-pricing proposal audit reports issued by the original agreed-to due date. Contracting officers in the process of negotiating prices for new contracts request audit advice on the reasonableness of the contractor's proposed prices from DCAA. DCAA's ability to provide these audit services in a timely manner is critical to the timely awarding of contracts. We measure the percent of forward pricing proposal audit reports issued by the original due date agreed to between the auditor and requester. The percentage of reports meeting the due date is expected to improve each year.

5. Incurred cost years completed. Timely annual audits of costs incurred on contracts by DCAA are an important part of timely contract closeout for Government contracting officers and an important initiative for the Department of Defense. We have not established the FY 2017 goals.

6. Cost Per Direct Audit Hour (CPDAH). The CPDAH metric measures the control of operating costs. To assess overall success in managing operating costs from year to year, each year's goal is set at a rate that will not exceed the prior year's rate when restated in constant dollars. The FY 2017 goals have not yet been established.

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<u>V. Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
<u>Civilian End Strength (Total)</u>	4,693	4,209	4,722	-484	513
U.S. Direct Hire	4,693	4,209	4,722	-484	513
Total Direct Hire	4,693	4,209	4,722	-484	513
Memo: Reimbursable Civilians Included	514	238	59	-276	-179
<u>Civilian FTEs (Total)</u>	4,744	4,318	4,691	-426	373
U.S. Direct Hire	4,744	4,318	4,691	-426	373
Total Direct Hire	4,744	4,318	4,691	-426	373
Memo: Reimbursable Civilians Included	514	238	59	-276	-179
Average Annual Civilian Salary (\$ in thousands)	116.9	119.1	118.6	2.2	-0.5
 <u>Contractor FTEs (Total)</u>	 51	 54	 56	 3	 2
 Defense Acquisition Workforce Development Fund (DAWDF) and Overseas Contingency Operations (OCO) Personnel Summary	 <u>FY 2015</u>	 <u>FY 2016</u>	 <u>FY 2017</u>	 <u>Change FY 2015/ FY 2016</u>	 <u>Change FY 2016/ FY 2017</u>
DAWDF End Strength (Total)	147	180	102	33	-78
DAWDF FTEs (Total)	143	207	146	64	-61
OCO FTEs (Total)	150	145	103	-5	-42

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VI. OP 32 Line Items as Applicable (Dollars in thousands):

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2015</u>	<u>FY 2015/FY 2016</u>		<u>FY 2016</u>	<u>FY 2016/FY 2017</u>		<u>FY 2017</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	490,735	6,012	-15,035	481,712	7,317	56,271	545,300
103 Wage Board	37	0	13	50	1	0	51
104 FN Direct Hire (FNDH)	5	0	-5	0	0	0	0
106 Benefit to Fmr Employees	159	0	-159	0	0	0	0
111 Disability Compensation	2,017	0	-203	1,814	0	2	1,816
121 PCS Benefits	1,543	0	840	2,383	0	0	2,383
199 Total Civ Compensation	494,496	6,012	-14,549	485,959	7,318	56,273	549,550
308 Travel of Persons	14,716	250	-1,335	13,631	245	-448	13,428
399 Total Travel	14,716	250	-1,335	13,631	245	-448	13,428
696 DFAS Financial Operation (Other Defense Agencies)	4,302	240	-414	4,128	-166	761	4,723
699 Total DWCF Purchases	4,302	240	-414	4,128	-166	761	4,723
771 Commercial Transport	2,192	37	385	2,614	47	58	2,719
799 Total Transportation	2,192	37	385	2,614	47	58	2,719
912 Rental Payments to GSA (SLUC)	13,697	233	320	14,250	257	-72	14,435
913 Purchased Utilities (Non-Fund)	100	2	-26	76	1	3	80
914 Purchased Communications (Non-Fund)	5,663	96	918	6,677	120	2,967	9,764
915 Rents (Non-GSA)	2,153	37	177	2,367	43	-76	2,334
920 Supplies & Materials (Non-Fund)	1,824	31	-1,050	805	14	-312	507
921 Printing & Reproduction	31	1	38	70	1	0	71
922 Equipment Maintenance By Contract	6,805	116	296	7,217	130	-925	6,422
923 Facilities Sust, Rest, & Mod by Contract	930	16	600	1,546	28	-595	979
925 Equipment Purchases (Non-Fund)	5,635	96	-1,501	4,230	76	-1,637	2,669
960 Other Costs (Interest and Dividends)	3	0	1	4	0	0	4
987 Other Intra-Govt Purch	11,077	189	-682	10,584	191	631	11,406
989 Other Services	1,766	30	912	2,708	49	-68	2,689
990 IT Contract Support Services	7,545	128	1,825	9,498	171	-524	9,145

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		Change			Change		
	FY 2015	FY 2015/FY 2016		FY 2016	FY 2016/FY 2017		FY 2017
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
999 Total Other Purchases	57,229	975	1,828	60,032	1,081	-608	60,505
Total	572,935	7,514	-14,085	566,364	8,525	56,036	630,925

* The FY 2015 Actual column includes \$19,728 thousand of FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

* The FY 2016 Estimate column excludes \$18,474 thousand of FY 2016 OCO Appropriations funding (PL 114-113).

* The FY 2017 Estimate column excludes \$13,436 thousand of FY 2017 OCO Budget request.

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**Fiscal Year 2017 President's Budget
Defense Contract Management Agency (DCMA)**



February 2016

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**Defense Contract Management Agency
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**Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
Budget Activity (BA) 4: Administration and Services**

	FY 2015 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2016 <u>Enacted</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2017 <u>Estimate</u>
DCMA	1,290,715	16,425	37,311	1,344,451	20,047	-8,118	1,356,380

The FY 2015 Actual column includes \$12.1 million of FY 2015 OCO Appropriations funding (PL 113-235).

The FY 2016 Enacted column excludes OCO Appropriations funding (PL 114-113).

The FY 2017 Estimate column excludes \$13.6 million of Overseas Contingency Operations Appropriations funding.

I. Description of Operations Financed:

The Defense Contract Management Agency (DCMA) is positioned as a unique, independent enterprise that provides the Department of Defense (DoD) with capabilities not found in the Component Services, or anywhere else within Government. DCMA's vision is: *One team, one voice delivering acquisition insight that matters*. The Agency is keenly focused on providing invaluable support and services that surpass the resources invested by DoD. We are the DoD's independent acquisition eyes and ears and are a key partner to the Component Service's buying commands, DoD partners and Allied customers. Our robust acquisition insight enables maximum military readiness, reduces acquisition enterprise risk, and informs DoD affordability decisions. We provide customers timely and relevant oversight analyses on current contracts and information that arms the decision makers as they prepare for the next contract.

In accordance with the President's Management Agenda (PMA), the Secretary of Defense's (SECDEF) "Six Areas of Focus", and the 2014 Quadrennial Defense Review (QDR), DCMA continues to adapt, reshape, and rebalance in preparation for future strategic challenges and opportunities. Adherence to Better Buying Power (BBP) 3.0 initiatives, such as controlling costs throughout the product lifecycle, incentivizing productivity, and improving tradecraft in acquisition of services ensures affordability and increased

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I. Description of Operations Financed (cont.)

productivity. Application of improved supply chain management directives, superior price-costing strategies, and partnering with industry will enable the Agency to understand industry risks and reduce or eliminate requirements imposed on industry where costs outweigh benefits, while protecting government interests and without adversely impacting performance. Furthermore, we are invigorating our efforts to adjust to the changing environment by achieving and sustaining audit readiness, creating an agile and flexible learning organization/culture, responding to future customer programs, initiating and strengthening acquisition processes, and optimizing mission execution to support the acquisition enterprise through agile business practices.

DCMA Overview

DCMA's specific mission is to provide Contract Administration Services (CAS) to the DoD Acquisition Enterprise and its partners, to ensure delivery of quality products and Services to the Warfighter, and to provide actionable acquisition insight to DoD decision makers. In fulfilling that mission, DCMA provides 1) CAS to the military services and other authorized customers worldwide, 2) contingency contract support in Theater when directed through its designation as a Combat Support Agency (CSA) under the auspices of DoD Directive 3000.06, 3) independent assessment on Defense Acquisition Executive Summary (DAES) programs, and 4) industrial base assessments and support for the Defense Industrial Base (DIB). The Agency influences worldwide acquisition through three Field Directorates: Operations Directorate, with CAS operations supported via three CONUS regions; International Directorate; and Special Programs Directorate.

The Agency's civilian and military personnel (11,256 and 541, respectively) are located in over 1,000 locations, managing over 19,459 contractors and approximately 343,600 active contracts. These contracts have a total face value of \$6.5 trillion (T) of which \$2.0T has been obligated. Of the obligated amount, \$210.6B remains un-liquidated. The

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I. Description of Operations Financed (cont.)

Agency's responsibilities include managing Acquisition Category I and II programs, \$157.6B of Government property in-plant, \$18.6B in progress payments, and \$11.6B in performance-based payments, ensuring each complies with Federal acquisition and auditability standards.

Efficiencies and Process Improvements

Targeting the SECDEF's focus areas of balance, investment protection, and military readiness, DCMA's strategic initiatives include organizational restructuring and delayering to streamline mission operations, demonstrating our commitment as good stewards of the nation's resources entrusted to us. DCMA continues to implement previously reported efficiency initiatives contributing to the Agency's 20% Major Headquarters Activity (MHA) reduction. Execution of these initiatives and other efficiencies enabled DCMA to reduce MHA authorizations in FY 2015. As part of the DoD commitment to reduce the size of DoD Headquarters Activities by 25%, DCMA reevaluated the headquarters functions performed and properly document the size of the DCMA headquarters, which is reflected in FY 2016 on the Management Headquarters PB-22 Exhibit. DCMA is fully prepared to derive MHA efficiencies and is reviewing courses of action to achieve a 25% reduction.

The DCMA initiatives enable DoD to implement three other PMA Overarching Goals: #1 - Deliver a world-class customer service experience for citizens and businesses; #3 - Open government assets as a platform for innovation, job creation, and economic growth; and #4 - Unlock the potential of the Federal workforce and build the workforce we need for tomorrow. Strengthening tomorrow's workforce begins with building, shaping, and sustaining our workforce today. Our workforce composition has shifted fundamentally from seasoned, highly-skilled personnel to highly-educated, yet relatively inexperienced newcomers. Production, quality assurance, manufacturing, contracting and engineering

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I. Description of Operations Financed (cont.)

personnel comprise the largest portion of our acquisition workforce. Using Agency and Defense Acquisition Workforce Development Fund (DAWDF) funding, we have made significant strides in recruiting and training our acquisition workforce.

Another DCMA initiative is to reduce facility costs by 30%. The savings will be achieved by a combination of optimizing the Agency's footprint, partnering with the military services where on-base locations make sense, leveraging IT and communications technology, establishing appropriate and consistent facility standards, and becoming more energy efficient. These infrastructure efficiencies will allow us to apply more resources to our high payoff roles such as our cost and pricing operations.

To further balance resources and better inform leadership regarding investment protection and military readiness, DCMA is leveraging technology while applying agile enterprise architecture techniques. The Agency is deploying a new automated platform initiative - Integrated Workload Management System (IWMS) - to improve its capacity to capture programmed and required operational workflow, completed workload, and workload not accomplished. Combined with concurrent implementation of the Defense Agencies Initiative (DAI) time and labor module, the Agency will be able to more completely and comprehensively determine workload and/or workforce parity, workforce shortfalls, and acceptable risk; develop appropriate tools to address necessary programmatic changes; and identify propriety of reutilization or possible return of DCMA-allocated resources. With these enhanced IT solutions, DCMA will provide decision-makers better data to compare options, provide ready analytic solutions, allocate resources, improve processes, and reduce manual reporting and management efforts at our field organizations. Not only do these IT initiatives support SECDEF focus areas, but they also support PMA Management Goal #9 - Effectiveness: Smarter IT delivery; Management Goal #12 - Efficiency: Benchmark and improve mission-support operations, and PMA Overarching Goal #2 - Increase

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I. Description of Operations Financed (cont.)

the value and quality of core operations. Furthermore, we are developing and implementing all of these technology investments while ensuring we maintain good information assurance. These investments in our information security were crucial in a recent cyber incident where DCMA was able to respond expeditiously and limit impact to the DCMA mission and business functions. IT solution investment will continue to be a critical requirement to ensure the Agency executes contract oversight and insight that enables secure and timely authorization of approximately \$455M payments to contractors daily.

FY 2017 Budget

DCMA's primary costs of operations are civilian personnel and personnel support costs. The FY 2017 request supports the cost of compensating and maintaining a skilled workforce performing critical acquisition support functions in a global environment. Approximately eighty five percent of the FY 2017 budget is personnel compensation and benefits for the direct funded employees. The remaining fifteen percent includes facility sustainment and leases, travel, and IT sustainment, support, and equipment.

DCMA's FY 2017 personnel compensation budget supports the more than 11,000 direct employees performing the mission and overseeing the organization. FY 2017 Appropriation-funded personnel increase by 180 full time equivalents due to two reasons. First, DCMA continues to leverage the DAWDF program to recruit and train acquisition workforce employees. Upon completion of the program, DAWDF employees convert to additional DCMA O&M authorizations and additional O&M personnel compensation is required. Second, additional cost and pricing experts are necessary to meet the demands of the growing cost and price mission assigned to DCMA.

**Defense Contract Management Agency
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I. Description of Operations Financed (cont.)

The initiative to reduce facility costs by 30% will be fully executed by FY 2022. As DCMA transitions from commercial leased space to Federal buildings and DoD facilities, a temporary increase in facility sustainment, restoration, and modernization (FSRM) is necessary to prepare the buildings for our employees. Long term savings from this initiative are expected to be 10% a year to achieve the 30% Facilities cost reduction by FY 2020.

The FY 2017 direct IT budget is 50% of DCMA's direct nonlabor budget and totals \$87M. The largest piece of the IT program is network security, which ensures DCMA's networks and proprietary government information remains operational and secure. The second largest IT program is for routine infrastructure sustainment, ensuring DCMA and our customers can access the DCMA network and information. The third largest IT program is life-cycle management of software systems like Mechanization of Contract Administration Services (MOCAS), IWMS, and DAI. To maintain maximum flexibility, DCMA uses a combination of contract and civilian workforce for most of the IT programs.

DCMA is uniquely positioned and committed to providing independent actionable acquisition insight to support and inform DoD affordability decisions, while also clearly recognizing it must operate within challenging fiscal constraints. The Agency has taken and will continue to explore strategic efficiency initiatives to position it to provide quality contract administration services, facilitate the delivery of critical Departmental emerging needs, support and implement SECDEF areas of focus, and act to support PMA initiatives.

II. Force Structure Summary:

N/A

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III. Financial Summary (\$ in thousands)

	FY 2016						
			Congressional Action				
	FY 2015	Budget				Current	FY 2017
A. <u>BA Subactivities</u>	<u>Actual</u>	<u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Enacted</u>	<u>Estimate</u>
1. Operational Support	1,290,715	1,374,536	-30,085	-2.2	1,344,451	1,344,451	1,356,380
Contract Management	1,290,715	1,374,536	-30,085	-2.2	1,344,451	1,344,451	1,356,380
Total	1,290,715	1,374,536	-30,085	-2.2	1,344,451	1,344,451	1,356,380

The FY 2015 Actual column includes \$12.1 million of FY 2015 OCO Appropriations funding (PL 113-235).

The FY 2016 Enacted column excludes OCO Appropriations funding (PL 114-113).

The FY 2017 Estimate column excludes \$13.6 million of Overseas Contingency Operations Appropriations funding.

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III. Financial Summary (\$ in thousands)

B. <u>Reconciliation Summary</u>	Change <u>FY 2016/FY 2016</u>	Change <u>FY 2016/FY 2017</u>
Baseline Funding	1,374,536	1,344,451
Congressional Adjustments (Distributed)	-29,579	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-506	
Subtotal Appropriated Amount	1,344,451	
Fact-of-Life Changes (2016 to 2016 Only)		
Subtotal Baseline Funding	1,344,451	
Supplemental		
Reprogrammings		
Price Changes		20,047
Functional Transfers		
Program Changes		-8,118
Current Estimate	1,344,451	1,356,380
Less: Wartime Supplemental		
Normalized Current Estimate	1,344,451	

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III. Financial Summary (\$ in thousands)

	<u>Amount</u>	<u>Totals</u>
C. <u>Reconciliation of Increases and Decreases</u>		
FY 2016 President's Budget Request (Amended, if applicable)		1,374,536
1. Congressional Adjustments		-30,085
a. Distributed Adjustments		
1) Overestimation of Other Services	-17,079	
2) Overestimation of Civilian FTE	-12,500	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8035 (Indian Lands)	-506	
FY 2016 Appropriated Amount		1,344,451
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2016 Baseline Funding		1,344,451
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2016 Estimate		1,344,451
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2016 Normalized Current Estimate		1,344,451
6. Price Change		20,047
7. Functional Transfers		
8. Program Increases		30,384
a. Annualization of New FY 2016 Program		
b. One-Time FY 2017 Increases		
c. Program Growth in FY 2017		
1) Personnel Compensation	28,357	
Personnel Compensation increases in correlation with the additional direct O&M FTEs DCMA will execute in FY 2017. DCMA intends to execute additional direct O&M FTEs for the commercial cost and pricing operations and Defense Acquisition Workforce		

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Development Fund (DAWDF) graduates. Increase is partially offset by a one time pay adjustment of - \$8,605K for two fewer compensable days in FY17. (FY 2016 Baseline: \$1,127,287 thousand; +180 FTEs)		
2) Facilities Sustainment Restoration and Modernization FSRM costs will increase as DCMA funds the transition from commercial leased spaces to Federal Buildings and DoD facilities. FY 2017 includes the cost to refurbish existing buildings for DCMA occupancy. (FY 2016 Baseline: \$5,297 thousand)	1,247	
3) Permanent Change of Station PCS is necessary to recruit and maintain highly qualified personnel in hard to fill geographical locations. The increase in FY 2017 is necessary to support the increased FTEs. (FY 2016 Baseline: \$6,198 thousand)	500	
4) DISA Enterprise Computing Center DCMA pays proportional costs to DISA for telecommunications and Defense Enterprise Computing Centers use. Program changes adjust pricing growth to maintain consistent cost. (FY 2016 Baseline: \$3,500 thousand; +0 FTEs)	280	
9. Program Decreases		-38,502
a. Annualization of FY 2016 Program Decreases		
b. One-Time FY 2016 Increases		
1) One time Pay adjustment for two less days in FY 2017 (FY 2016 Baseline: \$1,127,287 thousand)	-8,605	
c. Program Decreases in FY 2017		
1) IT Contract Support Services IT Contract Support Services will decrease in FY 2017	-9,750	

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
as a result of DoD efforts to consolidate and renegotiate contracts. (FY 2016 Baseline: \$31,778 thousand)		
2) Other Services	-9,544	
The decrease in Other Services is due to realigning intra-governmental expenses from a contract line to line 987 Other Intra-government Purchases. Additionally, Other Services will decrease in FY 2017 as a result of DoD efforts to consolidate and renegotiate contracts. (FY 2016 Baseline: \$20,165 thousand)		
3) Travel of Persons	-4,512	
DCMA will continue to leverage technology to achieve efficiencies in travel where possible. (FY 2016 Baseline: \$28,410 thousand)		
4) Other Intra-Government Purchases	-3,079	
DCMA previously captured expenses for intra-government purchases in Line 989 Other Services, a contract line. Starting in FY 2015, DCMA will properly classify these expenses as intra-government. DCMA anticipates a reduction in intra-government purchases in FY 2017 due to reduced cost of operations on DoD locations. (FY 2016 Baseline: \$18,204 thousand)		
5) Equipment Purchases	-3,000	
DCMA is reducing equipment costs in conjunction with the initiative to reduce facility costs by FY 2022. (FY 2016 Baseline: \$42,561 thousand)		
6) DFAS Financial Operation	-8	
DFAS operating costs will decrease in FY 2017 due to		

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
the retirement of multiple legacy financial systems. (FY 2016 Baseline: \$6,492 thousand)		
7) Rents (Non-GSA)	-4	
Non-GSA Rents decrease in FY 2017 due to reduced security costs paid through the Pentagon Forces Protection Agency. (FY 2016 Baseline: \$909 thousand)		
FY 2017 Budget Request		1,356,380

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IV. Performance Criteria and Evaluation Summary:

To deliver on our mission and vision, the Agency is focused on four primary goals: 1) inform and contribute to cost control and affordability decisions; 2) develop agile business practices which optimize mission execution and support to the acquisition enterprise; 3) create and maintain an agile learning organization and culture that strives to exceed customer expectations; and 4) expect of ourselves what we expect of our contractors: good fiscal stewardship. All four of the strategic goals go directly to the heart of the DCMA mission. The Agency helps our partners spend their finite dollars wisely, ultimately ensuring the front line Warfighters get the equipment and services they need when they need them. Adherence to executing and ultimately attaining these goals will posture DCMA to positively support current and future BBP initiatives, QDR priorities, SECDEF's six focus areas, and the PMA including initiatives in services acquisition, innovative science and technology, and efforts to ensure greater acquisition affordability and better cost control throughout the acquisition life cycle. Agency focus will not solely rest on qualitative contract administration functions, but will also focus on quantitative factors as well - those factors that will clearly emphasize the Agency's return on investment (ROI) to the Department and to our other customers and the taxpayers at large.

To reduce overall DoD cost of doing business, we are engaging with our Service Acquisition Executives to encourage and invite earlier collaboration in the acquisition process to ensure requirements are defined with well written entry and exit criteria, testing requirements defined, technical data addressed and risk addressed. DCMA participation earlier in the acquisition life cycle process provides clearer requirements for execution and sustainment, reduces life cycle costs and supports better buying power. The DCMA expertise in various aspects of contract administration has contributed and will continue to contribute to significant returns to the Department. For example, pricing

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IV. Performance Criteria and Evaluation Summary:

efforts are anticipated to realize projected savings of \$11.5B over the next 3 to 5 years. Also, in the four years since the Cost Recovery Initiative began, DCMA action has resulted in over \$1.4B in cost avoidances and more than \$370M in recoveries. Identification of fraudulent behavior resulted in fraud recoveries and fines totaling \$200M in FY 2015 alone. Separately, as a result of the DCMA litigation, the government has successfully recovered from government contractors another \$109.6M and has avoided paying government contractors an additional \$347.5M in FY 2015.

Software development continues to be one of the main cost drivers for cost overruns. Our independent in-plant insight into contractor processes provides a unique acquisition insight service to our DoD customers to ensure contractor compliance in program development. Specifically, our in plant presence allows us to perform oversight and analysis of existing software development to include emerging critical focus areas of agile software and technology processes and to lean forward to address cybersecurity and information assurance concerns. This oversight and analysis is important to DCMA's mission assurance responsibilities and is integral to better buying power.

Adherence to executing and ultimately attaining these goals will posture DCMA to positively support current and future BBP initiatives, QDR priorities, SECDEF's six focus areas, and the PMA, including initiatives in services acquisition, innovative science and technology, and efforts to ensure greater acquisition affordability, and better cost control throughout the acquisition life cycle.

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<u>V. Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>386</u>	<u>529</u>	<u>510</u>	<u>143</u>	<u>-19</u>
Officer	324	454	436	130	-18
Enlisted	62	75	74	13	-1
<u>Reserve Drill Strength (E/S) (Total)</u>	<u>155</u>	<u>226</u>	<u>226</u>	<u>71</u>	<u>0</u>
Officer	125	177	177	52	0
Enlisted	30	49	49	19	0
<u>Civilian End Strength (Total)</u>	<u>11,256</u>	<u>11,546</u>	<u>11,972</u>	<u>290</u>	<u>426</u>
U.S. Direct Hire	11,196	11,466	11,892	270	426
Foreign National Direct Hire	49	67	67	18	0
Total Direct Hire	11,245	11,533	11,959	288	426
Foreign National Indirect Hire	11	13	13	2	0
Memo: Reimbursable Civilians Included	696	692	898	-4	206
<u>Active Military Average Strength (A/S) (Total)</u>	<u>386</u>	<u>529</u>	<u>510</u>	<u>143</u>	<u>-19</u>
Officer	324	454	436	130	-18
Enlisted	62	75	74	13	-1
<u>Reserve Drill Strength (A/S) (Total)</u>	<u>155</u>	<u>226</u>	<u>226</u>	<u>71</u>	<u>0</u>
Officer	125	177	177	52	0
Enlisted	30	49	49	19	0
<u>Civilian FTEs (Total)</u>	<u>10,713</u>	<u>10,978</u>	<u>11,364</u>	<u>265</u>	<u>386</u>
U.S. Direct Hire	10,653	10,898	11,284	245	386
Foreign National Direct Hire	49	67	67	18	0
Total Direct Hire	10,702	10,965	11,351	263	386
Foreign National Indirect Hire	11	13	13	2	0
Memo: Reimbursable Civilians Included	690	692	898	2	206

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<u>V. Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
Average Annual Civilian Salary (\$ in thousands)	110.5	111.1	112.7	.6	1.6

DAWDF and OCO Personnel Summary				<u>Change</u>	<u>Change</u>
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2015/FY 2016</u>	<u>FY 2016/FY 2017</u>
DAWDF End Strength (Total)	256	411	258	155	-153
OCO End Strength (Total)	42	0	60	-42	60
DAWDF and OCO End Strength Total	298	411	318	113	-93
DAWDF FTEs (Total)	424	339	226	-85	-113
OCO FTEs (Total)	46	0	54	-46	54

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VI. OP 32 Line Items as Applicable (Dollars in thousands):

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2015</u>	<u>FY 2015/FY 2016</u>		<u>FY 2016</u>	<u>FY 2016/FY 2017</u>		<u>FY 2017</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	1,094,976	13,413	18,898	1,127,287	17,123	19,752	1,164,162
103 Wage Board	102	1	0	103	2	0	105
104 FN Direct Hire (FNDH)	3,183	39	1,124	4,346	66	0	4,412
111 Disability Compensation	3,755	0	0	3,755	0	0	3,755
121 PCS Benefits	5,281	0	917	6,198	0	500	6,698
199 Total Civ Compensation	1,107,297	13,453	20,939	1,141,689	17,191	20,252	1,179,132
308 Travel of Persons	22,376	380	5,654	28,410	511	-4,512	24,409
399 Total Travel	22,376	380	5,654	28,410	511	-4,512	24,409
647 DISA Enterprise Computing Centers	3,516	-352	336	3,500	-350	280	3,430
677 DISA Telecomm Svcs - Reimbursable	6,401	128	0	6,529	118	0	6,647
696 DFAS Financial Operation (Other Defense Agencies)	6,415	359	-282	6,492	-262	-8	6,222
699 Total DWCF Purchases	16,332	135	54	16,521	-494	272	16,299
771 Commercial Transport	4,245	72	1,597	5,914	106	0	6,020
799 Total Transportation	4,245	72	1,597	5,914	106	0	6,020
901 Foreign National Indirect Hire (FNIH)	618	8	0	626	10	0	636
912 Rental Payments to GSA (SLUC)	18,492	314	0	18,806	339	0	19,145
913 Purchased Utilities (Non-Fund)	2,169	37	0	2,206	40	0	2,246
914 Purchased Communications (Non-Fund)	7,699	131	0	7,830	141	0	7,971
915 Rents (Non-GSA)	895	15	-1	909	16	-4	921
917 Postal Services (U.S.P.S)	223	4	0	227	4	0	231
920 Supplies & Materials (Non-Fund)	3,031	52	-4	3,079	55	0	3,134
921 Printing & Reproduction	80	1	0	81	1	0	82
922 Equipment Maintenance By Contract	83	1	0	84	2	0	86
923 Facilities Sust, Rest, & Mod by Contract	5,208	89	0	5,297	95	1,247	6,639
925 Equipment Purchases (Non-Fund)	42,092	716	-247	42,561	766	-3,000	40,327

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		Change			Change		
	FY 2015	<u>FY 2015/FY 2016</u>		FY 2016	<u>FY 2016/FY 2017</u>		FY 2017
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
960 Other Costs (Interest and Dividends)	63	1	0	64	1	0	65
987 Other Intra-Govt Purch	17,900	304	0	18,204	328	-3,079	15,453
989 Other Services	10,665	181	9,319	20,165	363	-9,544	10,984
990 IT Contract Support Services	31,247	531	0	31,778	572	-9,750	22,600
999 Total Other Purchases	140,465	2,385	9,067	151,917	2,733	-24,130	130,520
Total	1,290,715	16,425	37,311	1,344,451	20,047	-8,118	1,356,380

The FY 2015 Actual column includes \$12.1 million of FY 2015 OCO Appropriations funding (PL 113-235).

The FY 2016 Enacted column excludes OCO Appropriations funding (PL 114-113).

The FY 2017 Estimate column excludes \$13.6 million of Overseas Contingency Operations Appropriations funding.

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Defense Acquisition University



February 2016

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**Defense Acquisition University
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**Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
Budget Activity (BA) #3: Recruitment and Training**

	FY 2015 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2016 <u>Enacted</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2017 <u>Estimate</u>
DAU	134,940	1,818	696	137,454	2,203	-999	138,658

I. Description of Operations Financed:

The Defense Acquisition University (DAU) (<http://www.dau.mil>) is a “corporate” university of the Department of Defense, Office of the Under Secretary of Defense (Acquisition, Technology and Logistics) (OUSD, AT&L). Its mission is to provide a global learning environment to develop qualified acquisition, requirements, and contingency professionals who deliver and sustain effective and affordable warfighting capabilities.

The DAU’s vision is to help approximately 156,000 Department of Defense (DoD) acquisition employees to achieve the right acquisition outcomes now and in the future. The Defense Acquisition University (DAU) is the one institution that affects professionals in the Defense Acquisition Workforce (DAW) in every stage of their career. DAU’s products and services target workplace performance and promote mission effectiveness, and are critical to improving the professionalism of the DAW.

As DoD looks for ways to affordably support its warfighters in a period of significant budget constraints, DAU expects to see fewer new program starts and more modifications, more service life extensions, acquisition support of cybersecurity, and more pressure on sustainment costs, even as systems age. There will be more emphasis on service acquisitions and business systems, which require different skill sets than the hardware programs that have historically gotten the most attention. As the work becomes more complex, DAU’s learning assets will be of increasing benefit to the changing DAW. As a

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I. Description of Operations Financed (cont.)

result, they will increasingly rely on DAU's learning assets to do their jobs. DAU has already started addressing those needs by incorporating learning and knowledge-sharing assets into the very fabric of daily work, providing learning at the point of need.

It isn't enough to cut costs alone, however; performance is still expected. The DAU continued to succeed in its vital function – giving the Defense Acquisition Workforce the tools and knowledge it needs to succeed. DAU delivered an impressive amount of learning to the workforce (FY 2015):

- Provided more than 7 million hours of learning;
- Graduated 173,969 students;
- An additional 700,788 continuous learning modules completed by students
- Provided 131,615 hours of Mission Assistance;
- Offered 310 online continuous learning modules; and
- Provided 70,507 contact hours on Defense Acquisition Portal and Acquisition Community Connection with 75,791 ACC contributors and more than 9 million page views.

Organizational Strengths

A National Inherently Governmental Resource. The work of defense acquisition is an inherently governmental responsibility. DAU's faculty and staff are expert, connected, and trusted government agents. As a government organization, DAU is driven by its duty to deliver quality products and services in the most effective and efficient way.

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I. Description of Operations Financed (cont.)

Steward of the Acquisition Body of Knowledge. DAU's curricula development expertise is unique concerning design, content, and intimate understanding of the DoD acquisition environment. This facilitates the alignment of curricula to the career-long learning needs of the DAW and rapid training on emerging defense acquisition policy initiatives.

In addition to delivering training in the classroom and online, DAU provides on-site mission assistance such as consulting, customized training events, and a wide variety of acquisition-related learning resources that are available to the DAW 24/7 in the workplace, at home, or on the go. These resources include online continuous learning modules, communities of practice, collaborative special interest areas, performance support tools, an acquisition knowledge repository, and the defense acquisition portal, which contains links to the latest acquisition policies and guidance.

Skilled Government Practitioners. Having held positions as highly skilled field practitioners in both government and industry, DAU faculty and staff collectively possess experience and expertise across DoD acquisition disciplines and are unique in their comprehensive knowledge of the DoD environment, business practices, and acquisition processes.

Training Excellence. DAU is accredited by the Commission of the Council on Occupational Education (COE). DAU also is internationally recognized by both the public and private sectors as a world-class training organization and frequently benchmarked by other training organizations.

Strong Relationships with DoD and Congressional Leadership. DAU has earned the support and advocacy of senior Defense Leadership and Congress. This relationship ensures DAW

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I. Description of Operations Financed (cont.)

learning products and services meet the needs of the acquisition community by providing high quality and relevant training to the DAW.

Core Capabilities

As the primary training organization for the DAW, DAU is committed to developing qualified acquisition professionals by fully engaging our students, both in the classroom and on the job. Through a virtual, continuous presence with the workforce, DAU products and services enhance workplace performance, promote mission effectiveness, and support the DAW in meeting future challenges. DAU is fully integrated in our learners' careers from the time they enroll in their first DAU course until they retire—helping them achieve better acquisition outcomes. DAU's products and services provide all members of the AT&L community with more control over their career-long learning opportunities. DAU's global reach extends the learning experience from traditional classroom instruction to a variety of learning solutions that are available anytime, anywhere.

Mission Success

DAU has repeatedly demonstrated and been recognized for its success in providing a global learning environment. In 2014, DAU earned reaffirmation of accreditation from the Council on Occupational Education (CoE) and regularly earns recognition as a sector leader in the corporate training industry.

- Named the Best Public Sector Learning Organization at the 2015 Enterprise Learning! Conference

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I. Description of Operations Financed (cont.)

- Named one of the top 10 Learning Elite organizations for 2015 by Chief Learning Officer magazine
- Earned reaffirmation of accreditation from the CoE in 2014 with three areas receiving commendation
- Executive Coaching Prism Award (2014)
- Annual Awards for Publication Excellence (2014)
- Federal Government Distance Learning Association (2012, 2014)
- eLearning! 100 Award for Excellence in Learning Technology Innovation (2012, 2014)
- Chief Learning Officer (CLO) Learning Elite Award (2011, 2012, 2014)
- Global Council of Corporate Universities Gold Award for Best Overall Corporate University in FY 2013
- eLearning Magazine ranked DAU first on their list of 2013's best learning programs in the public sector
- International Coach Federation Prism Award for FY 2013.
- Two Learning Elite Awards for FY 2013: Greatest Overall Impact and a Top 10 Corporation Award/Recognition
- Chief Learning Officer (CLO) Editor's Choice for Best Leadership Commitment (2012)
- Trailblazer Award from DoD's Office of Small Business Programs (2012)
- Chief Learning Officer (CLO) Vanguard Award for Learning in Practice (2011, 2012)
- Named a 2011 Program Laureate by the International Data Group recognizing visionary applications of information technology which promote positive social, economic, and educational change

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I. Description of Operations Financed (cont.)

- Chief Learning Officer (CLO) Editor's Choice Award for the top score in the Learning Strategy Performance category (2011)
- Brandon Hall Research's Excellence in Learning Award in the Best Use of Virtual Worlds for Learning category (2010)

As the primary learning assets provider for the DAW, DAU is a strategic enabler that expedites the right acquisition outcomes by fully engaging its students, both in the classroom and on the job. Its products and services enhance workplace performance, promote mission effectiveness, and help reshape the DAW to meet future challenges. DAU strives to be fully integrated into its learners' careers from the time of first course enrollment until retirement, providing the very best weapons systems, equipment, and services for this nation's war fighters.

Strategic Goals: In order to best achieve its mission, DAU has established strategic goals focused in five areas:

- **Foundational Learning:** Deliver high-quality certification and job-specific training to give the workforce long-term knowledge and habits of mind.
- **Workflow Learning:** Provide easily accessible learning resources to help the workforce succeed on the job every day.
- **Performance Learning:** Conduct high-impact customer engagements with individuals and teams to improve acquisition outcomes.
- **People:** Hire, develop, and retain a workforce with the right skills to execute our mission

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I. Description of Operations Financed (cont.)

- **Infrastructure:** Develop and sustain effective and efficient infrastructure and business processes to support a global learning environment for our customers

Certification and Assignment-Specific Training: The acquisition workforce is approximately 156,000 members strong consisting of military and civilian personnel from the Army, Navy, Air Force, Marine Corps, and Defense Agencies. This workforce ensures that America's warfighters have the systems, services, and supplies they need wherever they are and whenever they need them. Congress enacted the DAW Improvement Act (DAWIA) as a part of the FY 1991 National Defense Authorization Act. The DAWIA required the Department of Defense (DoD) to establish training, education, and experience standards for the civilian and military acquisition workforce. The Act also required DoD to establish and maintain a defense acquisition university structure to provide for the professional development and training of the acquisition workforce. The training DAW provides in support of the 14 DAWIA career fields is the foundation for the development of the acquisition workforce.

With the ever-evolving development of complex new technology and increased pressure to acquire goods and services both economically and efficiently, the acquisition workforce is being called on to operate in an increasingly challenging environment. These demands only heighten the importance of DAW's training mission and the urgency for members of the acquisition workforce to achieve their career development goals so they can better support the warfighter.

In addition to DAWIA training, DAW has been tasked to provide training in the following (non-statutory acquisition) areas:

- Contracting Officer's Representative (COR)

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I. Description of Operations Financed (cont.)

- Contingency contracting
- Executive-level courses
- International
- Acquisition program management
- Requirements management
- Services acquisition

DAU offers over 120 certification, Core Plus development, and executive/leadership support courses spanning 14 career fields. DAU delivers this training through an appropriate mix of classroom, Web-based, and hybrid offerings. As a result, students can take many of their courses online, reducing their time away from the job and home, and avoiding travel costs.

Continuous Learning: DoD policy calls for the DAW to operate as a continuous learning community. Members of the workforce are required to obtain 80 continuous learning points over the course of every two years. In response to this, DAU provides over 300 different continuous learning modules (CLMs) available online. All modules offer the workforce the opportunity to meet their continuous learning requirements while keeping abreast of current initiatives in acquisition. (FY 2015 Continuous Learning Graduates: 700,788; FY 2015 Continuous Learning Contact Hours: 2.6 million)

Mission Assistance: Consulting, Targeted Training, and Rapid Deployment Training:

DAU's Mission Assistance program extends services beyond the classroom and into the workplace. DAU provides performance support services to DoD and other government agencies to provide advice, consulting, rapid-deployment training on new initiatives, or

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I. Description of Operations Financed (cont.)

training targeted to address unique mission needs (754 mission assistance efforts totaling over 131,615 hours in FY 2015).

Knowledge Sharing: The Defense Acquisition Portal (DAP) provides the acquisition community with a single entry point to acquisition resources. The site contains links to mandatory and discretionary reference material, performance-support tools, Ask-A-Professor, acquisition events, and related Web resources. The DAP includes a tab dedicated to the acquisition workforce, providing information on career management, career planning, leadership training, human capital initiatives, and the 4th Estate. It also features acquisition career gateways, where a career certification guide, course enrollment procedures, continuous learning and job-specific courses, and blogs by career field experts are provided on each of the acquisition career fields (37,721 contact hours; more than 6.5 million page views).

The DAP also links to the Acquisition Community Connection (ACC), which contains numerous communities of practice in career fields or business processes. These communities offer a forum for connecting individuals from various organizations who are facing similar problems and issues (over 75,000 registered community members; over 37,000 member contributions; 2.4 million page views; 52 communities of practice in FY 2015).

The ready access to peers, expert help, and lessons learned provide fertile ground for workforce innovation and fosters the transfer of best business practices across the DAW.

Building Compelling Evidence of Results for DAU Stakeholders: The DAU has been able to meet successfully its challenge of serving significantly increasing numbers of students who are in need of certification training. The University has improved in many areas.

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I. Description of Operations Financed (cont.)

Since 2001, the University has increased overall graduates from about 46,000 to 180,000 per year (FY 2017 est.). Concurrently, the nominal average training cost per student has dropped over 63 percent. The FY 2017 estimate for the average cost per student is \$770.

DAU's increases in capacity and throughput have not come at the expense of learner satisfaction. The University's customers consistently give top ratings to DAU's learning assets and to the outstanding faculty who deliver them. DAU uses the four-level Kirkpatrick training assessment model to evaluate student perceptions, learning outcomes, job performance, and impact on the organization.

Even as DAU's cost per student has been dramatically reduced, DAU has consistently received high marks (80 percent and above) from its students in response to classroom survey questions (over 34,000 surveys in FY 2015 averaging 92%).

Through the DAU's strategic partnerships, over 150 colleges and universities offer credit for DAU courses toward degrees or certificates saving time, tuition assistance dollars, and out-of-pocket expenses for the DAW.

To better support mission requirements and to recognize other viable sources of education and training, DAU partners with other education and training providers that offer or desire to offer courses, programs of instruction, or assessment processes that are substantially similar to the learning outcomes addressed in specific DAU courses. However, DAU does not determine what a certified vendor will charge to deliver an equivalent course. Looking at a sample of equivalent course offerings on a per student basis, DAU is a high-value enterprise by comparison.

Defense Acquisition University

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I. Description of Operations Financed (cont.)

Course Delivery Comparisons (does not include student travel)

COURSE ID	COURSE NAME	VENDOR	DAU	% Delta
ACQ 265	Mission-Focused Services Acquisition	\$995	\$612	-38%
CON 360	Contracting for Decision Makers	\$2,299	\$1,256	-45%
CON 243	Architect-Engineer Contracting	\$1,069	\$494	-54%
CON 244	Construction Contracting	\$1,069	\$640	-40%
CON 170	Fundamentals of Cost and Price Analysis	\$2,299	\$1,190	-48%
PMT 257	Program Management Tools Course	\$2,500	\$1,007	-60%

DAU is committed to providing its stakeholders and customers with best-in-class learning assets delivered in the most efficient and effective manner possible. The University has aligned with senior leadership, continuously modernized its business and learning infrastructure, deployed a world-class learning architecture, updated its curricula, recruited the right talent, rewarded performance, and garnered national recognition as one of the leading corporate universities in the world.

II. Force Structure Summary:

The DAU main campus is located at Ft. Belvoir, Virginia where the university maintains a staff for centralized academic oversight, a robust curriculum development center, and an

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II. Force Structure Summary (cont.)

e-learning and technology development directorate. The University has five regional campuses strategically located in areas where there is a high concentration of DoD AT&L workforce members. The five regional campuses are as follows:

- **Capital and Northeast** - Fort Belvoir, Virginia (serves workforce of 37,600)
- **Mid-Atlantic** - California, Maryland (serves workforce of 30,600)
- **Midwest** - Kettering, Ohio (serves workforce of 21,900)
- **South** - Huntsville, Alabama (serves workforce of 34,800)
- **West** - San Diego, California (serves workforce of 31,500)

Further, DAU has two colleges:

- **Defense Systems Management College (DSMC)** - Ft. Belvoir, Virginia. DSMC is chartered to provide the following to the DoD(AT&L) workforce across the globe: Executive level, international acquisition management, requirements, mission assistance, leadership, and research courses.
- **College of Contract Management** - Ft. Lee, Virginia. Co-located with the Defense Contract Management Agency (DCMA) headquarters at Fort Lee, VA, the College of Contract Management (CCM) is chartered to provide the professional, accredited courses necessary to enhance the skills of the workforce within the Defense Contract Management Agency (DCMA).

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III. Financial Summary (\$ in thousands)

	FY 2016						
	FY 2015	Budget	Congressional Action			Current	FY 2017
			Amount	Percent	Appropriated		
A. BA Subactivities	<u>Actual</u>	<u>Request</u>				<u>Enacted</u>	<u>Estimate</u>
1. Teaching	95,717	101,195	-6,117	-6.0	95,078	95,078	96,151
2. Curriculum Development	13,480	14,249	-1,847	-12.0	12,402	12,402	12,521
3. Mission Assistance	12,536	13,249	909	6.9	14,158	14,158	14,292
4. Knowledge Sharing	10,395	10,994	1,927	17.5	12,921	12,921	12,771
5. Research	952	1,006	-26	-2.6	980	980	990
6. Human Capital	1,860	1,966	-51	-2.6	1,915	1,915	1,933
Total	134,940	142,659	-5,205	-3.7	137,454	137,454	138,658

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III. Financial Summary (\$ in thousands)

B. <u>Reconciliation Summary</u>	Change <u>FY 2016/FY 2016</u>	Change <u>FY 2016/FY 2017</u>
Baseline Funding	142,659	137,454
Congressional Adjustments (Distributed)	-5,146	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-59	
Subtotal Appropriated Amount	137,454	
Fact-of-Life Changes (2016 to 2016 Only)		
Subtotal Baseline Funding	137,454	
Supplemental		
Reprogrammings		
Price Changes		2,203
Functional Transfers		
Program Changes		-999
Current Estimate	137,454	138,658
Less: Wartime Supplemental		
Normalized Current Estimate	137,454	

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III. Financial Summary (\$ 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)		142,659
1. Congressional Adjustments		-5,205
a. Distributed Adjustments		
1) FTE Over Estimation	-3,300	
2) Unjustified Growth to Knowledge Management	-1,846	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8035 (Indian Lands)	-55	
2) Section 8024 (FFRDC)	-4	
FY 2016 Appropriated Amount		137,454
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2016 Baseline Funding		137,454
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2016 Estimate		137,454
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2016 Normalized Current Estimate		137,454
6. Price Change		2,203
7. Functional Transfers		
8. Program Increases		932
a. Annualization of New FY 2016 Program		
b. One-Time FY 2017 Increases		
1) Facility Maintenance by Contract: Older buildings at Ft. Belvoir, VA, facility require maintenance and repairs over and above normal recap.	407	
Costs allocated to sub-activities (Teaching: +\$281K; Curriculum Development: +\$37K; Mission Assistance: +\$42; Knowledge Sharing: +\$38K; Research: +\$3K; Human		

**Defense Acquisition University
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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Capital: +\$6K) (FY 2016 Baseline: \$850 thousand; +0 FTEs)		
c. Program Growth in FY 2017		
1) Total Civilian Personnel Compensation: Recognizes increased costs due to the Federal Employee Health Benefits (FEHB) program expansion in FY16. Costs allocated to sub-activities (Teaching: +\$249K; Curriculum Development: +\$33K; Mission Assistance: +\$37K; Knowledge Sharing: +\$34K; Research: +\$3K; Human Capital: +\$5K) (FY 2016 Baseline: \$95,497 thousand; +0 FTEs)	361	
2) Total Civilian Personnel Compensation: Adds one FTE to reflect intermittent faculty personnel growth. Costs allocated to sub-activities (Teaching: +\$120K) (FY 2016 Baseline: \$95,497 thousand; +1 FTEs)	120	
3) DLA Document Services: This request maintains current funding levels. This line item has decreased over 18% since FY14 due to realized efficiencies. Costs allocated to sub-activities (Teaching: +\$44K) (FY 2016 Baseline: \$619 thousand; +0 FTEs)	44	
9. Program Decreases		-1,931
a. Annualization of FY 2016 Program Decreases		
b. One-Time FY 2016 Increases		
1) Total Civilian Personnel Compensation: Federal Employee Health Benefits (FEHB) program expansion for qualifying less-than-full-time personnel. Costs allocated to sub-activities (Teaching: -\$292K; Curriculum Development: -\$38K; Mission Assistance: -\$44K; Knowledge Sharing: -\$40K; Research: -\$3K; Human Capital: -\$6K) (FY 2016 Baseline: \$95,497 thousand;	-423	

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
+0 FTEs)		
2) Facility Maintenance by Contract: Older buildings at Ft. Belvoir, VA, facility require maintenance and repairs over and above normal recap. Costs allocated to sub-activities (Teaching: -\$281K; Curriculum Development: -\$37K; Mission Assistance: -\$42K; Knowledge Sharing: -\$38K; Research: -\$3K; Human Capital: -\$6K) (FY 2016 Baseline: \$850 thousand; +0 FTEs)	-407	
3) DLA Document Services: Increase training material selections for student distribution and streamline existing processes. Costs allocated to sub-activities (Teaching: -\$30K; Curriculum Development: -\$4K; Mission Assistance: -\$5K; Knowledge Sharing: -\$4K; Research: -\$0K; Human Capital: -\$1K) (FY 2016 Baseline: \$619 thousand; +0 FTEs)	-44	
c. Program Decreases in FY 2017		
1) Decrease in civilian personnel funding due to two less work days in FY 2017. Costs allocated to sub-activities (Teaching: -\$504K; Curriculum Development: -\$66K; Mission Assistance: -\$76K; Knowledge Sharing: -\$68K; Research: -\$6K; Human Capital: -\$10K) (FY 2016 Baseline: \$95,497 thousand; +0 FTEs)	-730	
2) Management and Professional Support Services: Reduced costs reflecting management efficiencies. Costs allocated to sub-activities (Knowledge Sharing: -\$274K) (FY 2016 Baseline: \$5,473 thousand; +0 FTEs)	-274	
3) Other inter-Governmental Contracts: Reduced costs	-53	

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III. Financial Summary (\$ in thousands)

<u>C. Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
reflecting management efficiencies.		
Costs allocated to sub-activities (Teaching: -\$37K; Curriculum Development: -\$5K; Mission Assistance: - \$5K; Knowledge Sharing: -\$5K; Research: -\$0K; Human Capital: -\$1K) (FY 2016 Baseline: \$4,346 thousand; +0 FTEs)		
FY 2017 Budget Request		138,658

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IV. Performance Criteria and Evaluation Summary:

DAU uses students trained as an efficient measure for mission performance. Students who successfully complete specified DAWIA course requirements are the key output measure. The ultimate goal is DAWIA certification to meet the mandates of Congressional legislation while improving the DoD Acquisition posture. The majority of effort occurs via web-based delivery to facilitate maximum learning flexibility.

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IV. Performance Criteria and Evaluation Summary:

Number of Students Trained	Workload Estimate FY 2015	Workload Estimate FY 2016	Workload Estimate FY 2017
Classroom	41,221	43,000	43,000
Web-based	132,669	135,000	137,000
Total	173,890	178,000	180,000
Army	50,890	51,900	52,600
Navy	40,100	41,100	41,500
Air Force	39,300	40,300	40,700
DoD	20,900	21,400	21,700
Other	22,700	23,300	23,500
Total	173,890	178,000	180,000

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IV. Performance Criteria and Evaluation Summary:

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
Cost per Grad (FY 2014: \$862)	\$776	\$772	\$770
\$ Chg from FY 2014	-\$86	-\$90	-\$92
% Chg from FY 2014	-10.0%	-10.4%	-10.7%
\$ Chg YoY	-\$86	-\$4	-\$2
% Chg YoY	-10.0%	-0.5%	-0.3%

The DAU's operating budget is quantified in terms of performance measurement and results achieved using total students trained as described above. The DAU's history, charter, and mission all emanate from the impetus of DAWIA mandates to standardize and improve DoD's Acquisition posture. Average cost per student uses the population of students graduated in proportion to the dollars obligated.

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<u>V. Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>31</u>	<u>48</u>	<u>46</u>	<u>17</u>	<u>-2</u>
Officer	28	45	43	17	-2
Enlisted	3	3	3	0	0
<u>Civilian End Strength (Total)</u>	<u>666</u>	<u>623</u>	<u>624</u>	<u>-43</u>	<u>1</u>
U.S. Direct Hire	666	623	624	-43	1
Total Direct Hire	666	623	624	-43	1
<u>Active Military Average Strength (A/S) (Total)</u>	<u>49</u>	<u>48</u>	<u>46</u>	<u>-1</u>	<u>-2</u>
Officer	46	45	43	-1	-2
Enlisted	3	3	3	0	0
<u>Civilian FTEs (Total)</u>	<u>591</u>	<u>601</u>	<u>602</u>	<u>10</u>	<u>1</u>
U.S. Direct Hire	591	601	602	10	1
Total Direct Hire	591	601	602	10	1
Average Annual Civilian Salary (\$ in thousands)	160.8	158.9	159.9	-1.9	1.0
<u>Contractor FTEs (Total)</u>	<u>63</u>	<u>66</u>	<u>64</u>	<u>3</u>	<u>-2</u>

Net contractor decrease from FY16 to FY17 due to reduced contract funding. Average Annual Civilian Salary increase between FY16 and FY17 because of inflation.

**Defense Acquisition University
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VI. OP 32 Line Items as Applicable (Dollars in thousands):

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2015</u>	<u>FY 2015/FY 2016</u>		<u>FY 2016</u>	<u>FY 2016/FY 2017</u>		<u>FY 2017</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	94,872	1,162	-697	95,337	1,448	-684	96,101
103 Wage Board	175	2	-17	160	2	12	174
199 Total Civ Compensation	95,047	1,164	-714	95,497	1,450	-672	96,275
308 Travel of Persons	10,282	175	948	11,405	205	0	11,610
399 Total Travel	10,282	175	948	11,405	205	0	11,610
633 DLA Document Services	633	-14	0	619	9	0	628
699 Total DWCF Purchases	633	-14	0	619	9	0	628
771 Commercial Transport	67	1	0	68	1	0	69
799 Total Transportation	67	1	0	68	1	0	69
912 Rental Payments to GSA (SLUC)	3,054	52	308	3,414	61	0	3,475
914 Purchased Communications (Non-Fund)	1,008	17	428	1,453	26	0	1,479
915 Rents (Non-GSA)	142	2	0	144	3	0	147
917 Postal Services (U.S.P.S)	44	1	5	50	1	0	51
920 Supplies & Materials (Non-Fund)	1,032	18	-6	1,044	19	0	1,063
921 Printing & Reproduction	297	5	-92	210	4	0	214
922 Equipment Maintenance By Contract	747	13	-97	663	12	0	675
923 Facilities Sust, Rest, & Mod by Contract	548	9	293	850	15	0	865
925 Equipment Purchases (Non-Fund)	4,065	69	-1,227	2,907	52	0	2,959
932 Mgt Prof Support Svcs	7,232	123	-1,882	5,473	99	-274	5,298
957 Other Costs (Land and Structures)	2,269	39	-1,870	438	8	0	446
987 Other Intra-Govt Purch	1,593	27	2,726	4,346	78	-53	4,371
989 Other Services	4,169	71	-1,085	3,155	57	0	3,212
990 IT Contract Support Services	2,711	46	2,961	5,718	103	0	5,821
999 Total Other Purchases	28,911	492	462	29,865	538	-327	30,076
Total	134,940	1,818	696	137,454	2,203	-999	138,658

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**Fiscal Year 2017 President's Budget
Defense Human Resources Activity (DHRA)**



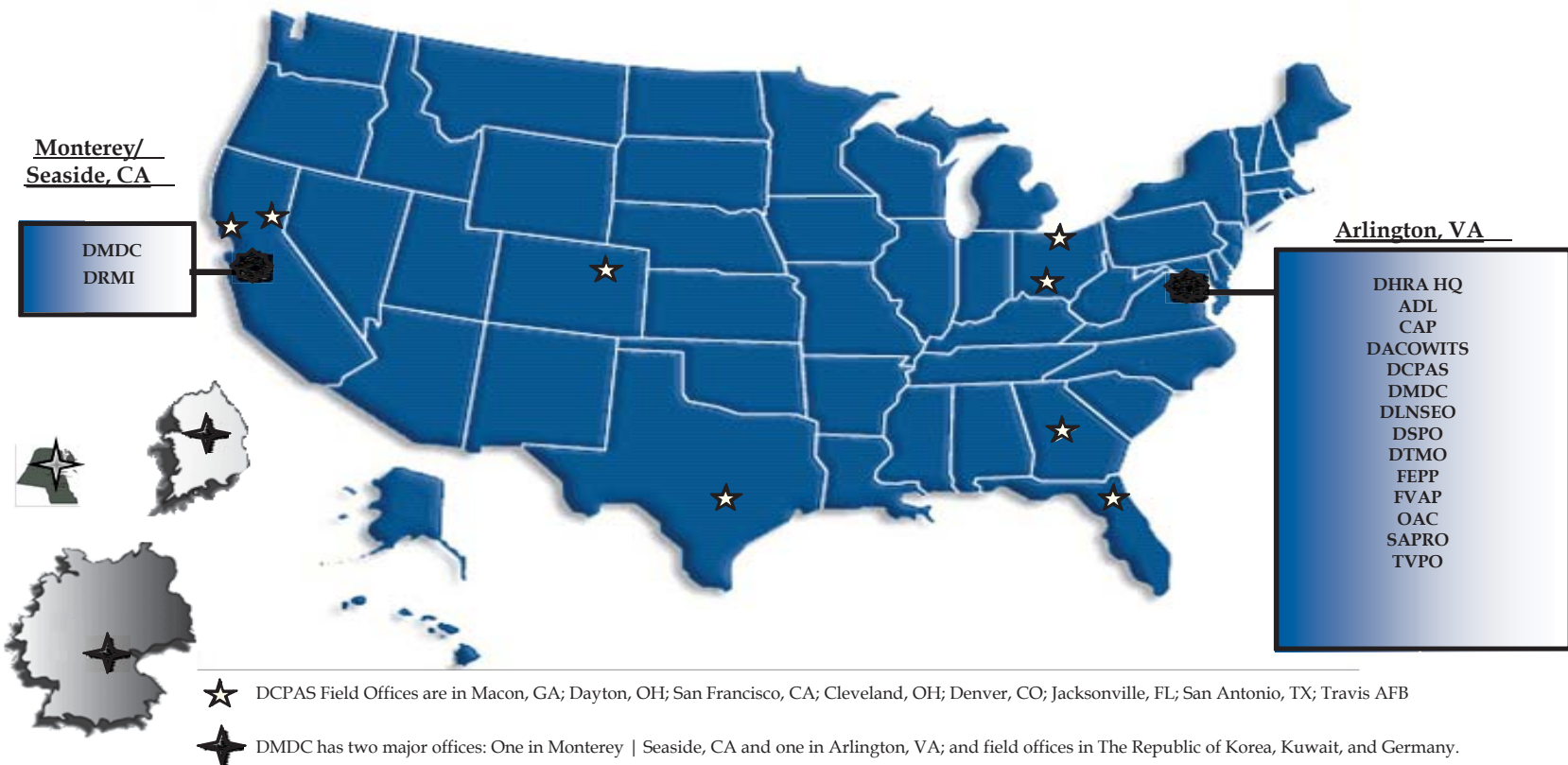
February 2016

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DEFENSE HUMAN RESOURCES ACTIVITY
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The DHRA is the premier provider of human resources management services to Departmental leaders, civilians, military members, their families, and retirees. The Field Activity provides extensive support functions to internal and external customers, anticipating emerging mission requirements, pursuing new perspectives and insights to provide innovative, targeted solutions and the best, most cost-effective programs and services.

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

Budget Activity (BA) 4: Administration and Service-Wide Activities

	FY 2015 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2016 <u>Enacted</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2017 <u>Estimate</u>
DHRA	669,332	10,753	3,597	683,682	11,228	-11,290	683,620

* The FY 2015 Actual column includes \$13,816 thousand of FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

* The FY 2016 and FY 2017 columns excludes Overseas Contingency Operations (OCO) Appropriations funding (PL 114-113).

I. Description of Operations Financed: The Defense Human Resources Activity (DHRA) is a Field Activity of the Under Secretary of Defense (Personnel & Readiness), (USD (P&R)). DHRA is designed to give USD (P&R) greater capability and flexibility in overseeing and coordinating the work of a diverse set of assigned Component organizations. Each of the DHRA Components has a unique, but complementary mission and purpose. By coordinating the work of its Components, DHRA ensures that the Department's warfighters and their families receive the care and support they deserve, fairly, and in a timely fashion, through benefits administration and policy enforcement.

The DHRA FY 2017 budget funds execution of the Field Activity's mission to:

- Organize, direct, and manage all assigned resources, to include the programs described herein
- Design and manage DHRA programs and activities to improve standards of performance, economy, and efficiency
- Maintain a central repository of the Department of Defense (DoD) Human Resource (HR) information, both current and historic
- Provide program and policy support and associated information management and administrative services to the DoD Components on civilian HR matters

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I. Description of Operations Financed (cont.)

- Provide DoD-wide guidance on civilian personnel policy and professional development programs (except with regard to Defense Civilian Intelligence Personnel System, where guidance is developed by the Under Secretary of Defense for Intelligence in conjunction with the USD (P&R))
- Administer the sexual assault prevention and response policies and programs for the Department of Defense
- Administer the suicide prevention policies and programs for the Department of Defense
- Administer transition assistance policies and programs for the Department of Defense
- Administer the combating trafficking in persons policies and programs for the Department of Defense
- Assist in the establishment and administration of policy regarding the development, maintenance, and utilization of language capabilities; monitor trends in the promotion, accession, and retention of individuals with critical skills; and explore innovative concepts to expand language capabilities
- Serve as the single focal point for commercial travel within the Department of Defense; assist in establishing strategic direction and in establishing and administering travel policy; and centrally manage all commercial travel programs
- Administer the policies for DoD identification cards distributed to members of the Military, DoD civilians, contractors, and other eligible personnel
- Administer the federal responsibilities of the Uniformed and Overseas Citizens Absentee Voting Act of 1986 (UOCAVA), as most recently amended by the Military Overseas Voter Empowerment Act (MOVE Act)
- Provide assistive technology to allow DoD and federal employees with disabilities to access electronic and information technology

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I. Description of Operations Financed (cont.)

The Field Activity is comprised of programs that support the USD (P&R) in its mission to develop policies, plans, and programs that will ensure the readiness of the Total Force and the well-being of military families. The Field Activity supports the Under Secretary's vision of creating an organization that is dedicated and committed to the readiness of the Department's Service men and women, their families, and civilian employees.

Learn more about DHRA at www.dhra.mil.

Narrative Explanation of Changes:

The FY 2017 DHRA budget represents a net programmatic decrease of approximately \$11.3 million. This net decrease is attributed to several one-time Congressional adds in FY 2016 for the Sexual Assault Prevention Office, the Defense Suicide Prevention Office, the Yellow Ribbon Reintegration Program, and the Joint Advertising, Market Research, and Surveys office, that are not included in the FY 2017 President's Budget Request. In addition the budget request has programmatic growth to support various programs to include civilian full-time equivalent (FTEs) increase to primarily support civilian advisory programs, including work on the Force of the Future initiative, and information technology (IT) personnel to support the multitude of DoD applications and systems managed at the Defense Manpower Data Center (DMDC). Growth also supports continued investments in language programs, travel policy simplification, compliance, and data analysis, and various IT related initiatives. Reductions were made in various program areas, specifically related to contract efforts to support the Department's contract efficiencies initiative.

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I. Description of Operations Financed (cont.)

The FY 2017 President's Budget Request also includes the transfer in of the Defense Information System for Security (DISS) and the Defense Travel System (DTS) from the Defense Logistics Agency to DHRA. The Advanced Distributed Learning program will transfer out of DHRA to the Office of the Under Secretary of Defense (Personnel and Readiness).

For FY 2017, DHRA will implement a significant internal realignment of programs as described further below.

Beginning in FY 2017, the Joint Advertising, Market Research, and Studies (JAMRS); the Enterprise Human Resources Information System (EHRIS); and Personnel & Readiness Information Management (P&R IM) programs will be realigned under the Defense Manpower Data Center (DMDC).

Additionally, DHRA has implemented an internal realignment of the DMDC programs to more accurately align budget program lines with IT data reported in the DHRA IT Budget. This realignment impacts the following four programs that were identified as program lines in DHRA's FY 2016 budget submission:

- Defense Enrollment Eligibility Reporting System (DEERS); Data Governance; Real Time Automated Personnel Identification System (RAPIDS); Common Access Card (CAC); Cyber Security
- Human Resources Strategic Assessment Program (HRSAP)
- Personnel Security Assurance (PSA)
- Synchronized Pre-deployment Operational Tracker (SPOT)

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I. Description of Operations Financed (cont.)

The DEERS; Data Governance; RAPIDS; CAC; Cyber Security program has been decomposed into a DEERS program and a RAPIDS program, with CAC being retained as part of the RAPIDS program; Data Governance and Cyber Security have been realigned to DMDC's Enterprise Data Services (EDS) program. HRSAP has been integrated into a Surveys, Testing, Research, and Assessment (STAR) program. Personnel Security Assurance (PSA) remains a unique DHRA program line. SPOT has been integrated into a new Personnel Accountability (PA) program line. The composition of the new DMDC programs is articulated in the section on DMDC, below.

Increases and decreases are detailed at the program level.

Defense Language and National Security Education Office (DLNSEO):

(Dollars in Thousands)		
<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>
60,316	48,476	53,535

DLNSEO was established February, 2012, through the merger of the former Defense Language Office and the National Security Education Program. DLNSEO provides strategic direction, policy, and programmatic oversight to the Military Departments, Defense Agencies, and the Combatant Commands on present and future requirements related to language, regional expertise, and culture; and manages a portfolio of programs that provide linguist support to the Department as well as explore innovative concepts to expand these capabilities. DLNSEO provides support to the USD(P&R) and the DoD Senior Language Authority and Deputy Secretary of Defense for Readiness on matters related to the required combination of language, regional, and cultural capabilities to meet current and projected needs, and

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I. Description of Operations Financed (cont.)

creates a workforce pipeline that supports future U.S. national security needs. DLNSEO provides OSD-level guidance in the areas of foreign language, regional expertise and culture training, pay and testing. It develops and recommends policy regarding the development, maintenance, and utilization of foreign language capabilities and monitors trends in the promotion, accession, and retention of individuals with critical foreign language skills. The office also provides oversight of policies for language, regional and culture capabilities related to the accessions, and utilization of members of the Armed Forces and DOD civilian employees. DLNSEO supports the DoD mission of building partner capacity through approaches and practices designed to expand Defense foreign language, regional and cultural skills and capabilities, and through English language training to support heritage recruiting. The office's vital investment in strategic partnerships with the U.S. education community ensures a flow of highly qualified, language proficient candidates into the Federal sector. DLNSEO efforts support language studies among U.S. undergraduate and graduate students who are committed to federal service in national security through nationally recognized Boren Scholarships and Fellowships, and expand opportunities to achieve professional level proficiency in critical languages through the Language Flagship Program. DLNSEO's support of the National Language Service Corps provides rapidly accessible, short-term professional level language services to government agencies for national emergencies or immediate surge requirements.

Defense Resources Management Institute (DRMI):

(Dollars in Thousands)		
<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>
1,409	0	0

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I. Description of Operations Financed (cont.)

The DRMI program transferred to the Office of the Under Secretary (Comptroller) in FY 2017. The DRMI conducts professional education programs in analytical decision-making and resources management for military officers of all services, and senior civilian officials of the United States and 162 other countries.

Additional information can be found at <https://www.nps.edu/Academics/Centers/DRMI>.

The Defense Civilian Personnel Advisory Service (DCPAS) Mission Programs:

(Dollars in Thousands)		
<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>
30,822	32,506	31,316

Prior to the FY 2017 DHRA budget submission, DCPAS consisted of two programs: The Defense Civilian Personnel Advisory Service (DCPAS) Mission Programs and Enterprise Human Resources Information Systems (EHRIS). Beginning in FY 2017, the EHRIS program will shift to DMDC.

DCPAS Mission Programs support the development of innovative and fiscally responsible civilian personnel policies, while providing advisory services that strengthen the mission readiness of DoD civilians worldwide.

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I. Description of Operations Financed (cont.)

DCPAS Mission Programs include:

- HR Strategic Programs provide strategic support to recruit and develop the DoD civilian workforce
- HR Operational Programs, Advisory and Mission Support Services provide policy support, program management and administration, and advisory support for HR operational functions and provide resource management solutions, contracting solutions, centralized administrative support, manpower, compensation management, and other support to DCPAS
- Investigations and Resolutions provide Equal Employment Opportunity (EEO) investigations, audit, and advisory support to the DoD Components, Activities, and DoD HR community

In FY 2017, DCPAS will continue its management, oversight, and infrastructure support to the Department in the following key areas: Senior Executive Management; injury compensation and unemployment compensation advisory programs; benefits and entitlement programs; staffing and civilian transition programs; leadership, learning, and development programs; civilian pay and classification policies and their application within the Department; a Mandatory Training and Retraining Program for Supervisors and the Civilian International Expeditionary Policy Office; and, Equal Employment Opportunity (EEO) investigation and resolution within the Department.

DCPAS EHRIS:

(Dollars in Thousands)		
<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>

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I. Description of Operations Financed (cont.)

52,978	57,180	0
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The EHRIS program will transfer to DMDC in FY 2017.

Learn more about DCPAS missions at <http://www.cpms.osd.mil>.

The Defense Manpower Data Center (DMDC) will manage seven DHRA programs in FY 2017:

- Defense Enrollment Eligibility Reporting System (DEERS)
- Real Time Automated Personnel Identification System (RAPIDS)
- Enterprise Data Services (EDS)
- Personnel Accountability (PA)
- Survey Testing, Research, and Assessment (STAR)
- Personnel Security Assurance (PSA)
- Enterprise Human Resources Information System (EHRIS)

Learn more about DMDC at <http://www.dmdc.osd>.

DMDC - DEERS:

(Dollars in Thousands)		
<u>FY 15</u>	<u>FY 16*</u>	<u>FY 17</u>
0	35,012	48,312

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I. Description of Operations Financed (cont.)

*Note: FY 2016 figure shown for comparative purposes only. DMDC-DEERS is a new program line in the DHRA FY 2017 President's Budget Request and was previously captured in the DEERS/RAPIDS/CAC program line.

DEERS serves as DoD's only authoritative data repository of all manpower, personnel (military, civilian, selected contractors, retirees, and family members), benefit eligibility, and TRICARE enrollments worldwide. DEERS provides and maintains medical and personnel readiness information on Uniformed Services members, DoD and Medicare eligibility status, Federal Service member's Group Life Insurance enrollment, the central repository for immunizations, and the single portal for DoD benefit information. The program maintains enrollment and eligibility verification data from existing DEERS client applications and interfacing systems, as well as the DoD Components and non-DoD information systems.

The DEERS program is comprised of Entitlements, Virtual Lifetime Electronic Record /Integrated Electronic Health Record (VLER/iEHR), Benefits, and Affordable Care Act (ACA). DEERS serves as the source of eligibility for benefits & entitlements. The program supports ACA minimum essential coverage determinations, requests associated with the Military Lending Act (MLA), exchange of secure person identity information with the Department of Veterans Affairs (DVA), and the Health Information Exchange (HIE).

-*Entitlements* includes maintaining enrollment and eligibility verification data from existing DEERS client applications and interfacing systems, as well as the DoD Components and non-DoD information systems; data to support Servicemember's Group Life Insurance; data to support Military Health System (MHS) enrollment and eligibility verification; data to support Health Insurance Portability and Accountability Act (HIPAA); data that provides a monthly data feed from the Centers for Medicare and Medicaid Services (CMS) that provides Medicare eligibility data; Family Servicemember's Group Life Insurance

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I. Description of Operations Financed (cont.)

(FSGLI) enrollment data; a central repository in DoD for immunization data; and data to support MilConnect. It is also used to update civilian personnel data, such as location, email address and phone number.

-*VLER/iEHR* provides and maintains medical and personnel readiness information on Uniformed Services members, and is the official source of the Military Services authoritative and certified information for all periods of active duty in determining eligibility for their various business lines (health administration, benefits, and administration).

-*Benefits* provides a secure and authoritative process for the issuance and use of identity credentials in the Department of Defense; and ensuring that DoD benefits and access to DoD physical and logical assets are granted based on authenticated and secure identity information.

-*Health Insurance Exchange/Affordable Care Act* is a data service in support of the Centers for Medicare and Medicaid Services (CMS) data hub to centrally coordinate the exchange of information between the various state and federal organizations.

DMDC - RAPIDS:

(Dollars in Thousands)		
<u>FY 15</u>	<u>FY 16*</u>	<u>FY 17</u>
0	54,480	55,515

*Note: FY 2016 figure shown for comparative purposes only. DMDC-RAPIDS is a new program line in the DHRA FY 2017 President's Budget Request and was previously captured in the DEERS/RAPIDS/CAC program line.

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I. Description of Operations Financed (cont.)

The RAPIDS program is comprised of the Common Access Card (CAC), Transportation Security Administration (TSA) Pre-Check, Global Contact, Homeland Security Presidential Directive 12 (HSPD-12), and RAPIDS Infrastructure.

-The Common Access Card (CAC) is the identification card for Service members, civilian employees, and eligible contractors; it provides the enterprise-wide credential for both physical and logical access to DoD facilities and networks. CAC uses the DEERS database for authentication and personnel information.

-The TSA PreCheck program positively identifies Service Members and eligible DoD and U.S. Coast Guard (USCG) civilian employees for expedited airport security screening that benefits TSA screeners, Common Access Card (CAC) holders, and fellow passengers.

-Global Contact consists of Consolidated Contact Center (CCC) and provides 24/7/365 enterprise user assistance on hardware, software, user account security, communications, application questions and policy guidance to end users worldwide.

-HSPD-12 requires rapid electronic authentication for all Government employees, uniformed individuals, and contractors. This business line provides enterprise capability for the cardholder data repository, common access interface to multiple types of access control hardware, and the ability to control access to multiple facilities through one authoritative data source. It implements enterprise access control data for the DoD while providing standards and reducing redundancy and providing secure interfaces necessary to work with the Federal Bureau of Investigations (FBI), first responders, and other DoD stakeholders for enterprise authentication.

-The RAPIDS infrastructure is a network of over 2,400 issuing stations at approximately 1,625 locations providing the seven Uniformed Services the means to verify eligibility for specific benefits and entitlements.

During FY 2017, the RAPIDS Program will continue to make systematic modifications necessary to implement DoD policies and changes to congressionally-mandated benefits and entitlements. Modifications will be implemented to ensure compliance with federal

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I. Description of Operations Financed (cont.)

standards and to ensure we retain our security posture and Personal Identity Verification (PIV) compliance for interoperability. Lifecycle upgrades for RAPIDS hardware and software will be performed to sustain operability and system security in the field. RAPIDS will continue to right-size the network to ensure our assets are in the right places at the right time to service DoD beneficiaries.

DMDC - EDS:

(Dollars in Thousands)		
<u>FY 15</u>	<u>FY 16*</u>	<u>FY 17</u>
0	25,950	28,219

*Note: FY 2016 figure shown for comparative purposes only. DMDC-EDS is a new program line in the DHRA FY 2017 President's Budget Request and was previously captured in the DEERS/RAPIDS/CAC program line (\$23 million) and the P&R IM program line (\$3 million).

The EDS program is comprised of Data Governance, Data Acquisition and Decision Support (DA&DS), Fourth Estate Manpower Tracking Systems (FMTS), and Cyber Security.

-*Data Governance* over DMDC Enterprise Data assets includes data modeling and database standardization, data quality, and database architectures. Master Data Management oversight controls costs while providing timely and accurate information to the DoD decision makers.

-*Data Acquisition and Decision Support* is a collection of critical data sources for the DoD that are managed and updated in real time while enforcing data standardization and data quality.

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I. Description of Operations Financed (cont.)

-*FMTS* is the authoritative source for DoD 4th Estate manpower authorizations, identity management, authentication, and enterprise email.

-*Cyber Security*, DMDC is implementing an Enterprise Identity Attribute Service (EIAS) under the CAC program. The EIAS will enable real time access decisions in both the classified and unclassified environment as an immediate deterrent to allow/deny access to classified information, giving the DoD the ability to control and monitor pre-provisioned user access in a manner that cannot be repudiated (e.g., using CAC-enabled Public Key Enabling (PKE) Authentication). Further, DOD will have the ability to enable, monitor and control the authorized transfer of information between SIPRNET and other DOD Networks as required via globally available and operationally effective cross domain enterprise service solutions.

DMDC - PA:

(Dollars in Thousands)		
<u>FY 15</u>	<u>FY 16*</u>	<u>FY 17</u>
0	24,431	35,239

*Note: FY 2016 figure shown for comparative purposes only. DMDC-PA is a new program line in the DHRA FY 2017 President's Budget Request and was previously captured in the SPOT program line (\$22 million) and the DEERS/RAPIDS/CAC program line (\$2 million).

The PA program is comprised of Synchronized Pre-deployment and Operational Tracker (SPOT), Joint Personnel Accountability Reconciliation and Reporting (JPARR), Noncombatant Evacuation Operations (NEO) Tracking System (NTS), and the Defense Travel System (DTS). This family of systems represents end-to-end tracking, reconciliation and reporting of DoD personnel location and movements, to include military, DoD affiliated civilians,

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I. Description of Operations Financed (cont.)

contractors, and U.S. citizens. This includes DoD travel, contracts, and contractor personnel tracking in support of contingencies, military readiness, reporting of locations at the unit and person level, accountability of DoD personnel during (and after) natural or man-made disasters, and accountability and visibility of noncombatant evacuees.

-*SPOT* is the DoD system of record for accountability and visibility of contracts and contractor personnel authorized to operate in a contingency operation.

-*JPARR* is a "public" SIPR only application that provides daily person-level location reporting. The JPARR receives feeds from Service and Agency deployment systems, reconciles the data, and provides various reports at unit level detail.

-*NTS* is a certified and accredited DoD automated system that accounts for, and sustains visibility of noncombatant evacuees during a NEO.

-*Defense Travel System (DTS)*: (New program to DHRA in FY 2017) DTS is a fully integrated, electronic, end-to-end travel management system that automates temporary duty travel (TDY) for the DoD. It allows travelers to create authorizations (TDY travel orders), prepare reservations, receive approvals, and generate travel vouchers and direct deposit payment to travelers and the government charge card vendor, all via a single web portal available 24 hours a day, seven days a week. The Defense Manpower Data Center has program oversight and the Defense Travel Management Office has functional oversight.

DMDC - STAR:

(Dollars in Thousands)		
<u>FY 15</u>	<u>FY 16*</u>	<u>FY 17</u>

DEFENSE HUMAN RESOURCES ACTIVITY
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I. Description of Operations Financed (cont.)

0	37,455	43,828
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*Note: FY 2016 figure shown for comparative purposes only. DMDC-STAR is a new program line in the DHRA FY 2017 President's Budget Request and was previously captured in the JAMRS program line (\$23.5 million), the HRSAP program line (\$3.2 million), and the DEERS/RAPIDS/CAC program line (\$10.7 million).

The STAR program is comprised of Human Resource Survey Assessment Program (HRSAP), Testing/Armed Forces Vocational Aptitude Battery, Joint Advertising Marketing and Research (JAMRS), and Personnel Security Research (PERSEREC).

-*STAR* is a family of analytical centers that provide a central source for personnel surveys, market research, cognitive testing, assessments, and research in the DoD organized under a single organizational unit for cross Departmental support and efficiency.

-*HRSAP*, one of the nation's largest personnel survey programs, quickly and accurately assesses the attitudes and opinions of members of the entire DoD community.

-The *Testing/Armed Forces Vocational Aptitude Battery* program administers testing programs, which enable the Armed Services to select highly qualified military recruits. The DoD uses a single test, the Armed Services Vocational Aptitude Battery (ASVAB), to determine eligibility of military applicants and to report recruit quality data to Congress.

-The *JAMRS* mission is to enable DoD Leadership and the Services to make informed, research-based recruiting decisions, eliminating unnecessary redundancies across the recruiting communities, and conducting focused outreach efforts that are distinct from, yet integral to, those of the Services in order to preserve and enhance the All-Volunteer Force. Within the DoD, JAMRS has the sole responsibility for monitoring the youth market and providing timely, accurate, and actionable

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I. Description of Operations Financed (cont.)

information regarding youth's interest in and reasons for joining, as well as influencers' attitudes toward, military service. JAMRS is the only DoD program that tracks each advertising campaign conducted by the Services/Components so they can optimize their marketing resources.

-The results of the *PERSEREC* program are used by the Office of the Under Secretary of Defense for Intelligence, OUSD (P&R), the DoD Components, and the larger government-wide security and intelligence communities to address one of the Secretary of Defense's Priority Performance Goals: Reform the Personnel Security Clearance Process.

DMDC - PSA:

(Dollars in Thousands)		
<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>
17,920	34,660	41,478

The Personnel Security Assurance (PSA) program is comprised of the Joint Personnel Adjudication System (JPAS), the Defense Central Index of Investigations (DCII), the Secure Web Fingerprint Transmission (SWFT), and the Improved Investigative Records Repository (iIRR). The JPAS, DCII, SWFT, and iIRR employ continuous evaluation to access various stores of data and provide analysis to assess whether an applicant meets the national standards for suitability for issuing a security clearance.

-JPAS provides comprehensive capabilities to perform processing and verification of security clearances for all DoD military personnel, civilians and contractors.

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I. Description of Operations Financed (cont.)

-*DCII* system is an automated central index that identified investigations conducted by DoD investigative agencies, and personnel security determinations made by DoD adjudicative authorities.

-*SWFT* is a web-enabled system for the collection and transmission of electronic fingerprints for applicants requiring a background investigation for a personnel security clearance.

-*iIRR* is a facility, located in Boyers, Pennsylvania, that manages security clearance background investigation files and Polygraph Charts and Technical Reports.

Defense Information System for Security (DISS): (New program to DHRA in FY 2017) DISS will improve information sharing capabilities, accelerate clearance-processing timelines, reduce security vulnerabilities, and increase DoD's security mission capability. The DISS mission is to consolidate the DoD security mission into an Enterprise System that will automate the implementation of improved national investigative and adjudicative standards to eliminate costly and inefficient work processes and increase information collaboration across the community. The DISS is currently under development and will replace the Joint Personnel Adjudication System (JPAS) a legacy system. When fully deployed this will be a secure, authoritative source for the management, storage and timely dissemination of and access to personnel with the flexibility to provide additional support structure for future DoD security process growth. When deployed, it will accelerate the clearance process, reduce security clearance vulnerabilities, decrease back-end processing timelines, and support simultaneous information sharing within various DoD entities as well as among a number of authorized federal agencies. The DISS will provide improved support to the Insider Threat and Personal Identity programs and will be comprised of capabilities that are currently part of the JPAS and will create a robust and real-time capability for all DoD participants in the Military Departments, and DoD Agencies. It will also include automated records check (ARC) functionality and the creation of an adjudicative case management capability with e-Adjudication functionality. The DISS will

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I. Description of Operations Financed (cont.)

also provide a single point of entry for personnel security, adjudicative case management, and decision support functionality to all DoD adjudicators.

DMDC - EHRIS:

(Dollars in Thousands)		
<u>FY 15</u>	<u>FY 16*</u>	<u>FY 17</u>
0	59,984	68,100

*Note: FY 2016 figure shown for comparative purposes only. DMDC-EHRIS is a new program line in the DHRA FY 2017 President's Budget Request and was previously captured in the DCPAS - EHRIS program line (\$58 million) and the DCPAS Mission Programs line (\$1.8 million).

The EHRIS program has been realigned internally between DHRA components from DCPAS to DMDC. EHRIS is comprised of the Defense Civilian Personnel Data Systems (DCPDS), Civilian HR IT Managed Services, Civilian HR IT Enterprise Services, and Civilian HR IT Program Planning and Management.

-The *DCPDS* program is responsible to customers for the full life-cycle of the DCPDS, a major acquisition program. DCPDS is the DoD enterprise civilian personnel HR system, servicing approximately 800,000 users worldwide. The system holds all authoritative civilian employee "personal data" and personnel actions, and provides HR business capabilities to support the end-to-end HR line of business and employee self-service capabilities, such as benefits election. The DCPDS program has a division for systems training, testing, and requirements that provides user and administrator training for DCPDS and performs integrated testing for DCPDS and DoD HR IT systems to ensure proper operations throughout their life cycle.

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I. Description of Operations Financed (cont.)

-*Civilian HR IT Managed Services* is responsible to customers for deployment and management of civilian HR IT systems delivered to the DoD by external government service providers, such as the Office of Personnel Management (OPM). Services currently managed include staff acquisition (USA Jobs and USA Staffing), electronic official personnel folders (eOPF), and employment verification. EHRIS's role is to centrally manage the Department's requirements for these services so that the service provider (in most cases OPM) is working with a single point of contact at DoD.

-*Civilian HR IT Enterprise Services* is responsible to customers for the development, operations, and sustainment of all other enterprise civilian HR IT capabilities not provided by DCPDS or external government service providers. These systems are typically unique to the DoD and allow the DoD to automate the remainder of the end-to-end HR line of business.

-*Civilian HR IT Program Planning and Management* centralizes civilian HR IT planning and strategy activities within EHRIS in order to create an integrated plan for the future that both aligns with higher level guidance and takes into account requirements and priorities across the Department for automation of civilian HR IT processes. This program works with functional sponsors and users to produce validated functional requirements, as well as technical requirements that apply to all DoD HR IT systems.

JAMRS:

(Dollars in Thousands)		
<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>
16,388	23,058	0

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I. Description of Operations Financed (cont.)

In FY 2017, the JAMRS program has been integrated into DMDC's STAR program, and is no longer a unique program line in the DHRA budget.

P&R IM:

(Dollars in Thousands)		
<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>
2,215	2,952	0

The FY 2017 P&R IM program funding has been integrated into DMDC's EDS program, and is no longer a unique program line in the DHRA budget.

DEERS - Data Governance; RAPIDS; CAC; Cyber Security:

(Dollars in Thousands)		
<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>
141,140	123,622	0

In FY 2017, this program line has been integrated into new program lines as outlined below:

- The 'DEERS; Data Governance; RAPIDS; CAC; Cyber Security' program line has been integrated into the DMDC portfolio and is no longer a program line in the DHRA budget.
- RAPIDS and CAC has become a program line in the DHRA budget under DMDC-RAPIDS.

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I. Description of Operations Financed (cont.)

- Data Governance and Cyber Security have been integrated into the DMDC- EDS program.
- Funding for the JPARR system and NEO/NTS has been integrated into DMDC-PA.
- Funding for ASVAB and PERSEREC has been integrated into DMDC - STAR.
- DEERS has become its own program line.

DMDC - HRSAP:

(Dollars in Thousands)		
<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>
3,258	3,132	0

In FY 2017, HRSAP has been integrated into the DMDC-STAR program line and is no longer a unique program line in the DHRA budget.

DMDC - SPOT-ES:

(Dollars in Thousands)		
<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>
22,808	21,927	0

In FY 2017, SPOT-ES has been integrated into the DMDC-PA program line and is no longer a unique program line in the DHRA budget.

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I. Description of Operations Financed (cont.)

Defense Travel Management Office (DTMO):

(Dollars in Thousands)		
<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>
10,336	9,498	19,938

The DTMO serves as the focal point for commercial travel within DoD, providing central oversight for commercial travel management, travel policy and implementation, travel card program management, customer support and training, functional oversight of the Defense Travel System (DTS), and allowance program management. By centralizing travel functions under one organization, the Department is able to standardize management practices, leverage economies of scale, reduce administrative costs, and work towards a common set of goals. DTMO is focused on travel and allowance reform that simplifies travel policy and drives compliance, expands strategic sourcing opportunities, improves programs/processes, leverages current technologies, and reduces the overall cost of travel without impairing DoD's mission.

For additional information, please visit <http://www.defensetravel.DoD.mil>.

Family and Employer Programs and Policy (FEPP) manages two DHRA programs:

- Employer Support of the Guard and Reserve (ESGR)
- Yellow Ribbon Reintegration Program (YRRP) Headquarters Office

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I. Description of Operations Financed (cont.)

Employer Support of the Guard and Reserve (ESGR):

(Dollars in Thousands)		
<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>
17,259	9,486	7,788

The ESGR program fosters a culture in which all employers support and value the employment of members of the National Guard and Reserve in the United States and Territories, thereby increasing the readiness of the Reserve Components (RCs). ESGR develops and promotes supportive work environments for Service members in the RCs through outreach, recognition, and educational opportunities that increase awareness of applicable laws and resolves employer conflicts between the Service members and their employers. ESGR operates in every state and territory through a network of more than 4,600 volunteers and approximately 173 support staff members to increase the readiness of the Reserve Components.

ESGR's national employer outreach program increases employer awareness of their rights and responsibilities under the Uniformed Services Employment and Reemployment Rights Act (USERRA) and emphasizes employers' critical contributions to the defense of the Nation through support of their National Guard and Reserve employees. ESGR provides authoritative advice and counsel to the Reserve Component staffs, Guard and Reserve Component Chiefs, and DoD civilian leadership through the development of instructions, policies, and legislation concerning employer relations.

For more information, visit ESGR's website at <http://www.ESGR.mil>.

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I. Description of Operations Financed (cont.)

Yellow Ribbon Reintegration Program (YRRP) Office:

(Dollars in Thousands)		
<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>
29,110	24,964	7,389

The Yellow Ribbon Reintegration Program (YRRP) is a DoD-wide effort to promote the well-being of National Guard and Reserve members, their families and communities, by connecting them with resources throughout and beyond the deployment cycle. YRRP was created by the 2008 National Defense Authorization Act (Public Law 110-181, Section 582) as a joint-Service effort, led by the Office of the Assistant Secretary of Defense for Reserve Affairs.

Through YRRP events held across the country, Service members and those who support them gain access to programs, services, resources and referrals to minimize stress and maximize resiliency during all phases of deployment. Events are offered at key stages in the deployment cycle: Pre-Deployment, Deployment (for families and designated representatives), Demobilization, and Post-Deployment (at 30, 60, and 90 days after deployment). YRRP events offer information on benefits such as health care, education, and financial and legal counseling.

YRRP proactively develops and maintains collaborative efforts with federal, state and local organizations nationwide to streamline the delivery of military resources. These actions ensure relevant and timely resources are accessible at YRRP events and via local community-based networks. Since 2008, the YRRP has developed several mutually beneficial

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I. Description of Operations Financed (cont.)

partnerships with key organizations, including: Employer Support of the Guard and Reserve, Small Business Administration, and the Departments of Labor and Veterans Affairs.

The YRRP Headquarters Office continues to transition its focus from an in-person, events-based support model to a more agile, online support community. The centerpiece of this effort is the YRRP Center for Excellence (CfE). Moving forward, the CfE will continue to develop and deploy virtual events while supporting ready families and ready forces, through training delivered via proven and flexible methods and partnerships with community-based resource networks. YRRP will also continue to focus on career and military readiness of National Guard and Reserve members through YRRP's Employment Initiative Program (EIP) and Hero2Hired (H2H.jobs) programs.

For more information, visit the YRRP's website at <http://www.Yellowribbon.mil>.

Federal Voting Assistance Program (FVAP):

(Dollars in Thousands)		
<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>
3,644	4,818	3,651

FVAP administers many of the federal responsibilities of the Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA) of 1986. FVAP works to ensure Service members, their eligible family members and overseas citizens are aware of their right to vote and have the tools and resources to successfully do so - from anywhere in the world. FVAP achieves this mission through direct assistance to UOCAVA voters and by working with

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I. Description of Operations Financed (cont.)

State and local election officials. FVAP reaches out to members of the military and overseas citizens by executing a comprehensive communication and media engagement plans with a special emphasis on younger, first time voters. These efforts include sending emails to all members of the Uniformed Services, conducting interactive social media activities, developing and disseminating public service announcements, and placing print and online advertisements in military-interest publications and on websites frequented by UOCAVA citizens. Additionally, FVAP works directly with the military Services to provide training, information, and tools for Voting Assistance Officers charged with providing in-person assistance to UOCAVA voters at the unit level.

For more information, visit FVAP's website at <http://www.fvap.gov>.

Sexual Assault Prevention and Response Office (SAPRO):

(Dollars in Thousands)		
<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>
20,530	45,388	17,196

SAPRO is the single point of authority, accountability, and oversight for DoD's sexual assault prevention and response policy and oversight, so as to enable military readiness by establishing and sustaining a culture free of sexual assault. In addition, SAPRO:

- Oversees the implementation and promotion of policies that foster a climate of confidence so as to encourage military personnel who are victims of sexual assault to report and seek victim's services
- Oversees and evaluates Department-wide SAPR program effectiveness via a core set of standardized metrics measured through a standardized methodology

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I. Description of Operations Financed (cont.)

- Assesses the capability of the Department to respond to the needs of adult sexual assault victims in the military
- Coordinates policies related to adult sexual assault victims in the military
- Monitors/analyzes reports of sexual assault to determine the efficacy of sexual assault policies/programs
- Prepares an annual report to Congress on DoD's reports of adult sexual assaults and conducts annual assessments at the Service Academies, captured in the Military Service Academy (MSA) annual report
- Manages the Defense Sexual Assault Information Database (DSAID), to include training of DSAID users
- Administers the Department of Defense Sexual Assault Advocate Certification Program
- Manages the DoD Safe Helpline

For more information, visit the SAPRO website at <http://www.sapr.mil>

Office of the Actuary (OACT):

(Dollars in Thousands)		
<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>
489	773	513

The OACT participates in financial statement audit committees for the Military Retirement Fund (MRF) and the Medicare-Eligible Retiree Health Care Fund (MERHCF). The DoD Inspector General audits the MRF and MERHCF financial statements. The MRF statements have consistently received an unqualified audit opinion. OACT computes DoD and Treasury

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I. Description of Operations Financed (cont.)

Fund contributions for inclusion in annual budgets and estimates the Funds' liabilities for DoD and government-wide annual financial statements. OACT also makes calculations for the Education Benefits Fund and the Voluntary Separation Incentive Fund. OACT calculates DoD's and Treasury's required annual contributions into and the liabilities of each of the funds using methods and assumptions approved by the DoD Board of Actuaries and the DoD Medicare-Eligible Retiree Health Care Board of Actuaries.

OACT produces the cost estimates for legislative proposals involving military benefits (such as Combat-Related Special Compensation and Concurrent Receipt Disability Pay) and adapts retirement, education benefits, and retiree health care system valuation models to legislated changes. In addition, OACT participates in various groups and commissions studying military benefits, such as the Quadrennial Review of Military Compensation and the Military Compensation and Retirement Modernization Commission.

More information on OACT can be found at <http://actuary.defense.gov/>.

Defense Advisory Committee on Women in the Service (DACOWITS):

(Dollars in Thousands)		
<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>
204	261	436

The DACOWITS advises the Secretary of Defense on matters and policies relating to the recruitment, retention, treatment, employment, integration, and well-being of professional women in the Armed Forces. The DACOWITS objective is to provide an annual report with substantive policy or legislative recommendations to the Department of

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I. Description of Operations Financed (cont.)

Defense at the end of approximately one year of effort. More information on DACOWITS can be found at <http://dacowits.defense.gov>.

Advanced Distributed Learning (ADL) Registry:

(Dollars in Thousands)		
<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>
654	687	0

In FY 2017, the ADL Registry program transfers to OUSD(P&R).

The ADL Registry program falls under the auspices of the ADL Initiative. The ADL Initiative conducts research and development to support networked-based synchronous and asynchronous learning for DoD, other federal agencies, and international partners. The program is focused on harnessing technology to provide access to the highest quality training, learning, and performance aiding tools, tailored to individual needs, and delivered cost effectively anytime and anywhere. ADL continues to support the established international learning standard Sharable Content Object Reference Model (SCORM®), while pioneering new standards, specifications, and applications, capitalizing on emerging technologies. ADL collaborates with federal agencies, international partners, academia, and industry to develop the near-term and future training and learning architecture that exploits a distributed, interoperable training environment and enables sharing and reuse of technological innovations and content. As DoD makes increasing use of nontraditional education and training methodologies, it is imperative that distributed training content be discoverable, searchable, retrievable, and sharable,

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I. Description of Operations Financed (cont.)

and that network-based learning continues to incorporate the best technologies with learning sciences.

Computer/Electronic Accommodations Program (CAP):

(Dollars in Thousands)		
<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>
7,674	7,919	7,799

Recognizing that the cost of technology often remained a barrier to employment, the DoD established the CAP in 1990 as a centrally funded program to provide assistive technology (AT) and support services to DoD civilian employees with disabilities at no cost to employing offices. Since its inception, the CAP's scope has significantly expanded. Today, through support agreements with 68 Federal agencies and 53 Military Treatment Facilities (MTFs), approximately 4.2 million Federal employees, wounded, ill and injured Service members, as well as active duty and reserve military personnel are potentially eligible for free products and services through the program. CAP, which is recognized by the U.S. Office of Personnel Management as a model strategy to increase Federal employment of individuals with disabilities, has provided over 150,000 accommodations to employees and Service members and is widely considered the go-to source on providing effective AT solutions government wide.

To learn more about CAP, visit www.cap.mil.

Defense Suicide Prevention Office (DSPO):

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I. Description of Operations Financed (cont.)

(Dollars in Thousands)		
<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>
22,149	32,026	5,656

The DSPO was established in response to section 533 of the FY 2012 NDAA, which required the Secretary of Defense to establish a Suicide Prevention Program. In May 2012, the Secretary of Defense identified the DSPO as "the focal point for suicide prevention policy, training, and programs." DSPO provides advocacy, program oversight, and policy for the DoD suicide prevention, intervention, and postvention efforts to reduce suicidal behaviors in Service members and their families in order to increase the readiness of the force

Transition to Veterans Program Office (TVPO):

(Dollars in Thousands)		
<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>
4,365	4,175	3,047

The Transition to Veterans Program Office (TVPO) is the principal staff advisor for the development, management oversight, policy, and strategic planning of the redesigned Transition Assistance Program (TAP).

TAP provides information, tools, and training to ensure that the approximately 200,000 Service members who separate from active duty status each year are prepared for civilian life. TAP was redesigned in 2012 in response to Presidential guidance, the Veterans

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I. Description of Operations Financed (cont.)

Opportunity to Work to Hire Heroes Act of 2011 (VOW Act), and the inter-agency Veteran's Employment Initiative Task Force Implementation Plan. As part of the redesigned TAP, Service members are provided with support through the Transition GPS (Goals, Plans, Success) curriculum, which is delivered in a classroom setting by instructors on military installations and is available virtually through Joint Knowledge Online (JKO). In accordance with 10 U.S.C. Ch. 58, this curriculum includes mandatory Pre-Separation Counseling, Veterans' Affairs (VA) Benefits briefings, and a Department of Labor (DoL) Employment Workshop. Prior to separation, all Service members must also meet Career Readiness Standards, which are verified by Commanders during Capstone events. TAP activities include conducting annual curriculum updates to Transition GPS, monitoring compliance with statutory and DoD regulatory guidelines, developing and updating TAP policy (including implementation guidelines to the military Services), and providing program evaluation and assessment for DoD performance reporting and required updates to the Office of Management and Budget for a DoD Agency Priority Goal. TVPO will continue to be the lead integrator of TAP to ensure the Department prepares transitioning Service members for their next step in life and secures the pipeline for the All-Volunteer Force.

Labor:

(Dollars in Thousands)		
<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>
150,425	154,337	166,398

The DHRA Labor program line funds civilian pay and benefits for 1,186 government civilian Full Time Equivalents for FY 2017.

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I. Description of Operations Financed (cont.)

Operations:

(Dollars in Thousands)		
<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>
53,239	41,837	38,267

The DHRA Operations program line provides support costs for the entire organization. These include rents, utilities, supplies, travel, National Capital Region transportation subsidies, communications, Defense Finance and Accounting Services support, Defense Logistics Agency Human Resources support and other common support services.

II. Force Structure Summary:

N/A

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III. Financial Summary (\$ in thousands)

			FY 2016				
			Congressional Action				
A. <u>BA Subactivities</u>	<u>FY 2015</u>	<u>Budget</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Current</u>	<u>FY 2017</u>
4. <u>Administration &</u>	<u>Actual</u>	<u>Request</u>				<u>Enacted</u>	<u>Estimate</u>
<u>Servicewide Activities</u>	669,332	642,551	41,131	6.4	683,682	683,682	683,620
Advanced Distributed Learning	654	687	0	0.0	687	687	0
Computer/Electronic Accommodations Program	7,674	8,063	- 144	- 1.8	7,919	7,919	7,799
DCPAS - Mission Programs	30,822	33,832	- 1,326	- 3.9	32,506	32,506	31,316
DCPAS - Enterprise Human Resources Information Systems (EHRIS)	52,978	62,761	- 5,581	- 8.9	57,180	57,180	0
Defense Advisory Committee on Women in the Services	204	261	0	0.0	261	261	436
Defense Language and National Security Education Office	60,316	49,309	- 833	- 1.7	48,476	48,476	53,535
Defense Resources Management Institute	1,409	0	0	n/a	0	0	0
Defense Suicide Prevention Office	22,149	6,650	25,376	381.6	32,026	32,026	5,656
Defense Travel Management Office	10,336	9,865	- 367	- 3.7	9,498	9,498	19,938

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III. Financial Summary (\$ in thousands)

A. BA Subactivities	FY 2016						
	FY 2015 Actual	Budget Request	Congressional Action			Current Enacted	FY 2017 Estimate
			Amount	Percent	Appropriated		
DMDC - DEERS/RAPIDS/CAC	141,140	130,955	- 7,333	- 5.6	123,622	123,622	0
DMDC - Defense Enrollment Eligibility Reporting System (DEERS)	0	0	0	n/a	0	0	48,312
DMDC - Enterprise Data Services (EDS)	0	0	0	n/a	0	0	28,219
DMDC - Enterprise Human Resources Information System (EHRIS)	0	0	0	n/a	0	0	68,100
DMDC - Human Resources Strategic Assessment Program	3,258	3,313	- 181	- 5.5	3,132	3,132	0
DMDC - Personnel Accountability (PA)	0	0	0	n/a	0	0	35,239
DMDC - Personnel and Readiness Information Management	2,215	2,952	0	0.0	2,952	2,952	0
DMDC - Personnel Security Assurance	17,920	36,666	- 2,006	- 5.5	34,660	34,660	41,478
DMDC - Real-Time Automated Personnel Identification System (RAPIDS)	0	0	0	n/a	0	0	55,515
DMDC - Survey Testing,	0	0	0	n/a	0	0	43,828

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III. Financial Summary (\$ in thousands)

A. BA Subactivities	FY 2015 Actual	Budget Request	FY 2016			Current Enacted	FY 2017 Estimate
			Congressional Action				
			Amount	Percent	Appropriated		
Research, And Assessment (STAR)							
DMDC - Synchronized Pre-deployment and Operational Tracker	22,808	23,196	- 1,269	- 5.5	21,927	21,927	0
Federal Voting Assistance Program	3,644	4,942	- 124	- 2.5	4,818	4,818	3,651
FEPP - Employer Support of the Guard and Reserve	17,259	9,492	- 6	- 0.1	9,486	9,486	7,788
FEPP - Yellow Ribbon Reintegration Program	29,110	7,339	17,625	240.2	24,964	24,964	7,389
Joint Advertising, Market Research & Studies	16,388	22,558	500	2.2	23,058	23,058	0
Labor	150,425	162,087	- 7,750	- 4.8	154,337	154,337	166,398
Office of The ACTUARY	489	773	0	0.0	773	773	513
Operations	53,239	41,837	0	0.0	41,837	41,837	38,267
Sexual Assault Prevention and Response Office	20,530	20,748	24,640	118.8	45,388	45,388	17,196

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III. Financial Summary (\$ in thousands)

	FY 2015 <u>Actual</u>	Budget <u>Request</u>	FY 2016			Current <u>Enacted</u>	FY 2017 <u>Estimate</u>		
			<u>Congressional Action</u>						
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>				
A. <u>BA Subactivities</u>									
Transition to Veterans	4,365	4,265	-	-	4,175	4,175	3,047		
Program Office			90	2.1					
Total	669,332	642,551	41,131	6.4	683,682	683,682	683,620		

* The FY 2015 Actual column includes \$13,816 thousand of FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

* The FY 2016 and FY 2017 columns excludes Overseas Contingency Operations (OCO) Appropriations funding (PL 114-113).

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III. Financial Summary (\$ in thousands)

<u>B. Reconciliation Summary</u>	<u>Change FY 2016/FY 2016</u>	<u>Change FY 2016/FY 2017</u>
Baseline Funding	642,551	683,682
Congressional Adjustments (Distributed)	57,919	
Congressional Adjustments (Undistributed)	-16,500	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-288	
Subtotal Appropriated Amount	683,682	
Fact-of-Life Changes (2016 to 2016 Only)		
Subtotal Baseline Funding	683,682	
Supplemental		
Reprogrammings		
Price Changes		11,228
Functional Transfers		23,591
Program Changes		-34,881
Current Estimate	683,682	683,620
Less: Wartime Supplemental		
Normalized Current Estimate	683,682	

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<u>C. Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2016 President's Budget Request (Amended, if applicable)		642,551
1. Congressional Adjustments		41,131
a. Distributed Adjustments		
1) Sexual Assault Prevention Response Office (SAPRO) Special Victims Counsel	25,000	
2) Defense Suicide Prevention Office (DSPO)	20,000	
3) Yellow Ribbon Reintegration Program (YRRP)	18,000	
4) Joint Advertising, Market Research, and Studies (JAMRS) Program Increase	500	
5) Enterprise Human Resources Information System (EHRIS) - Unjustified Growth	-5,581	
b. Undistributed Adjustments		
1) Veterans Suicide Prevention	5,500	
2) Overestimation of civilian full time equivalent targets and streamlining management headquarters	-13,300	
3) Unaccounted program transfer to OUSD(C)	-5,700	
4) Unaccounted program termination	-3,000	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8037 (Indian Lands)	-257	
2) Section 8024 (FFRDC)	-31	
FY 2016 Appropriated Amount		683,682
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2016 Baseline Funding		683,682
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2016 Estimate		683,682

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<u>C. Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2016 Normalized Current Estimate		683,682
6. Price Change		11,228
7. Functional Transfers		23,591
a. Transfers In		
1) Defense Information System for Security (DISS) and Defense Travel System (DTS) Transfer	24,800	
Programs will transfer to DHRA from the Defense Logistics Agency including 22 FTEs (\$3,000 thousand) and will provide contract support, hardware, software, licensing and maintenance:		
- DISS, which is the replacement system for the Joint Personnel Adjudication System, will become a part of DHRA program line DMDC - PSA (\$15,800 thousand)		
- DTS will become a part of DHRA program line DMDC - PA (\$6,000 thousand). (FY 2016 Baseline: \$0 thousand; +22 FTEs)		
b. Transfers Out		
1) Advanced Distributed Learning (ADL) Registry	-1,209	
Program will transfer from DHRA to OSD(Personnel & Readiness). No FTEs will transfer. 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: \$687 thousand; +0 FTEs)		
8. Program Increases		297,983
a. Annualization of New FY 2016 Program		

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
b. One-Time FY 2017 Increases		
c. Program Growth in FY 2017		
1) DMDC - Enterprise Human Resources Information System (EHRIS)	68,100	
Represents an internal DHRA realignment of funding from DCPAS (\$58,209K DCPAS EHRIS and \$1,775K DCPAS Mission Programs).		
- There is also an \$8,116K increase in funding for contract efforts for IT support and to maintain DCPDS and other IT systems to support civilian personnel processes across the Department. (FY 2016 Baseline: \$57,180 thousand; +0 FTEs)		
2) DMDC - Real Time Automated Personnel Identification System (RAPIDS)	55,515	
New program line created as an internal DHRA realignment from DMDC - DEERS/RAPIDS/CAC (realignment amount \$54,480K).		
-Increase reflects growth for additional contract maintenance support (\$1,035K). (FY 2016 Baseline: \$0 thousand; +0 FTEs)		
3) DMDC - Defense Enrollment Eligibility Reporting System (DEERS)	48,312	
- New program line created as an internal DHRA realignment from DMDC - DEERS/RAPIDS/CAC (realignment amount \$35,012K).		
- In addition growth is for contract support and software to decrease duplicate identities. About 3,400 duplicates are created each month as new people are added by the VA and the medical community.		

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Duplicate identities lead to patient safety issues, such as drug-to-drug interactions, duplicate drug prescriptions (either unintentionally or narcotics abuse), and incorrect medical history; increase costs to the Department, such as treatment for drug reactions, increased doctor visits, lab-work and other medical testing; improper determination of entitlements and benefits; and increase the risk of security/insider threat, Personally Identifiable Information, or Protected Health Information disclosures which carry expensive penalties for the Department of Defense (\$8,000K).		
- In addition, \$3,000 thousand is a program increase for IT requirements to implement the capability for Service Members to manage Service Members' Group Life Insurance and Family Service Members' Group Life Insurance through an Online Enrollment System.		
- Finally, \$2,300 thousand funds storage for encryption of data (a finding in multiple security audits), and provides funds for network and system monitoring, which increases security posture, reduces likelihood of data breach, and provides end to end network transparency. (FY 2016 Baseline: \$0 thousand; +0 FTEs)		
4) DMDC - Survey Testing, Research, and Assessment (STAR)	43,828	
- New program line created as an internal DHRA realignment from the following:		

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JAMRS (\$22,973K)		
HRSAF (\$3,188K)		
DMDC - DEERS/RAPIDS/CAC (\$10,794K)		
- In addition \$3,150 thousand is growth to support the development of additional test items and to develop and maintain and un-proctored version of Armed Services Vocational Aptitude Battery (ASVAB) test.		
- \$3,723 thousand is an increase to provide contract support for training, information assurance, and data feeds to enable a central source for personnel survey, market research, and military recruiting. (FY 2016 Baseline: \$0 thousand; +0 FTEs)		
5) DMDC - Personnel Accountability (PA)	29,219	
- New program line created as an internal DHRA realignment from:		
SPOT (\$22,322K)		
DMDC - DEERS/RAPIDS/CAC (\$2,159K)		
- In addition, growth of \$4,738 thousand is for contract support for IT architecture, quality assurance, and call center support for the systems that enable end-to-end tracking, reconciliation and reporting of DoD personnel and location and movements. (FY 2016 Baseline: \$0 thousand; +0 FTEs)		
6) DMDC - Enterprise Data Service (EDS)	28,850	
- New program line created as an internal DHRA realignment from:		

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C. Reconciliation of Increases and Decreases

Amount

Totals

DMDC - DEERS/RAPIDS/CAC (\$23,403K)
P&R IM (\$3,005K)

- Funding increase (\$794 thousand) supports contracted efforts to operate and maintain the Joint Organization Server (JOS), OSD Organization Server (OSDOS), and repository linkages to DoD manpower and personnel systems, in addition to maintaining Information Assurance compliance and Authority to Operate for JOS and OSDOS.

- Additional growth (\$1,648 thousand) supports funding for software, architecture, communications, and contract support for a cloud computing self-service environment that serves all Personnel and Readiness person-related research and data inquiries. (FY 2016 Baseline: \$0 thousand; +0 FTEs)

7) Defense Travel Management Office (DTMO)

10,269

- \$3,569K for Policy Simplification & Travel Policy Compliance: increase supports contract efforts for streamlining and simplifying travel and transportation policy to eliminate redundancy and confusion for travelers and Authorizing Officials, paves the way for a re-write of the Joint Travel Regulation with clearer and simpler language, assists with functional requirements for a modernized travel system, and implements additional system queries for the travel policy compliance program.

- \$400K funds contract efforts for the Travel

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Assistance Center, new to DTMO, which provides enhanced customer support to over 1 million DoD travelers, and Recruit Assistance, which provides 24/7 assistance to new recruits in all the MILDEPS, including USCG.		
- \$1,000K for Data Analysis, which supports contracted efforts to provide data analysis, metrics, and performance measures for the defense travel enterprise.		
- \$5,300K supports contract efforts for development of requirements, training, development and documentation of processes and procedures for a modernized travel system.		
(FY 2016 Baseline: \$9,498 thousand)		
8) Labor	9,260	
\$8,418K - Increase of 60 full time equivalents supports multiple key DHRA mission areas including civilian personnel advisory services, which will support the Force of the Future initiatives, and information technology operations for multiple DoD applications.		
- \$842K is an increase of funds for FERS contributions and within grade increases/ladder promotions. (Note: additional labor increase captured under the functional transfer in for DISS/DTS) (FY 2016 Baseline: \$154,337 thousand; +60 FTEs)		

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
9) Defense Language and National Security Education Office (DLNSEO)	4,186	
-\$2,686 thousand of the program increase supports the ROTC Project Global Officer initiative which will provide opportunities for additional ROTC students learning in Arabic, Chinese, Persian, Portuguese, Russian, Swahili and Turkish in the U.S. and in overseas immersion programs in China, Morocco, Jordan, Estonia (for the Russian language) and Tanzania.		
- Additionally, \$1,500 thousand provides for expansion of the Boren Fellowships for enhancing the Department's initiatives to increase the diversity of the National security workforce, an NSC leadership priority. (FY 2016 Baseline: \$48,476 thousand; +0 FTEs)		
10) Operations	274	
Increase represents an internal realignment into 'Operations' from the Office of the Actuary program line for administrative costs. (FY 2016 Baseline: \$41,837 thousand; +0 FTEs)		
11) Defense Advisory Committee on Women in the Services (DACOWITS)	170	
Increase is due to an internal realignment from the 'Operations' category to the DACOWITS program category for program costs. (FY 2016 Baseline: \$261 thousand; +0 FTEs)		
9. Program Decreases		-332,864
a. Annualization of FY 2016 Program Decreases		

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
b. One-Time FY 2016 Increases		
1) Suicide Prevention - Decrease results from two FY 2016 Congressional adds: \$20,000 for Defense Suicide Prevention Office (DSPO) and \$5,500 for Veterans Suicide Prevention.	-25,500	
2) Sexual Assault Prevention and Response Office (SAPRO) - Decrease results from a FY 2016 Congressional add for the Special Victims Counsel.	-25,000	
3) FEPP - Yellow Ribbon Reintegration Program (YRRP) - Decrease results from a FY 2016 Congressional add.	-18,000	
4) Joint Advertising, Market Research and Studies (JAMRS) - Decrease results from a FY 2016 Congressional add.	-500	
c. Program Decreases in FY 2017		
1) DMDC - DEERS/RAPIDS/CAC Decrease reflects an internal DHRA realignment to the new program lines: DMDC - STAR (\$10,794K) DMDC - PA (\$2,159K) DMDC - RAPIDS (\$54,480K) DMDC - DEERS (\$35,012K) DMDC - EDS (\$23,403K) (FY 2016 Baseline: \$123,622 thousand; +0 FTEs)	-125,848	
2) DCPAS - EHRIS Decrease reflects an internal DHRA realignment to the new program line DMDC - EHRIS. (FY 2016 Baseline: \$57,180 thousand; +0 FTEs)	-58,209	
3) Joint Advertising, Market Research and Studies (JAMRS) Decrease represents an internal realignment to the	-22,973	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
new program line DMDC - STAR. (FY 2016 Baseline: \$23,058 thousand; +0 FTEs)		
4) DMDC - Synchronized Pre-Deployment and Operational Tracker (SPOT) Decrease represents an internal realignment to the new program line: DMDC - PA.	-22,322	
(FY 2016 Baseline: \$21,927 thousand; +0 FTEs)		
5) DMDC - Personnel Security Assurance (PSA) Reduction is a result of a one-time effort in FY 2016 to support continuous evaluation and insider threat programs.	-10,510	
(FY 2016 Baseline: \$36,666 thousand; +0 FTEs)		
6) Sexual Assault Prevention and Response Office (SAPRO) This decrease results from a DHRA decision to realign funding from O&M to RDT&E to support requirements to enhance the Defense Sexual Assault Incident Database (DSOID) to meet NDAA FY2013/2014 Section 1723 requirements, maintain the server environment, and improve the user experience.	-4,009	
(FY 2016 Baseline: \$45,388 thousand; +0 FTEs)		
7) DMDC - Human Resources Strategic Assessment Program (HRSAP) Decrease reflects an internal DHRA realignment to the new program line DMDC - STAR. (FY 2016 Baseline: \$3,132 thousand; +0 FTEs)	-3,188	
8) Personnel and Readiness Information Management (P&R IM) Decrease reflects an internal DHRA realignment to the	-3,005	

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new program line DMDC - EDS. (FY 2016 Baseline: \$2,952 thousand; +0 FTEs)		
9) Operations	-2,979	
This decrease results from reductions in Supplies and Materials, and Communications as a result of efficiencies. In addition \$170 thousand was realigned to DACOWITS program line for program related costs. (FY 2016 Baseline: \$41,837 thousand; +0 FTEs)		
10) Labor	-2,082	
As part of the Department of Defense Reform Agenda, eliminates civilian full time equivalent positions and resources to maintain, with limited exceptions, major headquarters activities' civilian staffing at reduced level. Decrease of 6 FTEs reflects the DHRA plan for streamlining Management Headquarters (\$842 thousand). In addition two less compensable days from FY16 to FY17 (\$1,240 thousand). (FY 2016 Baseline: \$154,337 thousand; -6 FTEs)		
11) FEPP - Employer Support of the Guard and Reserve (ESGR)	-1,869	
Decrease reflects a reduction in administrative contract support to ESGR field operations Official Volunteers across the U.S. (FY 2016 Baseline: \$9,486 thousand; +0 FTEs)		
12) DCPAS - Other Mission Programs	-1,775	
Funding was realigned to DMDC: EHRIS to support contract IT efforts. (FY 2016 Baseline: \$32,506 thousand; +0 FTEs)		
13) Defense Suicide Prevention Office (DSPO)	-1,446	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Decrease is a reduction for reduced contract efforts to support the development and dissemination of best practices in the area of suicide prevention. (FY 2016 Baseline: \$32,026 thousand; +0 FTEs)		
14) Federal Voting Assistance Program (FVAP) Program decrease reflects the cyclical requirement for a biennial survey to produce a statistical and program effectiveness report funded in FY 2016, and reduced communications effort after the 2016 Presidential election cycle. (FY 2016 Baseline: \$4,818 thousand; +0 FTEs)	-1,254	
15) Transition to Veterans Program Office (TVPO) Decrease reflects a reduced level of contract support for Transition GPS (Goals, Plans, Success) curriculum update tasks, editing and technical writing tasks, and strategic communications. (FY 2016 Baseline: \$4,175 thousand; +0 FTEs)	-1,203	
16) DMDC - EDS Funding is reduced in support of the Department's efforts to move towards enterprise licensing agreements. (FY 2016 Baseline: \$0 thousand; +0 FTEs)	-631	
17) Office of the Actuary Decrease represents an internal realignment into 'Operations' for administrative costs. (FY 2016 Baseline: \$773 thousand; +0 FTEs)	-274	
18) Computer-Electronics Accommodations Program (CAP) Decrease reflects reduced estimated purchases of accommodation equipment for Service members, DoD civilians, and Federal agency partners. (FY 2016	-263	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Baseline: \$7,919 thousand; +0 FTEs)		
19) FEPP - Yellow Ribbon Reintegration Program (YRRP) Decrease represents adjustments to YRRP contract efforts. (FY 2016 Baseline: \$24,964 thousand; +0 FTEs)	-24	
FY 2017 Budget Request		683,620

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IV. Performance Criteria and Evaluation Summary:

IV. Performance Criteria and Evaluation Summary:

Defense Language and National Security Education Office (DLNSEO)

DLNSEO performance evaluation for FY 2017 will be based on the following metrics:

- Performance Measure - Percentage of students entering the Defense Language Institute Foreign Language Center (DLIFLC) basic course that achieve the 2/2/1+ Defense Language Proficiency Test (DLPT) standard in reading, listening, and speaking modalities, as measured by the Interagency Language Roundtable performance scale.
- Performance Goal - By 2017, 66% of students entering the Defense Language Institute Foreign Language Center basic course will achieve a 2/2/1+ score on the DLPT in the reading, listening and speaking modalities.
- Impact - Lower attrition and improved proficiency means more and better linguists are delivered to the Services for mission.

The Defense Civilian Personnel Advisory Service (DCPAS) Mission Programs

- Performance Measure - Federal Wage & Salary Surveys: Conduct wage surveys to develop and adjust pay schedules under the Federal Wage System.
- Performance Goal - Deliver the following pay schedules on time: 1. Federal Wage System Surveys (132 CONUS wage areas; 180,000 employees, \$11B payroll); 2. DoDEA Educators Survey (survey 267 urban school districts, 9,000 DoD employees); 3. DoD Special Salary Rates (Develop, analyze, and issue Blue Collar and GS pay, medical occupation pay, 300 pay schedules); 4. Overseas Foreign National Pay Programs (Worldwide); 5. Defense Language Institute Faculty Pay (2,500 employees); 6. USUHS (Medical University faculty

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IV. Performance Criteria and Evaluation Summary:

and employee pay); 7. DoD Power Plant Pay (5 regions); and 8. Various pay plan development and maintenance (MSC, PFFA, DC Electronics, PR special, Military Universities, Hopper Dredge, etc.).

- Impact -Guidance supports informed decision making, enabling the Department to meet its strategic goals.

- Performance Measure - EEO complaint investigations: Measures 1. Average turn-around time for all investigations from IRD receipt to dispatch (ROIs - Reports of Investigation); 2. Number of unassigned Requests for Investigation; and 3. Alternate Dispute Resolution (ADR) success rate for mediated cases
- Performance Goal - EEO complaint investigations: Measure 1 Target: less than 120 days; Measure 2 Target: less than 250 cases; and Measure 3 Target 50% or greater success rate
- Impact - Resolution of complaints improves morale and productivity.

Defense Enrollment Eligibility Reporting System (DEERS)

- Performance Measure - Percentage of DoD personnel with Minimum Essential Healthcare coverage accurately reported to the IRS.
- Performance Goal - By 2017, 100% of transactions provided to the IRS will provide the correct health care status.
- Impact - Without accurate reporting, DoD will be billed \$2,000 for each inaccurate report for a total population of 11 million personnel. Individuals would be subject to a minimum of \$95, up to a maximum of \$2,448 per family tax penalty per year.

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IV. Performance Criteria and Evaluation Summary:

Real Time Automated Personnel Identification System (RAPIDS)

- Performance Measure - Quantity of successful transactions performed through ID Card Office Online that saved an in-person visit by the sponsor to a RAPIDS office.
- Performance Goal - By 2019 increase the amount of self-service transactions that result in the successful addition of a family member, ID card update or issuance, or contact information update by 25% over 2015 averages.
- Impact - Increasing self-service, online options will decrease the volume of customers at ID Card offices, decrease wait time in those offices, and will lower the equipment utilization rate reducing the need for some DMDC-funded equipment at multiple workstation RAPIDS sites.

Survey, Testing, Research, and Assessment (STAR)

- Performance Measure - Percentage of recruits entering the military who score below 10, between 10 and 20, and above 50 on the Armed Forces Qualification Test ([AFQT], a composite of ASVAB test scores).
- Performance Goal - No more than 20% of each Military Service's active duty accessions shall score between 10 and 30 on the AFQT and no one will be allowed to enter the military with an AFQT below 10, by law. Additionally the AFQT category benchmark for accessions within a given fiscal year is 60 percent with AFQT scores of 50 or better, and no more than 4 percent of an accession cohort with AFQT scores between 10 and 30.

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IV. Performance Criteria and Evaluation Summary:

- Impact - An increase in the quality of recruits and a reduction in recruit attrition rate.
- Performance Measure - Percentage of DoD-wide surveys conducted that achieve at least a 20% response rate.
- Performance Goal - 2/3 of all DoD-wide surveys conducted will achieve at least a 20% response rate in FY17.
- Impact - Maintaining or exceeding the 20% response rate will reduce the cost burden and allow DMDC surveys to obtain margins of error that allow quality population estimates for multiple demographic reporting categories.

Personnel Security Assurance (PSA)

- Performance Measure - Ability of 55,000 Security Management Offices and 13,000 commercial industry partners to access, submit, process, and verify clearances for 4 million unique subjects (personnel working throughout DOD).
- Performance Goal - By 2017 the Department of Defense will increase the capability to conduct continuous evaluation of 500,000 personnel with access to classified information, and will assess and intervene on threats that insiders may pose to their colleagues and/or DoD missions and resources.
- Impact - Early warning and focused adjudication of subjects who may pose a threat.

Defense Travel Management Office (DTMO)

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IV. Performance Criteria and Evaluation Summary:

- Performance Measure - DTMO ROI = $\frac{\text{DTMO Total Cost Savings} - \text{DTMO Budget}}{\text{DTMO Budget}} \times 100$
- Performance Objective - Demonstrate the efficiency of the Department's investment in the Defense Travel Management Office.
- Impact -
 - Improved delivery of travel services
 - Maximized policy understanding and compliance through clear and concise policies
 - Maximized control and visibility into travel spend, supplier, and traveler behavior
 - Improved cost-effectiveness across the Defense Travel Enterprise

Family and Employer Programs and Policy (FEPP)

ESGR

- Performance Measure - Employer Outreach - ESGR volunteers educate and engage employers of their rights and responsibilities under Uniformed Services Employment and Re-employment Rights Act (USERRA) to ensure their support for National Guard and Reserve Service members.
- Performance Goal - Employers Engaged - 155,000 (Projected for FY17).
- Impact - ESGR's volunteer efforts reduce USERRA cases and the support ESGR volunteers provide is a readiness enhancer to unit commanders as they prepare their Reserve Component Service Members for mobilization/deployment.

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IV. Performance Criteria and Evaluation Summary:

- Performance Measure - Military Outreach - ESGR volunteers inform RC Service Members regarding their rights and responsibilities under USERRA and help publically recognize supportive employers in order to strengthen relationships between Service Members and their employers.
- Performance Goal - Reserve Component Service Members Informed - 450,000 (Projected for FY17).
- Impact - ESGR's volunteer efforts reduce USERRA cases and the support ESGR volunteers provide is a readiness enhancer to unit commanders as they prepare their Reserve Component Service Members for mobilization/deployment.

- Performance Measure - ESGR volunteer ombudsmen provide informal, neutral mediation to help Service Members resolve workplace issues and improve relationships with civilian employers.
- Performance Goal - Achieve 80 percent success rate for the Number of Resolved/Administrative Closure USERRA Cases to 2000 by FY17.
- Impact - Avoid costs by reducing the number of cases that require Department of Labor/Department of Justice investigation.

- Performance Measure - Number of Volunteer Hours Documented by ESGR volunteers to educate employers of their rights under USERRA and to ensure their support for National Guard and Reserve Service members.
- Performance Goal - Increase Volunteer Hours to 300,000 hours by FY17.
- Impact - Use of volunteers in place of contractors will save the Department an estimated \$6.8M (projected) based on \$22.55 per hour, as determined by the Bureau of Labor Statistics

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IV. Performance Criteria and Evaluation Summary:

YRRP

- Performance Measure - The percentage of Reserve Components (RCs) using the standardized tools for measuring program effectiveness.
- Performance Goal - By FY 17, 100% of RCs will be using the standardized, approved measurement tools, to include online polling, post-event survey, and retrospective survey
- Impact - Full use of the standardized measurement tools will allow for continuous program improvement and edits to curricula as needed and as dictated by survey results.

YRRP

- Performance Measure - Percentage of courses (online and in-person) reviewed and maintained for currency.
- Performance Goal - By FY17 (and each year thereafter), 100% of the existing YRRP curricula will be reviewed, updated as necessary, and uploaded to the YRRP website (in-person curricula) and the YRRP Learning Management System (online curricula).
- Impact - Up-to-date information and resources will be available to Service members and their families/designated representatives, meeting Congressional intent for YRRP to "to provide National Guard and Reserve members and their families with sufficient information, services...throughout the entire deployment cycle" (Section 582, Public Law 110-181, as amended).

Federal Voting Assistance Program (FVAP)

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IV. Performance Criteria and Evaluation Summary:

- Performance Measure - Increase the likelihood of interested Active Duty Members to use available FVAP resources to increase their level of awareness of available DoD voting assistance resources, which will increase the likelihood of returning their absentee ballot.
- Performance Goal - 5% increase of Active Duty Members' usage of DoD network of voting assistance resources, including FVAP, Voting Assistance Officers and Installation Voter Assistance Offices by 2018, 2020, 2022.
- Impact - An increase in the use of DoD Resources means an increase in the number of Active Duty Members who actually return an absentee ballot.

Sexual Assault Prevention and Response Office (SAPRO)

- Performance Measure - Percentage of Defense Wide Sexual Assault Prevention and Response (SAPR) objectives under SAPRO purview that have written policy coverage.
- Performance Goal - By 2017, 90% of the Department's SAPR objectives under SAPRO purview will have written policy coverage.
- Impact - Codification of SAPRO's SAPR objectives will increase the likelihood that those goals will be met.

Computer/Electronic Accommodations Program (CAP)

- Performance Measure - Percentage of CAP customers who receive accommodations from CAP that positively impact their ability to perform job duties.

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IV. Performance Criteria and Evaluation Summary:

- Performance Goal - In fiscal year 2017, at least 90% of respondents will state the items provided by CAP had a positive impact on their ability to perform job duties.
- Impact - Higher productivity and increased job satisfaction benefit operational performance in support of the federal government's objectives.

- Performance Measure - Percentage of active duty Servicemembers who receive accommodations from CAP that positively impact rehabilitation and recovery and/or their ability to perform job duties.
- Performance Goal - In fiscal year 2017, at least 90% of respondents will state the items provided by CAP had a positive impact on their rehabilitation and recovery and/or their ability to perform job duties.
- Impact - Higher productivity and increased job satisfaction benefit operational performance in support of the federal government's objectives.

Defense Suicide Prevention Office (DSPO)

- Performance Measure - Percentage of Defense Strategy for Suicide Prevention (DSSP) objectives under Defense Suicide Prevention Office (DSPO) purview that have written policy coverage.
- Performance Goal - By 2017, 75% (34/45) of the Defense Strategy for Suicide Prevention (DSSP) objectives under DSPO purview will have written policy coverage.

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IV. Performance Criteria and Evaluation Summary:

- Impact - Increased alignment of DSPO mission and vision with strategic goals of the DSPO annual collaborative engagement campaign.
- Performance Measure - Percentage of Defense Suicide Prevention Office (DSPO) government leadership collaborative engagements during an annual campaign that align with the DSPO vision and mission.
- Performance Goal - By 2017, all DSPO suicide prevention collaborative engagements with partners will meet a 90% quality standard as measured by an internally developed DSPO scorecard.
- Impact - Increased alignment of DSPO mission and vision with strategic goals of the DSPO annual collaborative engagement campaign.

Transition to Veterans Program Office (TVPO)

- Performance Measure - Verified percent of known eligible active duty Service members who separated and attended (a) pre-separation counseling, (b) Department of Labor Employment workshop, and (c) Veterans Affairs Benefits briefings prior to their separation, as required by 10 USC CH 58 § 1142 & § 1144 and Public Law 112-56 (VOW Act).
- Performance Goal - By 2017, 85% of known eligible active duty Service members who separated and attended (a) pre-separation counseling, (b) Department of Labor Employment workshop, and (c) Veterans Affairs Benefits briefings prior to their separation, as required by 10 USC CH 58 § 1142 & § 1144 and Public Law 112-56 (VOW Act).

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IV. Performance Criteria and Evaluation Summary:

- Impact - Ensures TVPO programs, projects, and activities are effectively and efficiently executed in accordance with statute, executive orders, agency policy, and leadership intent.
- Performance Measure - Verified percent of known eligible reserve component Service members who separated and attended (a) pre-separation counseling, (b) Department of Labor Employment workshop, and (c) Veterans Affairs Benefits briefings prior to their separation, as required by 10 USC CH 58 § 1142 & § 1144 and Public Law 112-56 (VOW Act).
- Performance Goal - By 2017, 85% of known eligible reserve component Service members who separated and attended (a) pre-separation counseling, (b) Department of Labor Employment workshop, and (c) Veterans Affairs Benefits briefings prior to their separation, as required by 10 USC CH 58 § 1142 & § 1144 and Public Law 112-56 (VOW Act).
- Impact - Ensures TVPO programs, projects, and activities are effectively and efficiently executed in accordance with statute, executive orders, agency policy, and leadership intent.
- Performance Measure - Verified percent of known eligible active duty Service members who separated and met Career Readiness Standards or received a warm handover to appropriate partner agencies prior to their separation from active duty.
- Performance Goal - 85% of eligible active duty Service members who separated met Career Readiness Standards or received a warm handover to appropriate partner agencies prior to their separation from active duty.

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IV. Performance Criteria and Evaluation Summary:

- Impact - Enables TVPO to gauge the efficacy of its centralized, standardized, interagency Transition GPS (Goals, Plans, Success) curriculum redesign of 2013, and the subsequent annual curriculum review and update process by the percentage of separating active duty and reserve component Service members who successfully meet the career readiness standards; these standards serve as the foundation of the Transition GPS curriculum.
- Performance Measure - Verified percent of known eligible reserve component Service members who separated and met Career Readiness Standards or received a warm handover to appropriate partner agencies prior to their separation from active duty.
- Performance Goal - 85% of eligible reserve component Service members who separated met Career Readiness Standards or received a warm handover to appropriate partner agencies prior to their separation from active duty.
- Impact - Enables TVPO to gauge the efficacy of its centralized, standardized, interagency Transition GPS (Goals, Plans, Success) curriculum redesign of 2013, and the subsequent annual curriculum review and update process by the percentage of separating active duty and reserve component Service members who successfully meet the career readiness standards; these standards serve as the foundation of the Transition GPS curriculum.

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V. <u>Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>11</u>	<u>13</u>	<u>13</u>	<u>2</u>	<u>0</u>
Officer	9	11	11	2	0
Enlisted	2	2	2	0	0
<u>Reservists on Full Time Active Duty (E/S)</u>	<u>0</u>	<u>0</u>	<u>21</u>	<u>0</u>	<u>21</u>
Officer	0	0	11	0	11
Enlisted	0	0	10	0	10
<u>Civilian End Strength (Total)</u>	<u>1,041</u>	<u>1,110</u>	<u>1,186</u>	<u>69</u>	<u>76</u>
U.S. Direct Hire	1,041	1,110	1,186	69	76
Total Direct Hire	1,041	1,110	1,186	69	76
<u>Civilian FTEs (Total)</u>	<u>1,041</u>	<u>1,110</u>	<u>1,186</u>	<u>69</u>	<u>76</u>
U.S. Direct Hire	1,041	1,110	1,186	69	76
Total Direct Hire	1,041	1,110	1,186	69	76
Average Annual Civilian Salary (\$ in thousands)	144.5	139.0	140.3	-5.5	1.3
 <u>Contractor FTEs (Total)</u>	 <u>1,350</u>	 <u>1,382</u>	 <u>1,308</u>	 <u>32</u>	 <u>-74</u>

From FY 2016 to FY 2017, DHRA Civilian FTE authorizations have a net increase of 76 full time equivalents (FTEs). This net increase reflects a decrease of 6 FTEs in support of the Department of Defense reform agenda, an increase of 22 FTEs as a result of the transfer of DISS and DTS to DHRA, and an increase of 60 FTE to support multiple key DHRA mission areas including for civilian personnel advisory services, which will support the Force of the Future initiatives, and IT operations for multiple DOD applications.

The average salary change from FY15 to FY16 is estimated based on DHRA's change in strategic direction for the civilian workforce to hire more new employees into career

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ladder positions, this will help DHRA reach FTE authorizations, support employee retention, and put in place better succession plans for retiring employees. In addition, DHRA, as a part of the Department's management headquarters reform agenda, is also looking at potential position restructuring, which could potentially reduce grade levels in specific areas. This is an ongoing effort with ongoing analysis being conducted by DHRA.

In FY 2017, DHRA will receive 21 end-strength of Reservists on Full Time Active Duty to support the Family Employer Program and Policy (FEPP) office.

Contractor FTEs indicate a reduction of 74 FTEs from the FY 2016 estimate. This is attributed to an overall reduction in DHRA funding from FY 2016 to FY 2017, which reduces many contractor support efforts and also because of the planned increased in civilian hiring from FY16 to FY17.

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VI. OP 32 Line Items as Applicable (Dollars in thousands):

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2015</u>	<u>FY 2015/FY 2016</u>		<u>FY 2016</u>	<u>FY 2016/FY 2017</u>		<u>FY 2017</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	150,425	1,843	2,069	154,337	2,344	9,717	166,398
199 Total Civ Compensation	150,425	1,843	2,069	154,337	2,344	9,717	166,398
308 Travel of Persons	5,425	92	-906	4,611	83	168	4,862
399 Total Travel	5,425	92	-906	4,611	83	168	4,862
416 GSA Supplies & Materials	0	0	14	14	0	10	24
417 Local Purch Supplies & Mat	0	0	0	0	0	75	75
499 Total Supplies & Materials	0	0	14	14	0	85	99
633 DLA Document Services	0	0	143	143	2	75	220
671 DISA DISN Subscription Services (DSS)	0	0	5,979	5,979	-419	-3,753	1,807
696 DFAS Financial Operation (Other Defense Agencies)	2,291	128	-419	2,000	-81	651	2,570
699 Total DWCF Purchases	2,291	128	5,703	8,122	-498	-3,027	4,597
771 Commercial Transport	222	4	3	229	4	53	286
799 Total Transportation	222	4	3	229	4	53	286
912 Rental Payments to GSA (SLUC)	1,681	29	2,612	4,322	78	-3,266	1,134
913 Purchased Utilities (Non-Fund)	1,678	29	-569	1,138	20	88	1,246
914 Purchased Communications (Non-Fund)	3,439	58	2,072	5,569	100	-4,581	1,088
915 Rents (Non-GSA)	26,830	456	-1,356	25,930	467	1,958	28,355
917 Postal Services (U.S.P.S)	1,337	23	-991	369	7	309	685
920 Supplies & Materials (Non-Fund)	2,072	35	-321	1,786	32	-113	1,705
921 Printing & Reproduction	402	7	693	1,102	20	271	1,393
922 Equipment Maintenance By Contract	4,481	76	-4,528	29	1	4,537	4,567
925 Equipment Purchases (Non-Fund)	4,427	75	440	4,942	89	147	5,178
933 Studies, Analysis & Eval	4,477	76	10,042	14,595	263	-5,675	9,183
960 Other Costs (Interest and Dividends)	12	0	-12	0	0	0	0
987 Other Intra-Govt Purch	197,560	3,359	991	201,910	3,634	-38,435	167,109
988 Grants	39,379	669	-17,945	22,103	398	3,236	25,737

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		Change			Change		
	FY 2015	<u>FY 2015/FY 2016</u>		FY 2016	<u>FY 2016/FY 2017</u>		FY 2017
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
989 Other Services	223,194	3,794	5,586	232,574	4,186	23,238	259,998
999 Total Other Purchases	510,969	8,686	-3,286	516,369	9,295	-18,286	507,378
Total	669,332	10,753	3,597	683,682	11,228	-11,290	683,620

* The FY 2015 Actual column includes \$13,816 thousand of FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

* The FY 2016 and FY 2017 columns excludes Overseas Contingency Operations (OCO) Appropriations funding (PL 114-113).

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Defense Information Systems Agency (DISA)**



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Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
Budget Activity (BA) 4: Administration and Service-wide Activities

	FY 2015 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2016 <u>Enacted</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2017 <u>Estimate</u>
DISA	1,322,724	18,652	-60,244	1,281,132	20,500	138,259	1,439,891

* The FY 2015 Actual column includes \$36,387 thousand of FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235) and includes \$5,407 thousand of No-Year Spectrum Relocation Funds.

* The FY 2016 Estimate column excludes \$29,579 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations funding (PL 114-113).

* The FY 2017 Estimate column excludes \$47,579 thousand requested in the FY 2017 Defense-Wide Overseas Contingency Operations (OCO) Budget Request.

I. Description of Operations Financed:

The Defense Information Systems Agency (DISA), a combat support agency, provides, operates, and assures command and control, information sharing capabilities, and a globally accessible enterprise information infrastructure in direct support to joint warfighters, National level leaders, and other mission and coalition partners across the full spectrum of operations. DISA implements the Secretary of Defense's Defense Strategic Guidance (DSG) and reflects the DoD CIO's Capability Planning Guidance (CPG). The DoD CIO vision is "to reduce sustainment costs and improve warfighting capability over time."

The DISA serves the needs of the President, Vice President, Secretary of Defense, Joint Chiefs of Staff, COCOMs, and other DoD components during peace and war. In short, the DISA provides global net-centric solutions in the form of networks, computing infrastructure, and enterprise services to support information sharing and decision making for the Nation's warfighters and those who support them in the defense of the nation. The DISA is the only combat support agency charged with connecting the force by linking processes, systems, and infrastructure to people. This budget anticipates

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I. Description of Operations Financed (cont.)

impacts to our operations from the DoD's 26-point IT transformation plan known as the IT Enterprise Strategy Roadmap (ITESR). The Deputy Secretary of Defense signed the ITESR and the CIO CPG in March 2015.

The Agency's efforts are structured around four strategic goals:

- **Evolve the Joint Information Environment (JIE)** - Evolve a consolidated, collaborative, and secure JIE, enabling end-to-end information sharing and interdependent enterprise services across the Department that are seamless, interoperable, efficient, and responsive to joint and coalition warfighter requirements;
- **Provide Joint Command and Control (JC2) and Leadership Support** - Engineer, provide, and enhance C2 and mission partner information sharing capabilities to enable decision makers with the ability to exercise authority and direction over assigned and attached forces and resources while rapidly and effectively sharing information across the strategic, operational, and tactical spectrum of operations. DISA will lead the development and evolution of JC2 capabilities used to plan and execute the full range of joint, interagency, and multinational military operations;
- **Operate and Assure the Enterprise as a part of the Department of Defense Information Network (DODIN)** - Command and control, plan, direct, coordinate, integrate and synchronize the DODIN Operations (DO) and select Defensive Cyber Operations (DCO) to secure, operate, defend and protect the DODIN across the full spectrum of military operations. Through our partnership with United States Cyber Command (USCYBERCOM), evolve our cyber and network capabilities to function under dynamic conditions responding to increasing warfighter information requirements, increased demand for operational efficiencies, and shifts in the global defense posture. Organize to consistently and rapidly adapt to changing circumstances around the world - on

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I. Description of Operations Financed (cont.)

demand, using advanced technologies and standardized tool sets, synchronized processes and procedures, and, a highly trained cyber workforce and

- **Optimize Department Investments** - Enable the Department to maximize use of its resources by providing cost efficient capabilities; an effective and defensible infrastructure; and standardized support services, business processes, and policies that enable the rapid infusion of technology into the enterprise.

These four Strategic Goals focus DISA's efforts on a target objective state that embodies "a secure connection to a computing environment provided by both commercial and government computing centers and big data storage, interconnected with a mesh of fixed and wireless transport, protected by a single security architecture, whose information resources held in the cloud are reachable by various mobile devices, and accessible by credentialed users eliminating anonymity from the network."

Today, DISA is a combined military, federal civilian, and support contractor workforce of 16,483 people touching 100 countries. DISA believes the key to a global, information-based DoD Enterprise is not to design the solution, but design the framework for constructing the solution. DISA does not know what the next engagement will look like, and the DISA cannot build, nor does the DISA want to build, specific systems to try to solve every possible problem. Rather, DISA is creating a global enterprise infrastructure based on common standards so that innovative, flexible, and efficient solutions can be rapidly deployed to the warfighter--in commercial parlance, DISA provides cloud computing services to DoD.

To realize this goal, the Department must revolutionize its ability to react, share, collaborate, and execute. The Department needs a common platform of capabilities and services that enable new applications and solutions to be built, and empower their rapid

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I. Description of Operations Financed (cont.)

development and fielding. This common platform will allow users in any location, service or DoD agency, and using any computing platform to access and process information. These are the architectural concepts that have revolutionized the commercial IT industry over the past decade.

This global enterprise infrastructure begins with an increasingly robust, capable computing platform. DISA meets this need with our Defense Enterprise Computing Centers (DECCs), which provide storage, computing power, application hosting, and content delivery worldwide. Collectively these facilities provide a robust enterprise computing environment consisting of over 12,000 servers, over 50,000 terabytes of storage, approximately 368,000 square feet of raised floor, redundant connectivity to the DISN core, 22 mainframes, and support to over four million users. Upon this foundation of information transport and robust computing, DISA is building a framework of common enterprise services, designed to be transparent to the user and available to all. These services include network authentication and identity management, online collaboration, search, messaging, and security.

To be effective in the current world environment there must also be comprehensive and integrated cyber protection for this infrastructure. DISA is in the midst of an effort to improve the security and defense capabilities of our military networks using improved sensing for intrusion detection and reporting, demilitarized zones (DMZ), filtering, and proxying to protect our core network services from internet threats.

The DISA has reprioritized resources within its programs to support the Department's Global re-balancing initiative. Examples include reprioritizing DISN Tech Refresh funding to support investments being made in concert with consolidation of networks in Europe (reflecting the downsizing of the Defense footprint), and reprioritizing Multi-

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I. Description of Operations Financed (cont.)

National Information Systems (MNIS) investments to address PACOM near-term requirements for expanded Coalition connectivity in their area of responsibility.

The DISA aligns its program resource structure across six mission areas. The first five mission areas reflect customer support strategies. The sixth mission area represents the DISA's critical special missions support to the Commander in Chief. These mission areas reflect the DoD goals and represent the DISA's focus on executing its lines of operation:

- **Transition to Net Centric Environment:** Transition to a net-centric environment to transform the way DoD shares information by making data continuously available in a trusted environment.
- **Eliminate Bandwidth Constraints:** Build and sustain the DODIN transport infrastructure that eliminates bandwidth constraints and rapidly surges to meet demands, whenever and wherever needed.
- **DODIN Network Operations and Defense:** Operate, protect, defend, and sustain the enterprise infrastructure and information sharing services; and enable Command and Control.
- **Exploit the DODIN for Improved Decision Making:** Transition to DoD enterprise-wide capabilities for communities of interest, such as command and control, and combat support that exploit the DODIN for improved decision-making.
- **Deliver Capabilities Effectively/Efficiently:** Deliver capabilities, based on established requirements, more effectively, economically, and efficiently than the DISA does today.
- **Special Mission Area:** Execute Special Missions to provide communications support required by the President as Commander in Chief including day-to-day management, fielding, operation and maintenance of communications and information technology.

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I. Description of Operations Financed (cont.)

DISA continues to use the Total Cost Allocation Model to assign costs of shared services to products and services. The Cost Allocation Model identifies the total cost of a program and avoids unintended subsidy to the Defense Working Capital Fund, gains visibility and insight into cost and consumption of shared services, and addresses efficiencies.

The Cost Allocation Model (CAM) is the tool which DISA uses to allocate its shared services across the agency's portfolio of programs and component organizations on a basis evaluated and approved by our cost analysis staff. Examples of costs being allocated include items such as utilities and building operations at the DISA complex at Ft. Meade, MD; DFAS personnel support; and DISANet internal IT costs. The CAM tool organizes DISA programs and component organizations into categories to which specific costs are applicable. For example, activities outside of the Fort Meade complex -- such as JITC -- are not charged a share of the utilities and building operations at the DISA complex at Ft. Meade, MD, though they are charged a share of the DFAS personnel support and DISANet internal IT costs. The STRATCOM Field Office, which is not at Fort Meade and gets its IT support from STRATCOM, would only be charged a share of the DFAS personnel support costs. Costs are allocated on the basis of a validated measure, such as square feet of facility space occupied (Fort Meade facility), number of civilian personnel administered (DFAS personnel support), or number of seats used (DISANet internal IT costs). These costs are allocated across both the appropriate general fund and Defense Working Capital Fund activities.

Mission Area: Transition to Net Centric Environment (FY 2017: \$117,503 thousand)

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I. Description of Operations Financed (cont.)

1. Net-Centric Enterprise Services (NCES) (FY 2017: \$43,760 thousand): The Implementation & Sustainment Center (ISC) provides a portfolio of critical enterprise services to warfighter, business, and intelligence end-users on the Secret Internet Protocol (IP) Data network and the Sensitive but Unclassified (SBU) IP Data network. This portfolio of services allows more than two million authorized DoD users to collaborate across COCOMs/Services/Joint Staff/Agencies using a suite of web-accessible collaboration capabilities supporting DoD and other supporting users. The portfolio provides a resilient and flexible infrastructure that enables a secure collaborative environment that facilitates information sharing in the DoD from any location at any time; and a robust Enterprise Messaging service that decouples the producer from the consumer, allowing consumers to easily subscribe to information that supports their evolving missions and for producers to rapidly and efficiently publish both perishable and non-perishable data without the need to specify the recipients.

This portfolio includes evolving enterprise services such as: the Strategic Knowledge Integration Web (SKIWeb) which provides decision and event management support on the Secret IP Data network to a widespread user base ranging from Combatant Commanders, to the Joint Staff and Coalition partners; DoD Visitor capability that enables the enterprise user vision of "go anywhere in the DoD, login, and be productive"; and support to an Identity Synchronization Service to support its use to populate Active Directories Department-wide as well as supporting dual authentication to enterprise services using the user's credentials. The portfolio integrates the enterprise services with DoD Enterprise Email that consolidates DoD corporate e-mail, centralizes all e-mail management department-wide, provides the user with a single email address that will be used throughout their career, and is accessible from any location at any time; and the DoD Enterprise Portal Service that provides users with a flexible web-based hosting solution to create and manage mission, community, organization, and user focused sites.

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I. Description of Operations Financed (cont.)

The individual capabilities within the portfolio of services provide the user with the flexibility to couple the services in varying ways and provide access to web and application content, warfighter information, and forward-cached critical data in a secure environment.

2. Department of Defense Information Network Engineering Services (DODIN ES) (FY 2017: \$50,567 thousand): Enterprise Engineering supports DODIN End-to-End (E2E) Systems Engineering, Interface Standards, and a Modeling and Simulation (M&S) environment which enables the development of DISA and DoD IT technical architectures and capabilities that are interoperable and performance-oriented. Effective E2E system engineering is applied by implementing model based systems engineering (MBSE) to capture and resolve technical problems across the DODIN. E2E systems engineering develops and maintains DODIN Convergence Master Plan (GCMP) and Unified Communication and Collaboration (UC&C) architecture to integrate DODIN capabilities. These capabilities ensure that both the DoD and DISA's infrastructure services and applications are planned, implemented, and assessed/improved to meet performance objectives cost-efficiently.

As the Agency's senior authority on scientific, technical and engineering matters, the Office of the Chief Technology Officer (OCTO) promotes centralized, coordinated technology policy, direction, standards, and leadership for DISA/DoD. OCTO conducts extensive technology outreach (including weekly technical exchange meetings (TEM) with DoD CIO, federal agencies, industry, and academia to identify best practices, methodologies, material solutions, mature capabilities, and enterprise services. OCTO ensures environmental support and maintenance is provided during transition of technology solutions. OCTO leverages existing relevant technology and capabilities resident throughout the DoD to achieve a flexible and rapidly reconfigurable environment for

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I. Description of Operations Financed (cont.)

analysis of emerging technologies. OCTO performs security engineering and accreditation of products while undergoing assessment within the Technology Analysis Center (TAC).

3. Background Investigation IT Systems (FY 2017: \$20,000 thousand): The Interagency Deputies Committee and the Office of Management and Budget (OMB) has determined that the responsibility for the development and sustainment of a new Federal Government background investigation information technology (IT) system(s) will transfer from the Office of Personnel Management (OPM) to the Department of Defense. The DISA will be responsible for the development, implementation, and sustainment of this new background investigation system. The acquisition and implementation planning strategy will support the Federal workgroups requirements gathering and provide Government-wide tools to assist agencies with workforce management that comply with new Federal Investigative Standards. The aim is to avert or eliminate the continuous and dynamic threat of identity theft, financial espionage and other attacks on personal information, while providing a secure basis for background investigations necessary to Federal Government operations.

4. Other Programs (FY 2017: \$3,176 thousand): The funding associated with other programs is primarily for the sustainment of systems and hardware costs for DISA.

Mission Area: Eliminate Bandwidth Constraints (FY 2017: \$222,210 thousand)

1. Standardized Tactical Entry Point (STEP) (FY 2017: \$1,158 thousand): The Standardized Tactical Entry Point (STEP) program is a suite of DoD Satellite Communications (SATCOM) Gateways that links deployed tactical users to the Defense Information System Network (DISN). Through the Defense Satellite Communications System (DSCS), STEP provides multi-media telecommunications services at extremely high throughput for deployed forces during operations and exercises.

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I. Description of Operations Financed (cont.)

This program is vital to ensure the tactical users' access to DISN services. The STEP program provides centralized integration capabilities, contingency capacity, and the necessary interfaces to meet Combatant Commands, Services, and Agency requirements to support world-wide operations.

2. DoD Teleport Program (FY 2017: \$25,042 thousand): The Department of Defense (DoD) Teleport system is a collaborative investment that upgrades telecommunications capabilities at selected Standardized Tactical Entry Point (STEP) sites. The Teleport system provides deployed forces with improved interfaces for multi-band and multimedia connectivity from deployed locations anywhere in the world to online Defense Information Systems Network (DISN) Service Delivery Nodes (SDN) and legacy tactical command, control, communications, computers, and intelligence (C4I) systems. The Teleport system facilitates interoperability between multiple Satellite Communications (SATCOM) systems and deployed tactical networks, thus providing the user a seamless interface into the DISN and legacy C4I systems. Teleport integrates multi-band, multi-mode satellite capabilities to provide connectivity for deployed tactical communications systems.

Teleport has been deployed incrementally as a multi-generational program, and a Full Deployment (FD) was authorized by ASD/NII on February 18, 2011. The DoD Teleport upgrade fills several capability gaps by adding communications support in the Ultra High Frequency (UHF), Extremely High Frequency (EHF), military and Commercial SATCOM frequency bands, which represents a ten-fold increase to the throughput and functional capabilities of these STEP sites. Teleport Generation 3 will field three satellite gateway enhancements in three phases, and the full installation and integration of these enhancements will provide increased satellite connectivity and an expansion of capacity and throughput, which will effectively strengthen DoD's communications and support to

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I. Description of Operations Financed (cont.)

tactical and deployed warfighters worldwide. The primary beneficiaries of the Teleport investment are the DoD Combatant Commanders, Military Departments, Defense Agencies and the warfighter.

3. Defense Spectrum Organization (DSO) (formerly called Joint Spectrum Center) (FY 2017: \$35,320 thousand): The DSO is leading efforts to transform electromagnetic spectrum (EMS) management to support future operations and warfare. The EMS plays a critical role in national security and is fundamental to all US and coalition military operations. The DSO is comprised of a Strategic Planning Office (SPO), the Joint Spectrum Center (JSC), the Global Electromagnetic Spectrum Information System (GEMSIS) Program Management Office (PMO), and the Business Management Office. The DSO SPO provides spectrum-planning strategies; advocates and defends DoD's EMS needs in national and international forums; and addresses spectrum-related technology issues in policy development and execution. The DSO JSC provides deployable spectrum management support to Combatant Commands (COCOMS), coalition headquarters, and Joint Task Forces (JTFs). The JSC Joint Spectrum Interference Resolution (JSIR) Program provides assistance to operational units to include deployed support to forward-based forces. The JSC mission is integral to vital activities such as information operations, electronic warfare, and other Joint Staff directed projects.

4. Defense Information Systems Network (DISN) Enterprise Activities (EA) (FY 2017: \$134,449 thousand): Circuit sustainment, Satellite Communication and National and Presidential Communication requirements enable the DISN to deliver an integrated platform to transport bandwidth and information services on DoD's legacy and Internet Protocol (IP) networks and provide command and control capabilities in support of emerging joint operations. Circuit funding provides circuit management activities to include transition to new contracts, DISN Core optimization, surveys, provisioning, and associated

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I. Description of Operations Financed (cont.)

engineering. Satellite Communication funding provides for: SATCOM systems engineering; the migration of Global Broadcast System (GBS) bandwidth management functions to the enterprise infrastructure by the GBS Joint Program Office; the operation, engineering, sustainment, and technical support for the Defense Satellite Communications system (DSCS) including contract support services for DSCS equipment. Special Communication Requirements fund the lifecycle support for the Enhanced Pentagon Capability/Survivable Emergency Conferencing Network (EPC/SECN) switch system that supports the survivable Nuclear Command and Control voice system for the National Command Authority.

Beginning in FY 2017, the DISN portfolio includes four core DISN capabilities that were previously funded through the DISN Subscription Services (DSS) under the DISA DWCF. These four DISN capabilities, whose support is critical to the National Security and DoD-wide enterprise missions, are transferring to the DISN appropriated missions, and are deemed core DISN capabilities whose funding mechanism should be from direct appropriations rather than from the customer orders and reimbursements. They include the following:

- **Interoperability and Internet Protocol (IP) Enabling.** The DISN Interoperability is responsible for integration of voice, video, and/or data services delivered ubiquitously across an interoperable, secure, and highly available IP network infrastructure. The IP enabling provides management and registration of all IP number resources for the DoD and is recognized as the DoD agent for IP number management with external Internet Governance organizations. It is also responsible for planning, managing, and sustaining delivery of Domain Name System (DNS) capabilities for the global Internet and for the classified and unclassified Internet Protocols (IP). In addition, it provides the WHOIS capability for database queries

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I. Description of Operations Financed (cont.)

relating to IP number registrations and .MIL domain information for the benefit of the DoD and Intelligence Community organizations.

- **Defense Red Switch Network (DRSN).** The DRSN is a global, secure voice service providing the President, the Secretary of Defense, the Joint Chiefs of Staff, the Combatant Commands and selected agencies with Nuclear Command, Control, and Communications (NC3) secure voice and voice conferencing capabilities up to the Top Secret/Sensitive Compartmented Information (TS/SCI) level. The DRSN consists of military departmental and Agency-owned secure voice switches connected by a DISA provided transport backbone.
- **Joint Worldwide Intelligence Communications System (JWICS).** JWICS is a (TS/SCI) high-speed multimedia communication service between SCI users designed to support the Intelligence Community through the Defense Intelligence Agency (DIA) Regional Support Centers (RSCs) and operates on the DISN. It provides real-time voice, video, and data communications and collaboration capabilities in support of DoD, the National Intelligence Community, and the National Command Authority (NCA).

Finally, in FY 2017, the circuit transition and management activities are being eliminated under the DISN appropriated missions in favor of a direct customer reimbursement approach. They provided planning, surveys, engineering, and physical circuit implementation support, as well as capacity management contract transition, that are critical to the sustainment of DISN.

5. Defense Information Systems Network (DISN) Infrastructure Services (formerly called DISN Subscription) (FY 2017: \$26,241 thousand): The DISN provides secure voice, video, and data services over a global fiber optic network that is supplemented by circuitry

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I. Description of Operations Financed (cont.)

obtained from the commercial sector. DISN subscription services are described as follows: Data Services provide SIPRNet as well as NIPRNet capabilities. Voice Services provide day-to-day commercially competitive services plus unique secure military requirements. Voice Services includes the operation of unclassified and classified Voice over IP services. Centralized Services includes provisioning support to DISN users and operators and network management support to all programs that make up the DISN as described above.

Mission Area: DODIN Network Operations and Defense (FY 2017: \$451,344 thousand)

1. Network Operations (NetOps) (FY 2017: \$122,324 thousand): DISA directs, coordinates, and synchronizes DISA-managed portions of the DoDIN supporting the DoD in 42 countries around the world across the full spectrum of military operations and supports United States Cyber Command (USCYBERCOM) in its mission to provide secure, interoperable, and reliable operations of the DoDIN. Our primary tasks are to: operate and defend the DISA Information Enterprise, and provide direct support to USCYBERCOM in DODIN Operations (DO) and Defensive Cyber Operations (DCO). This responsibility includes the actions necessary to provide certification, threat identification and intrusion prevention, intrusion detection, and incident response/recovery, of both the Non-secured Internet Protocol Router Network (NIPRNet) and the Secret Internet Protocol Router Network (SIPRNet). In order to accomplish this, NetOps provides the command and control (C2), situational awareness, and defense of the DoD Network across all levels of command: strategic, operational and tactical boundaries. It supports DoD's full spectrum of war fighting to include support for intelligence and business missions.

DISA executes its mission to command and control, plan, direct, coordinate, integrate and synchronize DoD's Information Network (DODIN) Operations and Defensive Cyber Operations-

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I. Description of Operations Financed (cont.)

Internal Defensive Measures (DCO-IDM) globally. Reliable services are delivered worldwide in 42 nations at 3,800 locations. DISA will manage or execute: approximately 200 million managed network assets, in excess of 50,000 Telecommunications Service Orders and circuit actions, 40,000 servers hosting 870 user applications, 17,000 Circuits, 55 SATCOM Gateways, 38 Petabytes of storage, 4.5M DoD identities, 1.6M to 4.5M Enterprise Email Users, 1M to 4.5M Mobility/Voice/Video/Data over IP users, and blockage and/or tracking of an average of 180M malicious events per month.

Increasing cyber security threats have expanded our cyber operations mission, both in terms of the breadth (e.g. Enterprise Services) and required depth of defenses in the DO/DCO mission space. Near term, NetOps will transform its organizational structure consistent with the Joint Information Environment (JIE) and support USCYBERCOM's mission to detect, diagnose, respond to and prevent cyber threats and attacks. Through the use of doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) analysis, NetOps is evolving the DISA Command Center (DCC) to build out the JIE's Global Enterprise Operations Center (GEOC).

The global NetOps structure also manages the integration of Teleport and Satellite Tactical Entry Point (STEP) capabilities into the Department of Defense Information Networks (DODIN); and provides processes for operational direction, control and maintenance of the DISA enterprise infrastructure and services.

In FY 2015, the Secretary of Defense approved the establishment of the Joint Force Headquarters - DoD Information Networks (JFHQ-DODIN) to address a critical need for cohesive DODIN defense and protection and unity of effort within the DoD's existing fragmented cyberspace operations command and control (C2) framework. JFHQ-DODIN's mission is to exercise command and control of DODIN Operations and Defensive Cyberspace

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I. Description of Operations Financed (cont.)

Operations - Internal Defensive Measures (DCO-IDM) globally in order to synchronize the protection of DoD components' capabilities to enable power projection and freedom of action across all warfighting domains. The full mission scope of the JFHQ-DODIN includes: the critical daily requirement to protect the DODIN, C2 of all DoD cyber entities, a mature joint headquarters, management of requirements for global engagement, and the capability to assess the readiness of the DODIN against mission critical Combatant Command requirements.

The Joint Force Headquarters DoD Information Network (JFHQ-DODIN) provides unity of command between USCYBERCOM and subordinate headquarters and unity of effort with all other DoD Components in order to ensure the DODIN is available and secure for Joint missions, to include effects delivered in and through cyberspace, and to ensure that the readiness posture of the DODIN is known. This organization directs and executes global DODIN operations and Defensive Cyber Operations. This capability is essential to protecting all of DoD's IT infrastructure and applications against a growing international cyber threat and an increasing level of insider threats.

Ultimately, the direct operational support that will be provided by JFHQ-DODIN to 40+ commands and agencies at FOC include areas focused on aggregating and sharing intelligence to improve situational awareness and understanding, direct/verify the DODIN defensive posture and lead DODIN incident response, synchronize and de-conflict global and regional DODIN/DCO-IDM priorities, conduct joint planning in support of CONPLANS and OPLANS of all Combatant Commands, and enable mission essential functions of the Components.

2. Information Systems Security Program (ISSP)/Information Assurance (IA)/Public Key Infrastructure (PKI) (FY 2017: \$182,551 thousand): The ISSP/IA/PKI mission focuses on

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I. Description of Operations Financed (cont.)

delivering DoD-wide enterprise solutions to COCOMS and DoD Components ensuring critical mission execution in the face of cyber-attacks. The program provides solutions to harden the network by:

- Reducing the exposed attack surface and gaps that allow adversaries to exploit and disrupt communications. Critical efforts include deployment and operation of defenses at the perimeter that sit at the boundary between DoD and the Internet protecting over 5 million users with state of the art measures mitigating malicious activities such as viruses, exfiltration, and emergent cyber threats;
- Deploying a secure protocol decryption and re-encryption mechanism to protect communications across the Joint Information Environment (JIE) and through the Internet Access Points (IAPs). Efforts include break and inspect of secure socket layer/transport level security (and other) protocols for both outbound and in-bound encrypted traffic.
- Provides vital situational awareness to senior decision-makers and network defenders that enable attack detection and diagnosis;
- Supporting safe sharing of information with allies and mission partners, by expanding the Cross Domain Enterprise Services that enables secure access and transfer of data between networks of differing classification levels. The DISA will drive anonymity out of the networks by utilizing cyber identity credentials and expanding this capability on Secret Internet Protocol Router Network (SIPRNet);

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I. Description of Operations Financed (cont.)

- Publishing security guidelines and assessing compliance. The DISA is changing the security technical implementation guides to better enable automation of the DoD's configuration management and reporting processes;
- Providing training to DoD civilians by continuing to generate information assurance and NetOps training used throughout the Department using web enabled tools;
- Providing public key certificates (PKI) that provide electronic identities for mission critical applications. The PKI supports the infrastructure for the entire DoD enabling information sharing in a secured environment. The PKI satisfies the DoD's Information Assurance (IA) needs for confidentiality, authentication, identification, and verification of data integrity, non-repudiation of communications of transactions, as well as digital signatures.

The Joint Regional Security Stacks (JRSS) are a joint DoD security architecture comprised of complementary defensive security solutions that remove redundant Information Assurance (IA) protections; leverages enterprise defensive capabilities with standardized security suites; protects the enclaves after the separation of server and user assets; and provides the tool sets necessary to monitor and control all security mechanisms throughout DoD's Joint Information Environment.

3. Comprehensive National Cybersecurity Initiative (CNCI) (FY 2017: \$34,660 thousand):
The Cybersecurity Program focuses its efforts on a net-centric approach that addresses the Department of Defense (DoD) security demands on a DoD-wide scale. To rapidly achieve this vision of Cybersecurity, DISA will: develop and implement Cybersecurity plans, assessments, strategies, and procure associated hardware and software technologies to accomplish the net-centric goal, while evolving to serve as a component of the larger

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I. Description of Operations Financed (cont.)

Network Operations (NetOps) solution. This program performs classified work. Detailed information is submitted separately in classified DoD exhibits.

4. Field Commands and Field Offices (FY 2017: \$75,654 thousand): In DISA's role as a Combat Support Agency, DISA's Field Commands and Field Offices support our Mission Partners (i.e., Combatant Commands, Services, Agencies). They provide specialized support for the National Military Command Center (NMCC). Regional DISA NetOps Centers (DNCs) with physical presence led by military O6s (Field Command/Field Office) support each Geographic and Functional Combatant Command (CCMD). Our support to the CCMDs includes preparing and publishing DISA Support Plans for all CCMD Theater Campaign Plans, Global Campaign Plans and contingency plans, as well as reviewing more than 50 Operational Plans (OPLANS) annually. Field Commands and Field Offices actively participate in Joint and coalition exercises. Field Commands and Field Offices conduct assessments of the threat and hazards, vulnerability, and risk to DoD owned Defense Critical Infrastructure (DCI) and the inter- and intra-dependencies needed to accomplish required DoD missions in accordance with Department of Defense Directive (DoDD) 3020.40, DoD Policy and Responsibilities for Critical Infrastructure.

DISA's five Field Command DISA NetOps Centers (DNCs) operate and assure the DISA enterprise infrastructure while laying the groundwork for introduction of new DISA capabilities and upgrades. The Field Commands and six Field Offices serve as DISA's forward direct support element to the CCMDs, provide customer service support and requirements advocacy for all mission partners in their theater of responsibility who subscribe, or plan to subscribe, to DISA's existing or emerging information products and services. These relationships enable effective coordination and information exchange in support of the Services, new capabilities, policy, and planning. In a partnership and collaborative effort, DISA works with the Joint Staff (JS) and CCMDs in developing the

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I. Description of Operations Financed (cont.)

solutions to specific warfighting capability gap requirements identified in their Integrated Priority Lists to the Chairman of the Joint of Staff.

DISA and its Field Commands are directly involved in the evolution to the JIE. For example, the DNC Europe has stood up as the Enterprise Operations Center (EOC) for the European and African Theaters consistent with JIE. DNC PACOM and DNC CENTCOM will also transition into Regional EOCs for their respective geographical areas with JIE, taking on expanded responsibilities to direct operations and defend the DODIN by assuring system and network availability, information delivery, and information protection across strategic, operational, and tactical boundaries in support of DoD, CCMDs, Services, Agencies and the Joint Staff. Continuity of Operations (COOP) plans and exercises assure that the capability exists to continue essential functions and operations across a wide range of potential emergencies. The DISA and DODIN Sector Critical Infrastructure Program (CIP) identifies, characterizes and prioritizes the DODIN Sector and DISA assets, which includes assessing critical C4I components and capabilities to support the execution of CCMDs missions.

Additional missions include: 1) the NATO (Brussels) Field Office ensures U.S. interests are considered in all NATO planning and design efforts to facilitate U.S. and NATO C4ISR interoperability; and, 2) the Telecommunications Advisory Team (TAT), Kabul, Afghanistan, that provides direct customer support to International Security Assistance Forces (ISAF) and the Ministry of Communications and Information Technology (MCIT) for transforming the Information and Communication Technology (ICT) in support of the business stabilization mission while encouraging strategic economic growth within Afghanistan.

5. Joint Staff Support Center (JSSC) (FY 2017: \$26,657 thousand): JSSC provides 24x7 Command and Control (C2) operational support to the President, Secretary of Defense,

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I. Description of Operations Financed (cont.)

Joint Staff (JS), Combatant Commanders, and other National-level leaders through global monitoring, maintenance and support of Joint C2 systems, direct operational support to the Deputy Director for Operations J3, comprehensive information assurance and continuous oversight. JSSC also operates and maintains critical decision support system for the National Military Command Center (NMCC) and the National Joint Operations-Intelligence Center in the Pentagon and at Site R.

JSSC also provides 24x7 watch/monitoring of nuclear support operations for C2, Communications, Computer and Intelligence systems for worldwide situational monitoring, rapid decision-making and force direction. Operation services provide strategic threat operational warning, situational awareness, course of action development, and national senior leadership decision-making through sustainment of systems such as Global Command and Control System - Joint, Processing and Display System-Migration, and Nuclear Planning and Execution System. Sustainment of these capabilities is assured through a robust Continuity of Operations capability at an alternate installation (Site R). JSSC also provides full-service television production and multimedia support (studio and remote video and audio recordings, electronic graphics, post production editing for training, informational, gun camera and battle damage assessment assistance, guidance for video teleconferencing networks and operations, and operation of the NMCC secure cable television system) to the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, the Joint Staff and other DoD agencies. In addition, JSSC provides tactical, strategic, and collaborative planning support for various JS IT initiatives such as NMCS transformation and JS IT migration. JSSC also provides valuable assistance and DISA liaison and customer advocacy support to the Joint Staff Hampton Roads and other regional mission partners as they transition their IT services to DISA-based offerings, resulting in horizontal fusion across all projects being worked by DISA. Operations and Maintenance (O&M) resources include civilian pay and benefits, travel and training as

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I. Description of Operations Financed (cont.)

well as sustainment support required to keep fielded systems fully operational during its life cycle, including maintenance of operational environments.

6. Defense Industrial Base (DIB) (FY 2017: \$9,498 thousand): The DISA, in concert with the Defense Industrial Base Cyber Security Task Force (DIBCS), is a critical enabler in securing DoD data on DIB networks and information systems. The DISA is instrumental in providing IA/CND support to the DIB through rapid dissemination of cyber threat, vulnerability, and analysis information. This initiative supports USCYBERCOM operations, intelligence, and analysis devoted exclusively to cyber indications and warning, intrusion detection, incident analysis, incident response, information sharing/knowledge management, and planning. Additionally, this initiative provides critical system enhancements and new CYBERCOM personnel at the DoD-DIB Collaboration Information Sharing Environment (DCISE), establishing information sharing between the two organizations to promote synergy and streamline operations. Detailed information is submitted separately in classified DoD exhibits.

The Network Operations Centers (DISA CONUS), Command Cyber Readiness Inspections and Connection Approval were previously funded through DISN Subscription Services (DSS) under the DISA Defense Working Capital Fund (DWCF). Beginning in FY 2017, these missions will transfer to the appropriated budget as their support is critical to the National Security or DoD-wide enterprise missions, and are deemed as core operation capabilities, whose funding mechanism should be from the appropriations rather than from the customer orders and reimbursements.

Mission Area: Exploit the DODIN for Improved Decision Making (FY 2017: \$369,786 thousand)

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I. Description of Operations Financed (cont.)

1. Global Command and Control System-Joint (GCCS-J) (FY 2017: \$90,013 thousand): The GCCS-J is DoD's Joint Command and Control (C2) System of record providing the foundation for migration of service-unique C2 systems into a joint, interoperable environment. The GCCS-J incorporates the core planning and assessment tools required by Combatant Commanders and their subordinates and the Joint Task Force (JTF) Commanders while meeting the readiness support requirements of the Services. Adaptive Planning and Execution Joint Planning Services are being developed to modernize the adaptive planning functions in a net-centric environment. The DISA, through its Joint C2 entities, continues to provide critical C2 capabilities to the Commander-in-Chief, Secretary of Defense, National Military Command Center, COCOMs, Joint Force Commanders, and Service Component Commanders. The DISA portfolio includes funding in support of GCCS-J to include the Joint Operations Planning and Execution Services (JOPES) which supports an expanding Adaptive Planning capability mission.

2. Global Combat Support System-Joint (GCSS-J) (FY 2017: \$17,668 thousand): GCSS provides a Joint Logistics Common Operational Picture (JLogCop) and Decision Support Tools to ensure the right personnel, equipment, supplies, and support are in the right place, at the right time, and in the right quantities across the full spectrum of military operations. The GCSS Program continues to develop new and enhanced capabilities to meet critical requirements of the joint logistics warfighter on-time and within budget. GCSS provides actionable information in the form of WatchBoards and widgets in the form of reports and mapping visualizations. A widget is a generic term for a small, stand-alone, downloadable application which looks and acts like traditional apps, but are implemented using web technologies. The benefit for the end user is that the widget provides access to multiple capabilities from one workspace. GCSS supports the mission of the joint logisticians who are the planners, executors, and controllers of the core logistic capabilities.

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I. Description of Operations Financed (cont.)

3. National Military Command System (NMCS) (FY 2017: \$3,737 thousand): National Military Command System (NMCS) provides the President, Office of the Secretary of Defense (OSD), Chairman of the Joint Chiefs of Staff, National Military Command Center (NMCC) and NMCC Site R, and the Executive Travel Fleet with the ability to execute C2 over all US military forces across the full spectrum of threats/contingencies. Within the Strategic and National Command, Control, Communications, and Intelligence (SNC3I) Joint Systems Engineering and Integration Office (JSEIO), DISA performs engineering support to meet its assigned NMCS Systems Engineer responsibilities, per Department of Defense Directive (DoDD) S-5100.44 and Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3280.01B, to provide the Joint Staff with operationally efficient and cost-effective engineering solutions to ensure that NMCS components and facilities satisfy operational requirements including emergency messaging, situational awareness, crisis action, and information management. NMCS engineering projects support DISA's mission of providing responsive, timely, and accurate information to the warfighter.

4. Senior Leadership Enterprise (SLE)/Logistics Support Activities (LSA) (FY 2017: \$191,687 thousand): This program supports National Leadership Command Capabilities and is classified. Details provided for this program are submitted in appropriately classified DoD exhibits.

5. Combined Advanced Applications (FY 2017: \$4,000 thousand): This program supports National Leadership Command Capabilities and is classified. Details provided for this program are submitted in appropriately classified DoD exhibits.

6. Multinational Information Sharing (MNIS) Program (FY 2017: \$45,961 thousand): The MNIS Program is a portfolio of four coalition information sharing capabilities: Combined Enterprise Regional Information Exchange System (CENTRIXS) (to include the CENTRIXS Cross

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I. Description of Operations Financed (cont.)

Enclave requirement), Pegasus (formerly Griffin), Unclassified Information Sharing (UISS) and Combined Federated Battle Laboratory Network (CFBLNet). Through this portfolio, MNIS provides information sharing capabilities designed to enable and improve sharing of operational and intelligence information among US forces and multinational partners.

The CENTRIXS supports intelligence and classified operations and information exchange and/or sharing at the Secret Releasable (REL) level. There are multiple, cryptographically-isolated enclaves serving various communities of interest (COI) that support multinational efforts in Iraq and Afghanistan, as well as the Overseas Contingency Operations (OCO) and counter-narcotics operations. The CENTRIXS is regionally focused and Combatant Command (COCOM) centric.

An improvement to the CENTRIXS coalition network, Common Mission Network Transport (CMNT), provides distinct and permanent transport capabilities; enabling network operation centers to priority command and control information more efficiently. CMNT supports DoD instruction 8110.1 guidance for integrating CENTRIXS and other operational networks into existing DoD general service communications infrastructure as a separate network servicing all DoD MNIS requirements. This capability provides a common transport for encrypted traffic. CMNT will be the established encrypted network to facilitate the movement of virtual private network traffic between segments.

Pegasus interconnects the National Command and Control (C2) systems of Combined Communications Electronics Board (CCEB) Nations using Cross Domain Solutions (CDS) that enable information sharing to facilitate situational awareness and operational planning/execution. Pegasus has a strategic focus and is member nation centric.

CFBLNet is a laboratory environment which utilizes a distributed Wide Area Network (WAN)

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I. Description of Operations Financed (cont.)

as the vehicle to experiment with new capabilities by conducting Research and Development, Trials and Assessment (RDT&A) initiatives. The CFBLNet is managed by DISA and consists of distributed and integrated network architecture of Combined, Joint, and Military Service infrastructure components (networks, database servers, application servers, client workstations, etc.). Unclassified Information Sharing Services (UISS) capability is an enterprise solution designed to meet unclassified collaboration and information sharing requirements of joint and coalition military organizations. UISS provides the United States COCOMs a unique operational capability necessary to support coordination, cooperation, and collaboration with mission partners. The overarching objective of the UISS is to provide a collaborative internet portal to share unclassified information to the COCOMs. The UISS capability will be a web-based, "non-mil", information sharing and collaboration tool that may be accessed anytime, from anywhere, by any user with an Internet connection including web-enabled mobile personal devices. HARMONIEWeb (HWeb) supports unclassified communications and collaboration connections that bridge the gap between government, non-government, coalition, interagency, and international organizations.

7. Other Programs (FY 2017: \$16,720 thousand): The funding associated with other programs is primarily for the infrastructure costs for DISA's interoperability facility in the National Capital Region.

Mission Area: Deliver Capabilities Effectively/Efficiently (FY 2017: \$78,409 thousand)

1. Management Headquarters (FY 2017: \$40,225 thousand): Management Headquarters funding is utilized for salaries and operating expenses associated with the Command and Executive Staff and their key control organizations, which provide oversight, direction, and control of DISA activities. Command and Executive staffs enable DISA to continuously operate and assure a global net-centric enterprise in direct support to the joint

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I. Description of Operations Financed (cont.)

warfighter, national level leaders, and other mission and coalition partners across the full spectrum of operations.

2. Pentagon Reservation Maintenance Revolving Fund (PRMRF) (FY 2017: \$17,347 thousand): United States Code, Title 10, Section 2674 established the Pentagon Reservation Maintenance Revolving Fund (PRMRF), authorizing the Secretary of Defense to establish rates and collect charges for space, services, protection, maintenance, construction, repairs, and alterations of facilities provided at the Pentagon Reservation.

3. Shared Services Units/Program Executive Offices (FY 2017: \$20,462 thousand): This activity funds foundational operating capabilities for DISA, such as: financial management, information technology, strategic planning, manpower/personnel security, and acquisition products and services to all agency programs and business areas world-wide.

4. Other Programs (FY 2017: \$375 thousand): The Foreign Military Sales (FMS) program is the government-to-government method for selling US defense equipment, services, and training.

Mission Area: Special Mission Area (FY 2017 \$200,639 thousand)

1. White House Communications Agency (WHCA) (FY 2017: \$155,043 thousand): WHCA is a joint service military agency under the operational control of the White House Military Office (WHMO) and administrative control of the DISA. WHCA's mission is to provides information services to the President, Vice President, National Security Council, United States Secret Service and others as directed by WHMO ensuring the ability to communicate anywhere, anytime, by any means to anyone in the world, in accordance with Public Law 109-163. This support is provided in Washington, DC, worldwide travel sites, and second residences.

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I. Description of Operations Financed (cont.)

Information services are also provided to the Presidential Information Technology Community. To meet its requirements, WHCA is structured to allow for fixed and travel (deployable) information services.

2. White House Situation Support Staff (WHSSS) (FY 2017: \$12,989 thousand): The WHSSS was created by Presidential direction and provides classified communications, computer, and intelligence systems for the National Security Advisor, White House Situation Room, the National Security Council (NSC) staff, and other White House offices. WHSSS funds support the information systems used by the National Security Staff (NSS) and others. WHSSS provides upgrades and sustainment to the classified network systems used by the White House Situation Room and the NSC supporting the President, Vice President, National Security Advisor, and their staff.

3. Crisis Management System (CMS) (FY 2017: \$11,074 thousand): CMS is owned and operated by the National Security Staff (NSS) but maintained by DISA under the National Security Council direction and a National Security Decision Directive. The program provides state-of-the-art video teleconferencing (SVTS), facsimile, and the Executive Voice over Secure Internet Protocol (VoSIP) phone network (including the National Intelligence Watch Officers Network (NOIWON)) as directed by the NSS. The system functions in both fixed and mobile modes for exchange of time sensitive high interest information which extends the White House Situation Room presence. The system supports the President, National Security Council, Cabinet Members, Joint Chiefs, various agency watch centers, headquarters, and Continuity of Operations (COOP) sites.

Crisis Management System funding provides maintenance, configuration management, certification and accreditation activities including system security monitoring and testing, and engineering support. The system provides real-time Top Secret/Sensitive

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I. Description of Operations Financed (cont.)

Compartmented Information (TS/SCI) secure video conference communications for the President and high level advisors including multi-party calls between fixed and mobile sites for day-to-day and crisis operations.

4. Minimum Essential Emergency Communications Network (MEECN) (FY 2017: \$20,337 thousand): MEECN is a highly survivable communications capability which transmits Nuclear Command and Control (NC2) messages and establishes crisis conferences with the President, Vice President, Secretary of Defense, and the Chairman of the Joint Chiefs of Staff to the Commanders of the COCOMs and to deployed US nuclear forces. The DISA via the Strategic and National Command, Control, Communications, and Intelligence (SNC3I) Joint Systems Engineering and Integration Office (JSEIO) will support MEECN as the Nuclear Command, Control, and Communications (NC3) system engineer by providing architectures, performing systems engineering and analyses and assessments to support the C3 needs of national and senior government leadership. The NC3 System is composed of C3 assets that provide connectivity from the President and the Secretary of Defense through the National Military Command System (NMCS) to nuclear execution forces integral to fighting a "homeland-to-homeland," as well as theater, nuclear war. Additionally, the DISA will provide direct/indirect and specialized support to the DoD CIO and to the Joint Staff (JS), overarching technical and programmatic support recommendations for NC3 programs, as well as fail-safe procedures and risk reduction actions. DISA's efforts will assure and enable an informed decision making linkage between the President, the Secretary of Defense, and the Commanders of the Unified and Specified Commands to ensure proper C2 of our forces during times of stress and national emergency, up to and including nuclear war.

5. Communications Management Control Activity (CMCA) (FY 2017: \$1,196 thousand): CMCA provides communications support to the United States Secret Service (USSS) for the presidential campaigns, as well as for dignitary protective duties. CMCA also supports

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I. Description of Operations Financed (cont.)

the Joint Staff/J6, Joint Directorate of Military Support (JDOMS) for special events. Public Law 106-544 assigned USSS responsibility for coordinating, planning, exercising, and implementing security for National Special Security Events (NSSE). Additionally, DoD Directive 3025.13 mandated that DISA provide CMCA Headquarters with operations and maintenance funding.

II. Force Structure Summary:

N/A

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III. Financial Summary (\$ in thousands)

	FY 2016						
			Congressional Action				
	FY 2015	Budget				Current	FY 2017
A. <u>BA Subactivities</u>	<u>Actual</u>	<u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Enacted</u>	<u>Estimate</u>
1. Transition to Net Centric Environment	150,943	161,224	76	0.1	161,300	161,300	117,503
2. Eliminate Bandwidth Constraints	182,314	167,714	-981	-0.6	166,733	166,733	222,210
3. DoDIN Network Operations and Defense	394,354	329,293	6,813	2.1	336,106	336,106	451,344
4. Exploit the DoDIN for Improved Decision Making	303,349	351,715	-1,544	-0.4	350,171	350,171	369,786
5. Deliver Capabilities Effectively/Efficiently	91,206	83,522	-4,953	-5.9	78,569	78,569	78,409
6. Special Missions	200,558	189,287	-1,034	-0.6	188,253	188,253	200,639
Total	1,322,724	1,282,755	-1,623	-0.1	1,281,132	1,281,132	1,439,891

* The FY 2015 Actual column includes \$36,387 thousand of FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235) and includes \$5,407 thousand of No-Year Spectrum Relocation Funds.

* The FY 2016 Estimate column excludes \$29,579 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations funding (PL 114-113).

* The FY 2017 Estimate column excludes \$47,579 thousand requested in the FY 2017 Defense-Wide Overseas Contingency Operations (OCO) Budget Request.

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B. <u>Reconciliation Summary</u>	Change <u>FY 2016/FY 2016</u>	Change <u>FY 2016/FY 2017</u>
Baseline Funding	1,282,755	1,281,132
Congressional Adjustments (Distributed)	-500	
Congressional Adjustments (Undistributed)	-1,123	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	1,281,132	
Fact-of-Life Changes (2016 to 2016 Only)		
Subtotal Baseline Funding	1,281,132	
Supplemental	29,579	
Reprogrammings		
Price Changes		20,500
Functional Transfers		125,585
Program Changes		12,674
Current Estimate	1,310,711	1,439,891
Less: Wartime Supplemental	-29,579	
Normalized Current Estimate	1,281,132	

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	<u>Amount</u>	<u>Totals</u>
C. <u>Reconciliation of Increases and Decreases</u>		
FY 2016 President's Budget Request (Amended, if applicable)		1,282,755
1. Congressional Adjustments		-1,623
a. Distributed Adjustments		
1) Sharkseer	11,000	
2) Defense Enterprise Computing Centers	2,500	
3) Overestimation of Civilian FTE Targets	-14,000	
Overestimation of Civilian FTE Targets (+116 FTEs)		
b. Undistributed Adjustments		
1) Section 8024 FFRDC	-641	
2) Section 8035 Indian Lands	-482	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2016 Appropriated Amount		1,281,132
2. War-Related and Disaster Supplemental Appropriations		29,579
a. OCO Supplemental Funding		
1) FY16 OCO Funding	29,579	
3. Fact-of-Life Changes		
FY 2016 Baseline Funding		1,310,711
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2016 Estimate		1,310,711
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-29,579
FY 2016 Normalized Current Estimate		1,281,132
6. Price Change		20,500
7. Functional Transfers		125,585
a. Transfers In		
1) Defense Information Systems Network (DISN) Enterprise Activities (EA) (Equipment Maintenance by Contract):	48,263	
Functional transfer of Interoperability and Internet Protocol (IP) Enabling, Defense Red Switch Network		

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C. Reconciliation of Increases and Decreases

Amount

Totals

(DRSN), Joint Worldwide Intelligence Communications Systems (JWICS) from the DISA Defense Working Capital Fund (DWCF): The Department has realigned \$48,263 thousand for senior level strategic communications and software architecture for DISN Interoperability and Information Assurance (IA). Funding is also provided for the maintenance and sustainment of the DRSN Command and Control Switching System (CCSS) at the Ogden Air Logistics Center. The transfer also funds JWICS configuration management and Enterprise Communications Services (ECS) Systems integration. (FY16 Baseline: \$0 thousand) (+120 FTEs)

2) Compensation and Benefits (Network Operations (NetOps)):

25,487

Functional transfer of Network Operations from the DISA DWCF: An increase in civilian pay of \$25,487 thousand and (+196) FTEs funds personnel at the DISA Network Operations Center. The workforce is an integral component of the DoD's Defensive Cyber Operations. They operate and maintain the DISA Enterprise Infrastructure (DEI) backbone services within the CONUS boundaries to include services originating within CONUS to OCONUS locations. The Network Operations Center performs global and non-global incident/intrusion monitoring and detection, strategic vulnerability analysis, media analysis, and coordinates responses. It also provides Network Assurance functions for the DISA Enterprise, Combatant Commands, and DoD Agencies. The Center also monitors, detects, analyzes, and defends

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C. Reconciliation of Increases and Decreases

	<u>Amount</u>	<u>Totals</u>
Computer Network Defense (CND) service provider subscribers and DISA Enterprise networks against existing and emerging threats. It provides direct support to joint warfighters, national-level leaders, and other mission and coalition partners across the full spectrum of global operations. (FY16 Baseline: \$0 thousand)		
3) Information Systems Security Program (ISSP)/Information Assurance (IA)/Public Key Infrastructure (PKI) (Equipment Maintenance by Contract): Functional transfer of Connection Approval and Command Cyber Readiness Inspections (CCRIs) from the DISA DWCF: An increase of \$19,117 thousand is for Connection Approval and Command Cyber Readiness Inspections (CCRIs). Connection approval is responsible for approving connections for applications, information systems, and networks authorized to operate on the enterprise infrastructure. The CCRIs are formal inspections evaluating a site's compliance with mandated information assurance and computer defense policies and directive through a rigorous process of validating configuration standards. (FY16 Baseline: \$0 thousand)	19,117	
4) Compensation and Benefits (Defense Information Systems Network (DISN) Enterprise Activities (EA)): Functional transfer of Interoperability and Internet Protocol (IP) Enabling, DRSN, and JWICS from the DISA DWCF: An increase of \$7,893 thousand and (+59)	7,893	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
civilian FTEs funds the workforce in Interoperability and Internet Protocol (IP) Enabling, Defense Red Switch Network (DRSN), and Joint Worldwide Intelligence Communications Systems (JWICS). Interoperability and IP Enabling information technology (IT) and telecommunications specialists will be responsible for the IP address management and domain registry functions at the Network Information Center (NIC). They will also provide root name server and NIC technology management, as well as IP/transport product support. Defense Red Switch Network (DRSN) IT and telecommunication specialists will provide government oversight, engineering, and program management support for the secured voice Infrastructure services. (FY16 Baseline: \$0 thousand) (+83 FTEs)		
5) Defense Information Systems Network (DISN) Infrastructure Services (DISA DISN Subscription Services (DSS)):	6,992	
The Department has functionally transferred several operational capabilities from the DWCF in FY17 increasing DISA's number of shares in DISN Infrastructure Services (formerly called the DSS). The increase of \$6,992 thousand provides funding for the increase cost associated with the functional transfer. (FY16 Baseline: \$0 thousand) (+319 FTEs)		
6) Defense Information Systems Network (DISN) Enterprise Activities (EA) (Purchased Communications (Non-Fund)):	6,745	
Functional transfer of JWICS from the DISA DWCF: The increase of \$6,745 thousand primarily provides		

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
network modeling and simulation, capacity management, and the network operations for the Joint Worldwide Intelligence Communications System (JWICS). (FY16 Baseline: \$0 thousand)		
7) Compensation and Benefits (Information Systems Security Program (ISSP)/Information Assurance (IA)/Public Key Infrastructure (PKI)):	6,048	
Functional transfer of Connection Approval and Command Cyber Readiness Inspections (CCRIs) from the DISA DWCF: An increase of \$6,048 thousand and (+42) FTEs provides funding for personnel associated with Connection Approval and CCRIs. The personnel will directly support Command Cyber Readiness Inspections, PKI audits, and Connection approval activities. The manpower performing these responsibilities includes inspectors, auditors, information technology and telecommunication specialists and system engineers. (FY16 Baseline: \$0 thousand)		
8) Compensation and Benefits (Field Commands and Field Offices):	3,347	
Functional transfer of DISA CONUS from the DISA DWCF: An increase in civilian pay of \$3,347 thousand and (+22) FTEs is for personnel working in DISA CONUS. The workforce is an integral component of the DoD's Defensive Cyber Operations. The manpower performing these responsibilities includes information technology and telecommunication specialists. (FY16 Baseline: \$0 thousand)		
9) Defense Information Systems Network (DISN) Enterprise Activities (EA) (Telecommunications Services-	497	

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C. Reconciliation of Increases and Decreases

	<u>Amount</u>	<u>Totals</u>
Reimbursable):		
Functional transfer of DRSN and Interoperability from the DISA DWCF: The Department has functionally transferred several operational capabilities from the DWCF in FY17 creating additional hosting support requirements for Interoperability, Defense Red Switch Network (DRSN) and the Network Information Center (NIC) at the Defense Enterprise Computing Centers (DECCs). This results in an increase of \$497 thousand in telecommunication services. (FY16 Baseline: \$0 thousand)		
10) Network Operations (NetOps) (Equipment Maintenance by Contract):	452	
Functional transfer of Network Operations from the DISA DWCF: An increase of \$452 thousand provides oversight and support to the contracting workforce responsible for monitoring and reacting to real-time network traffic and events at the DISA Network Operations Center. (FY16 Baseline: \$0 thousand)		
11) Network Operations (NetOps) (Travel):	390	
Functional transfer of Network Operations from the DISA DWCF: An increase of \$390 thousand in travel is required to conduct site visits and inspections and perform quality assurance/performance evaluations at various sites in support of DODIN operations globally. (FY16 Baseline: \$0 thousand)		
12) Defense Information Systems Network (DISN) Enterprise Activities (EA) (Travel):	198	
Functional transfer of IP Enabling and DRSN from the DISA DWCF: An increase of \$198 thousand will fund IP		

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Enabling travel to external internet governance organizations for IP number management. Funding is also needed for DRSN personnel to perform surveys and installations for upgrades, spares and repairs, and continue to sustain the capability. (FY16 Baseline: \$0 thousand)		
13) Field Commands and Field Offices (Equipment Maintenance by Contract):	156	
Functional transfer of Network Operations from the DISA DWCF: An increase of \$156 thousand is required to carry out the day-to-day operations and sustainment of the DODIN networks. (FY16 Baseline: \$0 thousand)		
8. Program Increases		138,085
a. Annualization of New FY 2016 Program		
b. One-Time FY 2017 Increases		
c. Program Growth in FY 2017		
1) Network Operations (NetOps)/Joint Force Headquarters DoD Information Network (JFHQ) (Equipment Maintenance by Contract):	23,513	
The increase of \$23,513 thousand will provide intelligence and defensive cyber operations, knowledge management, and strategic and exercise planning support required to direct the operations and defense of specified DoD information networks and conduct full spectrum military cyberspace operations. The funding will also provide technical support for 24/7 operations that will secure, maintain, and sustain DoD communications systems and networks; supply audiovisual management support for classified		

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
conferences; and deliver contractor support personnel with technical competencies to assist with the delivery, operation and maintenance of Joint Worldwide Intelligences Communications/Joint Deployable Intelligence Support Systems (JWICS/JDISS). (FY16 Baseline: \$56,110 thousand)		
2) Information Systems Security Program (ISSP)/Information Assurance (IA)/Public Key Infrastructure (PKI) (Joint Regional Security Stacks (JRSS)) (Equipment Maintenance by Contract): The increase of \$16,193 thousand provides for the Joint Regional Security Stacks (JRSS) migration of unclassified and classified tasks that support project integration (Enterprise Supporting Tasks) into the JRSS's overarching security capability in the DODIN. Enhanced Joint Migration Plans to provision and configure JRSS to accept operational traffic from warfighters and DODIN users will also be funded. Virtual site surveys of existing JRSS will be achieved. (FY16 Baseline: \$148,527 thousand)	16,193	
3) Information Systems Security Program (ISSP)/Information Assurance (IA)/Public Key Infrastructure (PKI) (Integrated Cyber Security) (Equipment Maintenance by Contract): The increase of \$15,012 thousand enhances existing Integrated Cybersecurity initiatives to secure protocol decryption and the re-encryption of in-line solutions across the DODIN. These solutions supports the breaking and inspecting of transport level security/secure socket layer (TLS/SSL) and other	15,012	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
protocols for both outbound and inbound traffic. As a result, inspections will occur at the ideal location and endpoint security will be enhanced. Specifically, funds will enhance decryption/re-encryption activities at the demilitarized zone (DMZ), enable inspection of encrypted traffic at the perimeter, support maintenance of enterprise-wide decryption and re-encryption capabilities at the Internet Access Point (IAP), DMZ, web applications, and increased incident analysis and response times at the Enterprise Email Security Gateway help desk. (FY16 Baseline: \$148,527 thousand)		
4) Background Investigation IT Systems (Equipment Maintenance by Contract): An increase of \$14,655 thousand was received reflecting the transfer of responsibility of a new Background Investigation Information Technology (IT) System(s) from the Office of Personnel Management (OPM) to the DoD. The increase provides for the development and maintenance of IT systems for the OPM's background investigations services function. Funding will be executed in coordination with the OPM and with policy direction provided by Security and Suitability Executive Agents. (FY16 Baseline: \$0 thousand)	14,655	
5) Senior Leadership Enterprise (SLE)/Logistics Support Activities (LSA) (Equipment Maintenance by Contract): Details provided for this program are submitted separately in appropriately classified DoD budget exhibits. (FY16 Baseline: \$177,431 thousand)	11,765	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
6) Compensation and Benefits (Network Operations (NetOps)/Joint Force Headquarters DoD Information Network (JFHQ)):	11,702	
The increase of \$11,702 thousand provides an additional (+83) FTEs to exercise command and control (C2) of DODIN Operations and Defensive Cyberspace Operations (DCO) Internal Defense Measures (IDM) globally synchronizing the protection of DoD Component intelligence and cyber mission forces capabilities. The manpower required to perform these responsibilities include cyber and counterintelligence operations specialists, intelligence analysts, information technology and telecommunication specialists and system engineers. This increase reflects internal realignments of (+70) O&M FTEs and (+13) RDT&E FTEs achieved through agency efficiencies. (FY16 Baseline: \$265,468 thousand)		
7) Defense Spectrum Organization (DSO) (Equipment Maintenance by Contract):	10,164	
An increase of \$10,164 thousand is due to the realignment of funding from GEMSIS and reflects the centralization of all spectrum resources in DSO. (FY16 Baseline: \$22,936 thousand)		
8) Comprehensive National Cybersecurity Initiative Program (CNCI) (Equipment Maintenance by Contract):	5,623	
Details provided for this program are submitted separately in appropriately classified DoD budget exhibits. (FY16 Baseline: \$27,424 thousand)		
9) Compensation and Benefits (White House Communications Agency (WHCA)):	5,600	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
An increase of \$5,600 thousand and (+43) FTEs is required to successfully field and sustain the Presidential Information Technology Community (PITC) mission supporting the President's Head of State, Chief Executive, and Commander in Chief roles across the full spectrum of operations. (FY16 Baseline: \$265,468 thousand)		
10) Compensation and Benefits (Background Investigations IT Systems): An increase of \$5,345 thousand and (+40) FTEs provides program management office (PMO) personnel to manage the major acquisition activities for the new Federal Background Investigation System. The PMO will lead the efforts that will leverage and extend the existing secure Information Technology capabilities inherent to DoD infrastructure. Specifically, the PMO will develop the acquisition strategy, implementation plan and provide support to Federal workgroups requirements gathering. Personnel required to perform these functions include security specialists, engineers, data architects, and business process management professionals. (FY16 Baseline: \$0 thousand)	5,345	
11) Combined Advanced Applications (Equipment Maintenance by Contract): Details provided for this program are submitted separately in appropriately classified DoD budget exhibits. (FY16 Baseline: \$0 thousand)	4,000	
12) Compensation and Benefits (Minimum Essential Emergency Communications Network (MEECN)):	3,275	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
An increase of \$3,275 thousand and (+23) FTEs provides for electronic engineers, computer scientists, and telecommunications specialists to support Joint Systems Engineering and Integration Office (JSEIO) systems engineering requirements for the National Leadership Command Capabilities (NLCC) family of systems. This increase reflects internal realignments of FTEs achieved through agency efficiencies. (FY16 Baseline: \$265,468 thousand)		
13) Compensation and Benefits (Information Systems Security Program (ISSP)/Information Assurance (IA)/Public Key Infrastructure (PKI)):	3,055	
An increase of \$3,055 thousand and (+21) FTEs provides the technical expertise necessary to manage the Joint Regional Security Stacks (JRSS) portfolio, guide issue impact assessment and resolution planning, and provide monitoring and analysis of relevant fault and performance data. This increase reflects internal realignments of FTEs achieved through agency efficiencies. (FY16 Baseline: \$265,468 thousand)		
14) DoD Teleport Program (Equipment Maintenance by Contract):	2,866	
The increase of \$2,866 thousand is primarily attributed to the integration and installation of the Enterprise Satellite Communications (SATCOM) Gateway Modems (ESGM's) in support of the consolidation and modernization of the DoD SATCOM gateways. (FY16 Baseline: \$19,465 thousand)		
15) Compensation and Benefits (Department of Defense	2,084	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Information Network Engineering Services (DODIN ES)): An increase of \$2,084 thousand and (+18) FTEs provides for senior operations research analysts, cost analysts, acquisition managers, and information technology systems analysts to perform cost and requirements analysis of new and strategic capabilities requested by the mission partners and DoD CIO and as a result of technical reviews. These personnel also develop required Mission and Business Case Analysis (BCA) and return on investment (ROI) analysis required for senior decision makers in strategic assessments evaluation alternative solutions for future needs. This increase reflects internal realignments of (+18) RDT&E FTEs achieved through agency efficiencies. (FY16 Baseline: 265,468 thousand)		
16) DoD Teleport Program/High Speed Services Terminals (Equipment Maintenance by Contract): Details provided for this program are submitted separately in appropriately classified DoD budget exhibits. (FY16 Baseline: \$19,465 thousand)	1,253	
17) Compensation and Benefits (Comprehensive National Cybersecurity Initiative Program (CNCI)): Details provided for this program are submitted in appropriately classified DoD exhibits submitted separately. This increase reflects internal realignments of FTEs achieved through agency efficiencies. (FY16 Baseline: \$265,468 thousand)	1,126	
18) Compensation and Benefits (Senior Leadership Enterprise (SLE)):	387	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Details provided for this program are submitted in appropriately classified DoD exhibits submitted separately. This increase reflects internal realignments of FTEs achieved through agency efficiencies. (FY16 Baseline: \$265,468 thousand)		
19) Field Offices and Field Commands (Travel): An increase of \$259 thousand provides support for Joint training and exercises maximizing support to the Combatant Commands and Services through a capabilities based Mission Essential Task (MET) focused joint training effort, and to support the DoD mission of DODIN Operations, and Defensive Cyber Operations for Cyber Protection Teams. (FY16 Baseline: \$67,090 thousand)	259	
20) Multinational Information Sharing (MNIS) (Travel): An increase of \$208 thousand in the MNIS PMO is for overseas travel to support on-site, coalition network support requirements. (FY16 Baseline: \$49,755 thousand)	208	
9. Program Decreases		-125,411
a. Annualization of FY 2016 Program Decreases		
b. One-Time FY 2016 Increases		
1) Information Systems Security Program (ISSP)/Information Assurance (IA)/Public Key Infrastructure (PKI) (Equipment Maintenance by Contract): The decrease of \$-11,000 thousand is attributed to a one-time increase for the Sharkseer program in FY 2016. (FY16 baseline: \$148,527 thousand)	-11,000	
2) Net-Centric Enterprise Services (NCES) (Equipment	-2,500	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Maintenance by Contract): The decrease of \$-2,500 thousand is attributed to a one-time increase for the Defense Enterprise Computing Centers (DECCs) in FY 2016. (FY16 Baseline: \$98,058 thousand)		
c. Program Decreases in FY 2017		
1) Net-Centric Enterprise Services (NCES) (Equipment Maintenance by Contract): A decrease of \$-38,774 thousand is due to the decommissioning of the NCES family of systems and the transition to a more efficient and cost effective Enterprise Collaboration Service, a streamlined Enterprise Messaging service that moves information to the subscribers in more timely manner, and the transitioning of the Strategic Knowledge Integration Web service to more efficiently sustain the core services meeting the customer's mission needs. Decommissioned systems include: Data Services, Enterprise Search/Catalog, Enterprise StoreFront, Enterprise File Sharing, and legacy portions of the Identity and Access Management Service. (FY16 Baseline: \$98,058 thousand)	-38,774	
2) Defense Information Systems Network (DISN) Enterprise Activities (EA) (Equipment Maintenance by Contract): A decrease of \$-21,182 thousand results in the restructure of the Circuit Transition Program to a "pay-as-you-go" concept. Customers will pay for any required Circuit Transition costs. (FY16 Baseline: \$90,558 thousand)	-21,182	
3) Information Systems Security Program	-16,187	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
(ISSP)/Information Assurance (IA)/Public Key Infrastructure (PKI) (Equipment Maintenance by Contract):		
A program reduction of \$-16,187 thousand is achieved by consolidation and contract efficiencies for program management activities, consolidation of contract and engineering support requirements for Continuous Monitoring Analysis, Cyber Situational Awareness project consolidation and streamlining, Digital Policy Management, assessment and certification support. (FY16 Baseline: \$148,527 thousand)		
4) Global Electromagnetic Spectrum Information System (GEMSIS) (Equipment Maintenance by Contract):	-10,164	
A reduction of \$-10,164 thousand in GEMSIS reflects the realignment of all spectrum resources to the Defense Spectrum Organization (DSO), formerly called the Joint Spectrum Center (JSC). (FY16 Baseline: \$13,373 thousand)		
5) Department of Defense Information Network Engineering Services (DODIN ES) (Equipment Maintenance by Contract):	-7,477	
The reduction of \$-7,477 thousand is due to the decreased scope in Architecture and systems engineering contract support, a decline in the number of technical assessments, and the termination of Forge.mil as an agency efficiency. (FY16 Baseline: \$60,113 thousand)		
6) Multinational Information Sharing (MNIS) (Equipment Maintenance by Contract):	-4,403	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
The program decrease of \$-4,403 thousand is primarily due to efficiencies gained through leveraging virtualized DECC hosting services versus stand-alone hardware and software suites of equipment. This results in reduced hardware requirements and a smaller footprint in the DECC. (FY16 Baseline: \$49,755 thousand)		
7) Compensation and Benefits (Management Headquarters): A decrease of \$-3,444 thousand and (-27) FTEs is primarily attributed to a DoD efficiency reduction in management headquarters staffing. (FY16 Baseline: \$265,468 thousand)	-3,444	
8) White House Communications Agency (WHCA) (Travel): A planned reduction in POTUS Travel requirements following the election year results in a decrease of \$-2,441 thousand. (FY16 Baseline: \$147,830 thousand)	-2,441	
9) Defense Spectrum Organization (DSO) (Equipment Maintenance by Contract): A decrease of \$-1,906 thousand is attributed to reduced support requirements for spectrum management. (FY16 Baseline: \$22,936 thousand)	-1,906	
10) Defense Industrial Base (DIB) (Equipment Maintenance by Contract): Details provided for this program are submitted separately in appropriately classified DoD budget exhibits. (FY16 Baseline: \$11,160 thousand)	-1,863	
11) Compensation and Benefits (Change in Compensable Days): Civilian personnel funding decreases \$-1,681 thousand as a result of two less compensable workdays in FY	-1,681	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
2017 than in FY 2016. (FY16 Baseline: \$265,468 thousand)		
12) Senior Leadership Enterprise (SLE)/Logistics Support Activities (LSA) (Purchased Communications (Non-Fund)): Details provided for this program are submitted separately in appropriately classified DoD budget exhibits. (FY16 Baseline: \$177,431 thousand)	-1,376	
13) Compensation and Benefits (Shared Program Support): A decrease of \$-1,013 thousand and (-8) FTEs is attributed to a strategic efficiency reduction in mission area overhead functions achieved to meet new and emerging Departmental priorities. (FY16 Baseline: \$265,468 thousand)	-1,013	
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IV. Performance Criteria and Evaluation Summary:

Metric Description by Program	2015 Actual	2016 Plan	2017 Plan
<u>Net-Centric Enterprise Services (NCES):</u>			
1. Customer usage/satisfaction -- Receive an overall customer usage/satisfaction rating ≥ 3 on a scale of 1 to 5 where 1 is "no mission effectiveness", 3 is "supports mission effectiveness and is relevant to evolving mission needs", and 5 is "maximum mission effectiveness".	1. Met	1. ≥ 3	1. ≥ 3
2. Availability -- Operational enterprise services sustain the customer requirement of $\geq .997$ availability/reliability	2. Met	2. $\geq .997$	2. $\geq .997$
<u>Department of Defense Information Network Engineering Services (DODIN ES):</u>			
1. Maintain at least 25% spare capacity, to allow for provisioning of unforeseen requirements and rerouting under outages.	1. Met	1. $\geq 25\%$	1. $\geq 25\%$
2. Total number of engineering artifacts adopted greater than 5.	2. Met	2. ≥ 5	2. ≥ 5
<u>Standardized Tactical Entry Point (STEP):</u>			

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IV. Performance Criteria and Evaluation Summary:

Metric Description by Program	2015 Actual	2016 Plan	2017 Plan
<p>1. STEP Resource Availability: Probability that STEP resources are operable or usable to perform its designated or required function (ratio of time the system is functional). Target is no more than 8 hours, 45 minutes, and 36 seconds of downtime or service interruptions per year.</p> <p>2. STEP Reliability: Probability that STEP will accurately perform its specified task under stated environmental conditions (ability of the system to perform consistently to its design).</p> <p>Target is no more than 8 hours, 45 minutes, and 36 seconds of downtime or service interruptions per site per year.</p>	<p>1. Met</p> <p>2. Met</p>	<p>1. ≤ 8 hours, 45 minutes, and 36 seconds</p> <p>2. ≤ 8 hours, 45 minutes, and 36 seconds</p>	<p>1. ≤ 8 hours, 45 minutes, and 36 seconds</p> <p>2. ≤ 8 hours, 45 minutes, and 36 seconds</p>
<p><u>DoD Teleport Program:</u></p> <p>Teleport system availability -- Utilizing two-in-view architecture, maintain 99% of global availability of Teleport systems.</p>	Met	99%	99%

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IV. Performance Criteria and Evaluation Summary:

Metric Description by Program	2015 Actual	2016 Plan	2017 Plan
<u>Defense Information Systems Network (DISN)</u> <u>Enterprise Activities (EA):</u>			
1. Enhanced Pentagon Capability/Survivable Emergency Conferencing Network (EPC/SECN): Probability that EPC/SECN resources are operable or usable to perform its designated or required function at targeted level of 99.99% without system interruption or downtime.	1. Met	1. ≥ 99.0%	1. ≥ 99.0%
2. Defense Satellite Communications system (DSCS/Global SATCOM Support Center (GSSC) Support Element. To support approved mission requests (100% completion). An "approved mission request" is a Satellite Access Request (SAR).	2. Met	2. ≥ 99.0%	2. ≥ 99.0%
<u>Defense Information Systems Network (DISN)</u> <u>Infrastructure Services:</u>			
1. Non-Secure Internet Protocol Network (NIPRNet) access circuit availability. FY15 Target: ≥ 98.50%	1. Met	1. ≥ 98.50%	1. ≥ 98.50%
2. Secure Internet Protocol Router Network (SIPRNet)	2. Met	2. ≤ 100	2. ≤ 100

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IV. Performance Criteria and Evaluation Summary:

Metric Description by Program	2015 Actual	2016 Plan	2017 Plan
latency (measurement of network delay). FY15 Target: Not to exceed 100 Milliseconds		Milliseconds	Milliseconds
3. Defense Red-Switch Network (DRSN) switch availability. FY15 Target: $\geq 99.99\%$	3. 99.17%	3. $\geq 99.99\%$	3. $\geq 99.99\%$
<u>Network Operations (NetOps):</u>			
1. Percent SATCOM network fully operational -- Conduct operational management of all apportioned and non-apportioned DISA Satellite Communications (SATCOM)/Gateway resources to ensure full service reliability and availability of the SATCOM network for our customers. Target is to maintain 99.9% of service availability at all times to the user.	1. Met	1. 99.9%	1. 99.9%
2. Number of Mission Denials -- Global Tactical Mission Manager and Gateway Service Desk (GSD) plan and support missions entering 16 DoD Gateways. Target is less than 1% per year.	2. Met	2. < 1% per year	2. < 1% per year

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IV. Performance Criteria and Evaluation Summary:

Metric Description by Program	2015 Actual	2016 Plan	2017 Plan
<u>Information Systems Security Program</u> (ISSP)/Information Assurance (IA)/Public Key Infrastructure (PKI):			
1. PKI -- Certificate Revocation Status. FY15 Target: < 5 seconds	1. < 2 seconds	1. < 5 seconds	1. < 5 seconds
2. CMRS -- How many new user accounts with defined permissions were created in the past 30 days (NIPR & SIPR)? FY15 Target: 50	2. 122	2. 50	2. 50
3. CSAAC Analytics -- Number of OPT Sensors Deployed/Maintained. FY15 Target: 9000	3. 9000	3. 9000	3. 9000
4. JRSS -- Implement JMS CSAAC analytic capability at 12 JRSS locations by FY 2017.	4. NA	4. 11	4. 1
5. JRSS -- Tech refreshes.	5. NA	5. 8	5. 0
<u>Field Commands and Field Offices:</u>			
1. Bring DISA exercise programs into full compliance with Joint Staff Standards. Target is the number	1. 10	1. 5	1. 5

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IV. Performance Criteria and Evaluation Summary:

Metric Description by Program	2015 Actual	2016 Plan	2017 Plan
COCOM Tier 1 exercises in full compliance with Joint Staff Standards (FY15 Measurable Target: 5 exercises).			
2. Leverage CIP programs to identify risk and mitigation strategies. FY15 Target is 10 mitigation strategies reviewed/ developed.	2. 15	2. 22	2. 22
<u>Joint Staff Support Center (JSSC):</u>			
1. JSSC provides over 250 thousand patches per year for NC, & C2 Systems and 12 thousand patches per year for Video, Graphic, Intel and VTC products. Target is 100% resolution of all incidents; elevate incidents to program manager as required. Target is 100% resolution of all incidents.	1. Met	1. 100%	1. 100%
2. IT Support for over 1000 Nuclear Decision Conferences and over 600 Worldwide GCCS-J/JOPES/ SORTS sites. Target is to maintain 99% of global availability of critical sites world-wide and 24x7 monitoring and reporting of GCCS-J and NCCS systems status, and operational impacts.	2. Met	2. 99%	2. 99%

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IV. Performance Criteria and Evaluation Summary:

Metric Description by Program	2015 Actual	2016 Plan	2017 Plan
<u>White House Situation Support Staff (WHSSS):</u>			
1. 99.9% uptime availability of classified networks, phones and peripherals in support of the WH Situation Room and NSC	1. Met	1. 99.0%	1. 99.0%
2. Ensure 99.9% network uptime for COOP and COG facilities.	2. Met	2. 99.9%	2. 99.9%
<u>Minimum Essential Emergency Communications Network (MEECN):</u>			
1. Product Delivery -- Provide engineering products in all task areas that satisfy customer needs at least 90% of the time.	1. Met	1. 90%	1. 90%
2. Systems Assessments -- Conduct assessments of the Nuclear C3 system and the SLC3S that provide actionable results and recommendations for the Joint Staff and OSD/CIO to pursue improvements to these capabilities at least 90% of the time.	2. Completed 100% of scheduled assessments	2. Assessments conducted 90% of the time	2. Assessments conducted 90% of the time
3. Reliability -- 98.9% availability of the DISA-	3. Met	3. 98.9%	3. 98.9%

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IV. Performance Criteria and Evaluation Summary:

Metric Description by Program	2015 Actual	2016 Plan	2017 Plan
managed infrastructure.			
<u>Communications Management Control Activity (CMCA):</u>			
Service Availability -- The performance will be measured based on maintaining 99.9% availability of the CATT tool to the authorized users in a reliable, responsive, and timely manner at all times.	Met	99.9%	99.9%

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<u>V. Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>1,430</u>	<u>1,627</u>	<u>1,621</u>	<u>197</u>	<u>-6</u>
Officer	321	389	373	68	-16
Enlisted	1,109	1,238	1,248	129	10
<u>Reserve Drill Strength (E/S) (Total)</u>	<u>14</u>	<u>14</u>	<u>14</u>	<u>0</u>	<u>0</u>
Officer	1	1	1	0	0
Enlisted	13	13	13	0	0
<u>Civilian End Strength (Total)</u>	<u>2,095</u>	<u>2,125</u>	<u>2,647</u>	<u>30</u>	<u>522</u>
U.S. Direct Hire	2,090	2,120	2,642	30	522
Total Direct Hire	2,090	2,120	2,642	30	522
Foreign National Indirect Hire	5	5	5	0	0
Memo: Reimbursable Civilians Included	56	92	92	36	0
<u>Active Military Average Strength (A/S) (Total)</u>	<u>1,430</u>	<u>1,627</u>	<u>1,621</u>	<u>197</u>	<u>-6</u>
Officer	321	389	373	68	-16
Enlisted	1,109	1,238	1,248	129	10
<u>Reserve Drill Strength (A/S) (Total)</u>	<u>14</u>	<u>14</u>	<u>14</u>	<u>0</u>	<u>0</u>
Officer	1	1	1	0	0
Enlisted	13	13	13	0	0
<u>Civilian FTEs (Total)</u>	<u>2,071</u>	<u>2,110</u>	<u>2,632</u>	<u>39</u>	<u>522</u>
U.S. Direct Hire	2,066	2,105	2,627	39	522
Total Direct Hire	2,066	2,105	2,627	39	522
Foreign National Indirect Hire	5	5	5	0	0
Memo: Reimbursable Civilians Included	76	92	92	16	0
Average Annual Civilian Salary (\$ in thousands)	145.1	131.6	133.4	-13.5	1.8

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<u>V. Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
<u>Contractor FTEs (Total)</u>	<u>2,546</u>	<u>2,771</u>	<u>3,013</u>	<u>225</u>	<u>242</u>

Change from FY 2015 to FY 2016:

The Senior Leadership Enterprise program increases (+10) FTEs. Details provided for this program are submitted in appropriately classified DoD exhibits submitted separately. A net increase of (+13) FTEs is due to increased hiring actions to fill vacancies created from retirements and attrition in FY 2015. An increase of (+16) FTEs is due to an increase in anticipated reimbursable workload.

Change from FY 2016 to FY 2017: The FTE change from FY 2016- FY 2017 is (+522) FTEs. The FTE change is due to the following:

Functional Transfer (+319) FTEs: An increase of (+319) FTEs reflects the functional transfer from the DISA Defense Working Capital Fund to O&M for Interoperability and Internet Protocol (IP) Enabling, Defense Red Switch Network (DRSN), Joint Worldwide Intelligence Communications Systems (JWICS), Connection Approval, DISA Network Operations Center, and Command Cyber Readiness Inspections (CCRIs).

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Departmental Adjustments (+83) FTEs: An increase of (+43) FTEs is required to successfully field and sustain the Presidential Information Technology Community (PITC) mission supporting the President's Head of State, Chief Executive, and Commander in Chief roles across the full spectrum of operations. An increase of (+40) FTEs provides program management office (PMO) personnel to manage the major acquisition activities for the new Federal Background Investigation System.

FY16 Congressional Reduction (+116) FTEs: An increase of (+116) FTEs is a result of the FY16 Congressional reduction for overestimation of civilian FTE targets. DISA will utilize the FTEs to meet the following new and emerging Departmental priorities: Joint Force Headquarters DoD Information Network (JFHQ), Joint Systems Engineering and Integration Office (JSEIO) systems engineering requirements, Joint Regional Security Stacks (JRSS) portfolio, Comprehensive National Security Initiative (CNCI) requirements, Senior Leadership Enterprise (SLE) requirements, and strategic capabilities requested by the mission partners and DoD CIO.

DISA Internal Realignments (+31) FTEs: An increase of (+31) FTEs reflects the realignment of manpower resources from RDT&E to O&M achieved through agency efficiencies to meet new and emerging Departmental priorities.

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Management Headquarters Reduction (-27) FTEs: A (-27) FTE reduction is attributed to a DoD efficiency reduction in management headquarters staffing.

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VI. OP 32 Line Items as Applicable (Dollars in thousands):

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2015</u>	<u>FY 2015/FY 2016</u>		<u>FY 2016</u>	<u>FY 2016/FY 2017</u>		<u>FY 2017</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	288,598	3,535	-26,665	265,468	4,032	69,211	338,711
106 Benefit to Fmr Employees	784	0	-784	0	0	0	0
199 Total Civ Compensation	289,382	3,535	-27,449	265,468	4,032	69,211	338,711
308 Travel of Persons	22,696	386	2,317	25,399	457	-1,386	24,470
399 Total Travel	22,696	386	2,317	25,399	457	-1,386	24,470
671 DISA DISN Subscription Services (DSS)	19,732	-1,833	1,245	19,144	-1,340	6,992	24,796
672 PRMRF Purchases	18,460	-225	-1,382	16,853	494	0	17,347
677 DISA Telecomm Svcs - Reimbursable	163	3	2,254	2,420	44	497	2,961
696 DFAS Financial Operation (Other Defense Agencies)	6,617	370	-1,493	5,494	-221	0	5,273
699 Total DWCF Purchases	44,972	-1,685	624	43,911	-1,023	7,489	50,377
771 Commercial Transport	2,021	35	2,345	4,401	79	0	4,480
799 Total Transportation	2,021	35	2,345	4,401	79	0	4,480
901 Foreign National Indirect Hire (FNIH)	48	1	-49	0	0	0	0
912 Rental Payments to GSA (SLUC)	1,510	26	409	1,945	35	0	1,980
913 Purchased Utilities (Non-Fund)	5,122	87	5,728	10,937	197	0	11,134
914 Purchased Communications (Non-Fund)	34,052	579	11,502	46,133	830	5,369	52,332
915 Rents (Non-GSA)	0	0	124	124	2	0	126
917 Postal Services (U.S.P.S)	90	2	116	208	4	0	212
920 Supplies & Materials (Non-Fund)	3,381	57	4,246	7,684	138	0	7,822
921 Printing & Reproduction	4	0	81	85	2	0	87
922 Equipment Maintenance By Contract	729,758	12,406	-36,448	705,716	12,703	57,576	775,995
923 Facilities Sust, Rest, & Mod by Contract	13,659	232	-2,228	11,663	210	0	11,873
925 Equipment Purchases (Non-Fund)	44,909	763	-24,687	20,985	378	0	21,363
932 Mgt Prof Support Svcs	1,053	18	579	1,650	30	0	1,680
933 Studies, Analysis & Eval	946	16	-962	0	0	0	0

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		Change			Change		
	FY 2015	FY 2015/FY 2016		FY 2016	FY 2016/FY 2017		FY 2017
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
934 Engineering & Tech Svcs	87	1	1,494	1,582	28	0	1,610
957 Other Costs (Land and Structures)	15	0	-15	0	0	0	0
987 Other Intra-Govt Purch	72,007	1,224	-16,332	56,899	1,024	0	57,923
989 Other Services	57,012	969	18,361	76,342	1,374	0	77,716
999 Total Other Purchases	963,653	16,381	-38,081	941,953	16,955	62,945	1,021,853
Total	1,322,724	18,652	-60,244	1,281,132	20,500	138,259	1,439,891

* The FY 2015 Actual column includes \$36,387 thousand of FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235) and includes \$5,407 thousand of No-Year Spectrum Relocation Funds.

* The FY 2016 Estimate column excludes \$29,579 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations funding (PL 114-113).

* The FY 2017 Estimate column excludes \$47,579 thousand requested in the FY 2017 Defense-Wide Overseas Contingency Operations (OCO) Budget Request.

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Defense Logistics Agency (DLA)



February 2016

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

**Budget Activity (BA) 2: Mobilization Warstoppers and
4: Administration and Service-Wide Activities**

	FY 2015 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2016 <u>Enacted</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2017 <u>Estimate</u>
DLA	372,663	5,336	1,566	379,565	6,149	-27,750	357,964

I. Description of Operations Financed:

The following is a description of the Defense Logistics Agency's (DLA) Operation and Maintenance (O&M) activities:

Warstoppers Program: Includes industrial preparedness measures for certain supply items and the preservation of critical industrial capability to support the Department's readiness and sustainment requirements.

Administration and Service-Wide Activities: Includes contracts, supplies, equipment maintenance, communications, salaries, awards, personnel, benefits, travel, per diem, and training, the two sub categories are:

- Other Logistics Programs (OLP) which are program offices for which DLA is either the executive agent or the budget administrator; and
- Other Logistics Services (OLS) which are associated with the DLA logistics mission such as price comparability, maps, unemployment compensation, morale, welfare & recreation, and homeless blankets.

Warstoppers Program (FY 2017: \$47.874 million) The Warstoppers Program implements specific extra preparedness measures for certain supply items, and preserves critical

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I. Description of Operations Financed (cont.)

industrial capabilities to support the Department's readiness and sustainment requirements. These measures are applied to selected items such as chemical protective suits, nerve agent antidote auto-injectors, meals-ready-to eat, and some specialty steels. Peacetime demand for these items is inadequate to sustain an industrial base sufficient to meet readiness and mobilization requirements. The DLA uses a rigorous business case evaluation to obtain a return on investment that maximizes warfighter benefits. The Warstoppers Program is the single Agency program for the preservation of essential production capability. It provides the means to invest in improving industry responsiveness, typically without purchasing finished goods inventory. It includes the funding of Industrial Preparedness Measures (IPMs) that support the "surge" of go-to-war material to increase supply availability of DLA procured items and provides for War Reserve Material (WRM) offsets items as directed in Defense planning documents. The Warstoppers Program has led to cumulative inventory costs avoidance of nearly \$6.8B through the investment of approximately \$856M over the program's lifetime.

Other Logistics Programs (OLP) are multiple program offices for which the DLA is either the executive agent or the budget administrator. Personnel work exclusively on the respective programs. The O&M appropriation funds the contracts, supplies, equipment maintenance, communications, salaries, awards, personnel benefits, travel, per diem, and training in support of these programs. The Activity Group, described below, includes:

1. DLA Program Direction
 - 1.1. Law Enforcement Support Office (LESO)
2. OSD Program Direction with budget administrative support from DLA
 - 2.1. Defense Property Accountability System (DPAS)
 - 2.2. Business Process Reengineering Center (BPRC)
 - 2.3. Continuity of Operations Program (COOP)/Classified Program

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I. Description of Operations Financed (cont.)

2.4. Defense Standardization Program Office (DSPO)

2.5. DoD Enterprise Business Systems (DEBS)

1.1 Law Enforcement Support Office (LESO) (FY 2017: \$2.927 million and 24 FTEs). LESO administers the transfer of excess DoD personal property suitable for use by other Federal and State agencies in law enforcement activities, including counter-drug and counter terrorism activities under Section 1033 of the FY 1997 National Defense Authorization Act (10 USC 2576a); The LESO provides information and training on the process and procedures of the excess property program to Federal and State agencies annually in accordance with Section 1401 of the FY 2003 NDAA (10 USC 380). The 1033 Program has transferred \$ 5.8B since inception and \$417M through in FY 2015. More than 8,000 law enforcement agencies nationwide currently participate in this highly visible program that enhances law enforcement capabilities while saving the American taxpayer dollars. LESO has consultation and coordination of authority with the Office of the Secretary of Defense (OSD), Department of Justice (DOJ), and the Office of National Drug Control Policy (ONDCP) in an effort to aide in the National Military Strategy and the National Drug Control Strategy.

2.1 Defense Property Accountability System (DPAS) (FY 2017: \$8.848 million and 7 FTEs). DPAS meets the property accountability requirements for the Army, Navy, Marine Corps, Air Force and 26 Defense Agencies/Field Activities (DA/FA). DPAS provides support for over 6,500 users, accountable for approximately 3.8 million assets valued at over \$430 billion. DPAS is an enduring system that interfaces with Enterprise Resource Planning (ERP) and legacy accounting systems and is a critical financial feeder system for the Services and DA/FA. DPAS provides capital asset values (acquisition value minus accumulated depreciation) that are reported on Component financial statements for personal, military, heritage, and real property accounts which are required to meet the

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I. Description of Operations Financed (cont.)

mandated audit ready date of 2017 per the National Defense Authorization Act of 2010. DPAS maintains a clean SSAE-16 audit which validates controls within the system significantly reducing its customers audit requirements and is scheduled to add 8,000 new users over the next 18 months to satisfy emerging audit readiness needs. DPAS is the Fleet Management Information System for the Defense Agencies, Air Force and the Army. This provides the ability to track the maintenance actions, to include preventive and breakdown/emergency actions, usage of the assets (miles/hours/rounds fired) and the scheduling of the dispatch of the assets. An interface was created with the GSA Fleet Automotive Statistical Tool to eliminate the manual entry of data for annual reporting. To assist the Department in eliminating the material weakness identified in the Statement of Assurance, DPAS also provides the capability to manage assets that have been provided to contractors (Government furnished property). This includes an automated interface with the Wide Area Workflow to automate the identification of assets being transferred to and from the contractors. The system is web-enabled and is continually upgraded to comply with the latest business transformation initiatives. A Warehouse Management module has been added to provide support for the management of Organizational Clothing and Individual Equipment (OCIE) assets for the Marine Corps, Navy, Air Force and Army. This module is also being used to manage OM&S parts and spares in many organizations. The Under Secretary of Defense Acquisition, Technology and Logistics (OUSD(AT&L)) provides program management oversight.

2.2 Business Process Reengineering Center (BPRC) (FY 2017: \$2.338 million, 12 direct-funded FTEs and 8 reimbursable FTEs). BPRC is a Center focused on a management analysis discipline that redesigns processes, organizations, and the culture of DoD activities through functional leaders who apply improvement tools and techniques. The Business Process Reengineering (BPR) technique of redesign can be radical or incremental to achieve dramatic improvements. The BPRC achieves results by analyzing processes through a

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I. Description of Operations Financed (cont.)

cross-functional, integrated analysis of multiple activities or functions. The BPRC, chartered to support the Under Secretary of Defense Acquisition, Technology and Logistics (USD (AT&L)), includes services to carry out activities such as:

- 1) Strategic planning, outlining vision and goals;
- 2) Activity modeling of current and future processes, including cross-functional and integration analyses;
- 3) Data modeling (including data standardization) associated with activity modeling;
- 4) Benchmarking to identify and evaluate best practices and their application to DoD;
- 5) Development of functional economic analyses;
- 6) Planning for BPR implementation and assessment;
- 7) Analysis leading to the selection of migration systems following BPR;
- 8) Development and identification of BPR tools.

2.3 Continuity of Operations (COOP)/Classified Program (FY 2017: \$24.353 million, 49 direct-funded FTEs). This program is reported in accordance with Title 10, United States Code, Section 119(a)(1) in the Special Access Program Annual Report to Congress. Additional details pertaining to the justification of Special Access Programs (SAP), Military Intelligence Program (MIP), National Intelligence Program (NIP), and All Other Classified Programs are in sections 4E (Procurement), 4F (Research & Development) and 4M of this publication. In accordance with DoD Directive 5111.1, Defense Continuity & Crisis Management (DCCM) was established to consolidate continuity-related policy and oversight activities within DoD in order to ensure the Secretary of Defense can perform his mission essential functions under all circumstances. DCCM provides for the Secretary of Defense policy, plans, crisis management, and oversight of Department of Defense continuity related program activities. The DCCM's primary mission is to support the continued execution of the Department's mission essential functions across the full spectrum of

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I. Description of Operations Financed (cont.)

threats. The threats range from major natural disasters to weapons of mass destruction in major metropolitan areas, as well as large-scale terrorist attacks.

2.4 Defense Standardization Program Office (DSPO) (FY 2017: \$4.205 million and 12 FTEs). The Defense Standardization Program (DSP) is authorized by Sections 2451-2452 of Title 10, United States Code, and the DoDI 4120.24, which implements the DSP in the DoD. The DSPO is the Executive Agent responsible for developing DoD policy and procedures for the DSP, to include the development and use of military specifications and standards; DoD adoption of non-Government standards; Diminishing Manufacturing Sources and Material Shortages; Government-Industry Data Exchange Program; and a variety of related issues. The DSPO represents the Department to DoD communities, other Federal agencies, and the private sector by providing tools, training, and outreach with material standardization products and services that enhance and facilitate understanding, communication, and coordination to improve interoperability and logistics readiness and reduce total ownership costs. DSPO also represents the United States on NATO materiel standardization policy committees.

The Government Industry Data Exchange Program (GIDEP) (FY 2017: \$3.213 million) is a part of DSPO. GIDEP's mission is to foster and facilitate the exchange of technical information between government agencies and industry to increase systems safety, reliability, and readiness while reducing systems development, production, and ownership costs. Member agencies include the DoD, Army, Navy and Marine Corps, Air Force, the Department of Energy, and the National Air and Space Administration. Information exchanged has been focused on nonconforming parts (including counterfeits), obsolescence management, product change, engineering, reliability/maintainability, and metrology. GIDEP members provide information to the GIDEP database through a web interface and/or through custom reports. GIDEP has been designated by OMB Policy Letter 91-3 as the

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I. Description of Operations Financed (cont.)

provider of the government's central database for receiving and disseminating information about nonconforming products and materials (including suspected counterfeits) and by DOD as the Diminishing Manufacturing Sources and Material Shortages (DMSMS) centralized database for sharing DMSMS information among DOD and Industry groups. Supporting a community of approximately 2,000 organizations, GIDEP users have reported approximately \$2 billion to date in savings and cost avoidance through the use of this information exchange.

2.5 DoD Enterprise Business Systems (DEBS). (FY 2017: \$79.743 million and 69 direct-funded FTEs) With the disestablishment of the Business Transformation Agency (BTA), DLA Operations & Maintenance assumed responsibility for fifteen systems under the name DoD Enterprise Business Systems (DEBS) starting in FY 2012. Since the transfer: one system (Synchronized Pre-Deployment Operational Tracker (SPOT)) was transferred; one system (Virtual Interactive Processing System (VIPS)) has been terminated; three systems were transferred to Defense Working Capital Fund (DWCF), Global Exchange (GEX) and Electronic Document Access (EDA) in FY 2013 and Wide Area Workflow (WAWF) in FY 2014; and three systems transferred in FY 2017 - Business Enterprise Information System (BEIS) to DFAS and the Defense Travel System (DTS) & the Defense Information System for Security (DISS) to DHRA. Additionally, DLA established the Business Systems Center of Excellence (BSCoE) in FY 15. Currently, eight remaining systems are managed under the DEBS portfolio as follows:

1. DoD Enterprise Business Systems (DEBS) Infrastructure Office: The DEBS Infrastructure Office directly oversees and provides core enterprise support to seven direct funded DoD enterprise level business systems and two reimbursable programs. This consolidated support provides key skill sets that can be shared among the programs reducing overall unique program costs and using standard and

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I. Description of Operations Financed (cont.)

- repeatable processes to manage programs throughout all phases of the acquisition life cycle.
2. Standard Procurement System (SPS): The SPS automates the contracting process from procurement request through award and administration to final closeout. SPS accomplishes three main functions: contract placement, procurement, and contract administration. SPS has made significant strides towards transforming the way the Department does business and impacts the following critical DoD value added outcomes: On Time Request, Cash-to-Cash, Urgent Requests, and Financial Transparency. SPS is used by nearly 27,000 procurement professionals from all the military Services and other Defense agencies world-wide. The contract placement function includes the purchasing, renting, leasing, or otherwise obtaining of supplies and services. The procurement function includes description (but not determination) of supplies or services required selection and solicitation of sources, preparation and award of contracts, and issuance of modifications. The contract administration function includes the performance of delegated contract functions, review recommendations, approval of progress payments, quality assurance, and production reporting. The SPS Joint Program Management Office (JPMO) is the acquiring office and manages the acquisition and deployment of SPS for all DoD worldwide, non-classified contract placement and administrative contracting offices. The SPS Milestone Decision Authority is the Program Executive Officer in the Defense Logistics Agency (DLA). The Director of Defense Procurement and Acquisition Policy (DPAP) is the Principal Functional Proponent.
 3. Defense Retiree and Annuitant System 2 (DRAS2): DRAS2 will be an enterprise system to pay military retirees, former spouses, and survivor beneficiaries. DRAS2 replaces the legacy DRAS system, which cannot support the growing number of retirees and annuitants that are entering the system at a rate of 2-5% per

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I. Description of Operations Financed (cont.)

year. DRAS currently supports an annual payroll is in excess of \$40B for 2.7M people.

4. Defense Agency Initiative (DAI): The objective of the DAI is to achieve auditable, CFO compliant business environments for the Defense agencies with accurate, timely, authoritative financial data. DAI will also provide Time and Labor accounting for OUSD(C). The primary goal is to deploy a standardized system solution to improve overall financial management and comply with BEA, SFIS, and OFFM requirements. Common business functions within budget execution include: e.g. procure to pay; order to cash; acquire to retire; budget to report; cost accounting; time and labor; budget formulation; re-sales accounting; and grants financial management.
5. Enterprise Funds Distribution (EFD): EFD provides a web-based application for the automated pre-planning, apportionment, reprogramming, rescission, continuing resolution, congressional tracking, and reporting of appropriated funding distributed throughout the DoD. The EFD system streamlines core funds distribution capabilities across Components and provides visibility both vertically and horizontally. EFD provides OUSD(C) with an automated funds distribution system that will track congressional action, create baselines (DD 1414), and produce funding authorization and control documents for all DoD appropriations. OUSD(C) will use EFD for funds distribution for all components at distribution levels I and II, and the Defense Agencies will use EFD for funds distribution for all levels.
6. Next Generation Resource Management System (NGRMS): NGRMS will modernize multiple antiquated legacy systems and processes used to formulate, justify, present and defend the entire Department of Defense Budget in the Office of the Under Secretary of Defense (Comptroller) (OUSD(C)) to meet Title 10 and Title 31 mission and reporting requirements. It will support the DoD Strategic Management Plan (SMP) Business Goal 5: Strengthen DoD Financial Management. Specifically,

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I. Description of Operations Financed (cont.)

the desired capability is tied to Performance Measure 5.5.1-2U: Percent DOD Statement of Budgetary Resources Appropriations Received. Additionally, the desired capability provides direct support to DoD Strategic Objective 5.5-2U/2V: Improve Financial management and increase efficiencies in headquarters and administrative functions, support activities, and other overhead accounts. The business objectives of NGRMS are as follows: 1) Foster an efficient and effective environment for the formulation, justification of the Defense budget; 2) Improve budget management processes through increased exchange and reconciliation of budget information; 3) Improve efficiency with reduced cost utilizing a single, unified budgetary data model; 4) Improve customer satisfaction with timely budgetary data resources provided to management for reviews and decisions; and 5) Increase ability to accommodate emerging business practices.

- 7. Joint Contingency Contract System (JCCS):** JCCS is the primary source for Iraq and Afghanistan vendor information. JCCS is designed to provide a capability to register host nation vendors in English and Arabic, vendor past performance, allow the posting of Iraqi/Afghani reconstruction solicitations, provide a location for vendors to submit proposals, track historical reconstruction contract data, and allow oversight of in-theatre contracts to monitor cost, schedule, performance, and vendor activities. JCCS provides the CENTCOM-Joint Theater Support Contracting Command (C-JTSCC) professionals a single source of data for HN Vendor Management to include: HN Vendor Registration, Past Performance, Vetting, Invoice and Payment for contracting and financial data to support mission spend analysis, strategic sourcing and staffing requirements. JCCS produces a myriad of contract and financial reports to support the warfighter's overall acquisition forecasting. JCCS is also a platform for web services delivery of expeditionary and contingency business applications to include SPS, SPOT, EDA, GEX, and FPDS-NG, TBC, cASM, OCONTRAX and WAWF. JCCS

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I. Description of Operations Financed (cont.)

supports contingency initiatives to include the 3in1 Handheld Device and ACSA-Global Acquisition Tracking Reporting Tool - AGATRS and Theater Business Clearance.

8. Business Systems Center of Excellence (BSCoE): The purpose of the BSCoE is to enhance the Department's ability to develop and deliver Defense Business Systems (DBS) throughout the DoD enterprise. The BSCoE is envisioned to be a virtual organization with an equal partnership among Government team members consisting of the Army, Navy, Air Force, DISA and DLA. Associate membership is open to OSD, Academia and key Industry participants. The BSCOE will act as an internal consulting service and will provide business system excellence leadership and consulting services.

Other Logistics Services (OLS) (FY 2016: \$183.673 million) includes programs associated with the DLA logistics mission as well as Departmental programs. The DLA is either the executive agent responsible for program oversight and policy guidance or the budget administrator responsible for supporting these programs, described in the paragraphs that follow:

1. Agile Transportation USTRANSCOM
2. Audit Readiness
3. Automatic Identification Technology (AIT)
4. Continuing Health
5. Defense Critical Infrastructure Program (CIP)
6. Defense Finance and Accounting Service (DFAS)

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I. Description of Operations Financed (cont.)

- 7. Disability Compensation
- 8. Homeless Blankets
- 9. Joint Purchase Card Program Office
- 10. Logistics Transformation
- 11. Managerial Support
- 12. Mapping
- 13. Morale, Welfare and Recreation (MWR)
- 14. Price Comparability
- 15. Procurement Technical Assistance Program (PTAP)
- 16. Unemployment Compensation

1. Agile Transportation (AT) USTRANSCOM - Transferring to the Air force in FY 17.

2. Audit Readiness (FY 2017: \$3.607 million). The funding will be used for DLA General Fund Audit Readiness in sustainment of the Defense Enterprise Business Systems (DEBS) and other systems or micro applications identified as pertinent to DLA's Audit Readiness. This support includes: 1) Audit readiness support; 2) Business Process Controls (BPC) Support which will include Process Cycle Memorandum (PCM) Review, BPC identification and testing, Corrective Action Plans (CAP), Software Change Requests (SCR) and CAP validation and documentation remediation; 3) Service provider support which will include updated Memorandum of Agreements (MOA), Memorandum of Understanding (MOU), or Service Level Agreements (SLA) and Defense Information Systems Agency (DISA) support; 4) Other systems and micro applications, CAPs, SCRs, CAP validation and update System Assertion Work Products (SAWP).

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I. Description of Operations Financed (cont.)

3. Automatic Identification Technology (AIT) (FY 2017: \$2.449 million). The AIT is a suite of technologies (e.g., bar codes, smart cards, satellite tracking systems, and RFID tags) used to capture, aggregate, and transfer data automatically to the Automated Information Systems (AIS). The use of AIT with AIS provides timely visibility of logistics assets, whether in-process, in-storage, or in-transit. Current DoD policy requires the use of active (high capacity) Radio Frequency Identification (RFID) tags to mark certain consolidated shipments and passive RFID tags for the case, pallet, and item packaging for unique identification items.

4. Continuing Health (FY 2017: \$0.101 million). The Continuing Health program provides coverage for the DLA employees affected by reductions-in-force and BRAC.

5. Defense Critical Infrastructure Program (DCIP) (FY 2017: \$1.107 million). The DCIP supports DoD-wide risk management decisions by enabling responsible authorities to execute a wide variety of mission essential functions in support of national security objectives. Defense Logistics Infrastructure Sector Lead Agent funding was realigned from ASD (Homeland Defense & Americas Security Affairs) in FY 2009 to the DLA. This allows Logistics DCIP program management to take place closer to the execution source. The DLA facilitates the identification, assessment, and risk management of DoD-wide logistics critical assets. This information is shared with the COCOMS, Services, and other Defense Agencies via a DCIP shared data environment for integrated, DoD-wide DCIP risk management. This enables the prioritization of scarce Component resources for remediation of infrastructure vulnerabilities, mitigation of impact of incidents upon infrastructure, and reconstitution of DoD infrastructure capabilities by allowing resources to be applied to Defense critical infrastructure assets essential to project, support, and sustain military forces and operations.

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I. Description of Operations Financed (cont.)

6. Defense Finance and Accounting Service (DFAS) (FY 2017: \$1.865 million). The DFAS requires reimbursement for accounting services provided to the General Fund activities and programs reflected in Other Logistics Services, Other Logistics Programs, and the Warstoppers Program.

7. Disability Compensation (FY 2017: \$0.763 million). The Disability Compensation program funding provides required funding for disability compensation for the Clothing Factory (DSCP) closed by BRAC 1993.

8. Homeless Blankets (FY 2017: \$3.324 million). The Stewart B. McKinley Homeless Assistance Act of 1987 requires the DLA to provide blankets to qualified US 501(C)3 organizations working with the homeless. Homeless shelters request blankets, which are issued on a first-come, first-served basis up to the amount of funding.

9. Joint Purchase Card Program Office (JPCPO) (FY 2017: \$1.453 million). The PCPO function was realigned from the Army to DLA in FY 2010, to minimize purchase card related fraud, waste, and abuse and enable the transition to a procurement portfolio e-business environment. The Office of the Under Secretary of Defense, Acquisition, Technology & Logistics (OUSD (AT&L)) provides program management oversight.

10. Logistics Transformation (FY 2017: \$7.605 million). These resources are designed to support the logistics mission area activities at an acceptable level that will move the Department towards critical improvements in logistics systems and processes. The program facilitates efforts to make a reality, effective supply chain management and logistics processes in the Department—from sources of supply to operational customers and from early acquisition planning through sustainment and disposal.

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I. Description of Operations Financed (cont.)

11. Managerial Support (FY 2017: \$.023 million). Funding supports and pays for various activities like the Emergency and Extraordinary Expense (EEE) Limitation and confidential investigations.

12. Mapping (FY 2017: \$28.876 million). The DLA serves as the DoD Integrated Materiel Manager and Distributor of approximately 70,000 map items that transferred from the National Geospatial-Intelligence Agency (NGA). The DLA provides a unified world-wide tailored distribution system for all geospatial products; which are no longer strictly hard copy map products and includes a wide variety of classified and unclassified hydrographic, topographic, aeronautical and digital maps, charts and various publications required to support the warfighter.

13. Morale, Welfare and Recreation (MWR) (FY 2017: \$27.906 million). The MWR programs exist to support the DLA military, civilians, military retirees and their families by providing support and leisure services. Included are family programs, child and youth programs, recreation and sports programs, and leisure activities. The MWR contributes to the workforce's strength and readiness by offering services that reduce stress and promote self-confidence and foster strong esprit de corps. Funding is based on cost estimates for operating the DLA MWR activities.

14. Price Comparability (FY 2017: \$61.430 million). The Price Comparability program supports military unique (DoD Mandated) tasks, such as readiness support, that a commercial distribution company would not experience. Price Comparability helps to keep the DLA's prices competitive with those of the private sector, which do not include overhead for DoD unique costs. For example, a commercial operation would either dispose of inventory demanded only in wartime (War Reserve Materiel) or charge the customer for

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I. Description of Operations Financed (cont.)

the costs of retaining this inventory. By funding the cost of retaining this inventory outside customer prices, the DLA can reduce the materiel surcharge (Cost Recovery Rate) to achieve more comparable pricing. The Price Comparability baseline includes peacetime contingency planning and Command and Control Center costs, and the Department's hazardous and ozone depleting substances programs.

15. Procurement Technical Assistance Program (PTAP) (FY 2017: \$23.264 million). 10 USC Chapter 142 authorizes the Secretary of Defense, acting through the Director, DLA, to enter into cost sharing cooperative agreements with state and local governments, nonprofit organizations, Indian tribal organizations and Indian economic enterprises to establish and maintain procurement technical assistance centers. The purpose of the program is to enhance the industrial base, improve local economies and generate employment by assisting businesses in obtaining and performing under contracts with DoD as well as other federal agencies and state and local governments. Under the PTAP statute, DLA can pay up to \$.75 million for statewide programs and \$.45 million for regional (less than statewide) programs during the fiscal year.

16. Unemployment Compensation (FY 2017: \$10.680 million) The DLA pays the Unemployment Compensation for all Defense Agencies.

II. Force Structure Summary:

N/A

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III. Financial Summary (\$ in thousands)

			FY 2016				
			Congressional Action				
A. BA Subactivities	FY 2015	Budget				Current	FY 2017
2. Mobilization	<u>Actual</u>	<u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Enacted</u>	<u>Estimate</u>
(Warstoppers)	45,720	48,129	0	0.0	48,129	48,129	47,874
Warstoppers	45,720	48,129	0		48,129	48,129	47,874
				0.0			
4. Administration and	147,854	134,623	-9,300	-6.9	125,323	125,323	125,263
Service-Wide Activities -							
Other Logistics Programs							
Business Process	2,433	2,323	0		2,323	2,323	2,338
Reengineering Center				0.0			
Continuity of	29,729	27,592	-	-	27,255	27,255	24,353
Operations			337	1.2			
Defense Property	12,243	9,868	-	-	9,786	9,786	8,484
Accountability System			82	0.8			
Defense	9,197	7,422	-	-	7,184	7,184	7,418
Standardization			238	3.2			
Program Office							
DoD Enterprise	91,667	84,948	-	-	76,335	76,335	79,743
Business Systems			8,613	10.1			
Joint Contingency	6	0	0	n/a	0	0	0
Acquisition Support							
Office							
Law Enforcement	2,579	2,470	-	-	2,440	2,440	2,927
Support Office			30	1.2			

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III. Financial Summary (\$ in thousands)

			FY 2016				
			Congressional Action				
A. <u>BA Subactivities</u>	<u>FY 2015</u>	<u>Budget</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Current</u>	<u>FY 2017</u>
4. <u>Administration and</u>	<u>Actual</u>	<u>Request</u>				<u>Enacted</u>	<u>Estimate</u>
<u>Service-Wide Activities -</u>	179,089	183,677	22,436	12.2	206,113	206,113	174,453
<u>Other Logistics Services</u>							
Agile Transportation -	438	856					
USTRANSCOM			11,000	1,285.1	11,856	11,856	0
Audit Readiness	6,227	6,130	0		6,130	6,130	3,607
				0.0			
Automatic	1,600	2,456	0		2,456	2,456	2,449
Identification				0.0			
Technology							
Bosnia/Kosovo Support	0	0	0	n/a	0	0	0
Continuing Health	128	99	0		99	99	101
				0.0			
Counter Drug	535	0	0	n/a	0	0	0
Defense Critical	832	1,112	0		1,112	1,112	1,107
Infrastructure Program				0.0			
Defense Environmental	6,157	0	0	n/a	0	0	0
Restoration Account							
Defense Finance &	1,974	2,325	0		2,325	2,325	1,865
Accounting Service				0.0			
Disability	741	753	0		753	753	763
Compensation				0.0			

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A. <u>BA Subactivities</u>	<u>FY 2015 Actual</u>	<u>Budget Request</u>	FY 2016			<u>Current Enacted</u>	<u>FY 2017 Estimate</u>		
			<u>Congressional Action</u>						
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>				
Homeless Blankets	3,290	3,336	0	0.0	3,336	3,336	3,324		
Joint Purchase Card Program Office	1,287	1,459	0	0.0	1,459	1,459	1,453		
Logistics Transformation	7,852	7,865	0	0.0	7,865	7,865	7,605		
Managerial Support	7	23	0	0.0	23	23	23		
Mapping	24,958	29,221	0	0.0	29,221	29,221	28,876		
Morale, Welfare & Recreation	21,220	24,329	0	0.0	24,329	24,329	27,906		
Price Comparability	55,539	69,847	- 236	- 0.3	69,611	69,611	61,430		
Procurement Technical Assistance Program	35,045	23,373	11,672	49.9	35,045	35,045	23,264		
Unemployment Compensation	11,259	10,493	0	0.0	10,493	10,493	10,680		

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			FY 2016				
			Congressional Action				
	<u>FY 2015</u>	<u>Budget</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Current</u>	<u>FY 2017</u>
	<u>Actual</u>	<u>Request</u>				<u>Enacted</u>	<u>Estimate</u>
A. BA Subactivities							
Defense Information	0	0	0	n/a	0	0	10,374
Systems Network							
Total	372,663	366,429	13,136	3.6	379,565	379,565	357,964

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III. Financial Summary (\$ in thousands)

<u>B. Reconciliation Summary</u>	<u>Change FY 2016/FY 2016</u>	<u>Change FY 2016/FY 2017</u>
Baseline Funding	366,429	379,565
Congressional Adjustments (Distributed)	7,000	
Congressional Adjustments (Undistributed)	-5,536	
Adjustments to Meet Congressional Intent	11,672	
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	379,565	
Fact-of-Life Changes (2016 to 2016 Only)		
Subtotal Baseline Funding	379,565	
Supplemental		
Reprogrammings		
Price Changes		6,149
Functional Transfers		-15,421
Program Changes		-12,329
Current Estimate	379,565	357,964
Less: Wartime Supplemental		
Normalized Current Estimate	379,565	

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<u>C. Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2016 President's Budget Request (Amended, if applicable)		366,429
1. Congressional Adjustments		13,136
a. Distributed Adjustments		
1) Asset Tracking and In-Tracking Visibility (USTRANSCOM)	11,000	
2) DoD Enterprise Business Systems - Unjustified Growth (DEBS)	-4,000	
b. Undistributed Adjustments		
1) Overestimation of Civilian FTE targets and streamlining Mgmt HQ (DEBS)	-4,849	
2) Overestimation of Civilian FTE targets and streamlining Mgmt HQ (DSS-M (COOP))	-337	
3) Overestimation of Civilian FTE targets and streamlining Mgmt HQ (DSPO)	-238	
4) Overestimation of Civilian FTE targets and streamlining Mgmt HQ (DPAS)	-82	
5) Overestimation of Civilian FTE targets and streamlining Mgmt HQ (LESO)	-30	
c. Adjustments to Meet Congressional Intent		
1) Increase to Procurement Technical Assistance Program (PTAP)	11,672	
d. General Provisions		
FY 2016 Appropriated Amount		379,565
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2016 Baseline Funding		379,565
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2016 Estimate		379,565
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2016 Normalized Current Estimate		379,565
6. Price Change		6,149
7. Functional Transfers		-15,421
a. Transfers In		
1) DISN	10,374	
New Mission to DLA. DLA has been tasked to pay the DISA bill Defense Wide. (FY 2016 Baseline: \$0 thousand; +0 FTEs)		
b. Transfers Out		
1) Transfer of DISS	-17,130	
DISS is transferring to DHRA in FY 17 out of the DEBS portfolio		
(FY 2016 Baseline: \$17,130 thousand; -10 FTEs)		
2) Transfer of DTS	-7,670	
DTS is transferring to DHRA in FY 17 out of the DEBS portfolio (FY 2016 Baseline: \$7,670 thousand; -11 FTEs)		
3) Transfer of USTRANSCOM	-995	
USTRANSCOM is transferring out to Air Force in FY 17. (FY 2016 Baseline: \$12,082 thousand; +0 FTEs)		
8. Program Increases		22,843
a. Annualization of New FY 2016 Program		
b. One-Time FY 2017 Increases		
c. Program Growth in FY 2017		
1) DEBS	18,988	
A number of DEBS (DAI, DRAS2, SPS, BSCOE & JCCS) programs have an increase in contracting requirements. (FY 2016 Baseline: \$103,406 thousand)		
2) MWR	3,115	

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
MWR has received additional funding for the CDC. (FY 2016 Baseline: \$27,217 thousand; +0 FTEs)		
3) LESO LESO has received 4 additional FTEs in FY 17 due to a need for increased oversight and training of law enforcement agents. (FY 2016 Baseline: \$2,974 thousand)	448	
4) Unemployment Overall increases estimated for the Department of Defense's unemployment needs. (FY 2016 Baseline: \$10,663 thousand; +0 FTEs)	187	
5) DSPO	105	
(FY 2016 Baseline: \$3,960 thousand)		
9. Program Decreases		-35,172
a. Annualization of FY 2016 Program Decreases		
b. One-Time FY 2016 Increases		
c. Program Decreases in FY 2017		
1) Price Comparability Decrease is due to the storage bill for OCIE is lower than expected. (FY 2016 Baseline: \$61,431 thousand; +0 FTEs)	-14,559	
2) PTAP Congress provided an increase in year of execution, increase is not planned for out years. (+0 FTEs)	-12,447	
3) DSS-M (COOP) Excess funding reprogrammed to RDT&E for emerging requirements. (FY 2016 Baseline: \$24,758 thousand)	-3,387	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
4) DPAS DPAS funding realigned to RDT&E to support development efforts for Audit requirements. (FY 2016 Baseline: \$8,484 thousand)	-1,324	
5) Warstoppers Reductions for non-pay non-fuel purchases in PB 17. (FY 2016 Baseline: \$48,805 thousand; +0 FTEs)	-1,170	
6) Mapping Reductions for non-pay non-fuel purchases in PB 17. (FY 2016 Baseline: \$29,374 thousand; +0 FTEs)	-900	
7) Audit Readiness Audit Readiness requirements for O&M came in lower than expected. (FY 2016 Baseline: \$3,607 thousand; +0 FTEs)	-520	
8) Logistics Reductions for non-pay non-fuel purchases in PB 17. (FY 2016 Baseline: \$7,973 thousand; +0 FTEs)	-410	
9) DFAS DFAS reduced it's estimate for both system maintenance and work counts. (FY 2016 Baseline: \$1,870 thousand; +0 FTEs)	-244	
10) Homeless Blankets Reductions for non-pay non-fuel purchases in PB 17. (FY 2016 Baseline: \$3,381 thousand; +0 FTEs)	-76	
11) AIT Reductions for non-pay non-fuel purchases in PB 17.	-54	

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
(FY 2016 Baseline: \$2,491 thousand; +0 FTEs)		
12) PCOLS	-34	
Reductions for non-pay non-fuel purchases in PB 17.		
(FY 2016 Baseline: \$1,478 thousand; +0 FTEs)		
13) DCIP	-26	
Reductions for non-pay non-fuel purchases in PB 17.		
(FY 2016 Baseline: \$1,126 thousand; +0 FTEs)		
14) BPRC	-21	
Reductions for non-pay non-fuel purchases in PB 17.		
(FY 2016 Baseline: \$2,375 thousand)		
FY 2017 Budget Request		357,964

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IV. Performance Criteria and Evaluation Summary:

Other Logistics Programs (OLP)

The Defense Property Accountability System currently supports 3.8 million assets worth \$430 billion. The DPAS is utilized by Military Services and Agencies as the solution for tracking Government Furnished Equipment and accountable property in accordance with DoD Instruction (DoDI) 5000.64. The DPAS is an enduring business management system for providing accounting and accountability of DoD property and equipment for the Army, Air Force, Navy, Marine Corps, and 26 Defense Agencies. The DPAS maintains a clean SSAE-16 audit which validates controls within the system significantly reducing its customers audit requirements. The DPAS supports the Services' and Defense Agencies' audit readiness status as a critical financial feeding system through interfaces with Enterprise Resource Planning systems and other legacy accounting systems. The DPAS is scheduled to add 8,000 new users over the next 18 months to satisfy emerging audit readiness needs. The DPAS is the only equipment management system that fully meets the definition of an accountable property system of record (APSR) per DoDI 5000.64, by providing equipment transparency and accountability throughout the asset's lifecycle—from acquisition through delivery, use, re-use, and final disposition processing. The DPAS interfaces with nine accounting systems, the Wide Area Work Flow (WAWF), the Item Unique Identification (IUID) Registry, and the Real Property UID (RPUID) Registry. This PKI compliant, web-based capability provides the best commercial practices functionality for equipment management. The DPAS is also a Fleet Management Information System, providing the Department the ability to manage the usage of non-tactical vehicles and other assets, track all maintenance performed, and manage the dispatch of the assets. An interface exists with the GSA Fleet Automotive Statistical Tool, eliminating the annual manual entry for the required reporting. A Warehouse Management module exists to manage the issue and stowage of Organizational Clothing and Individual Equipment. This module is also utilized to manage the storage of OM&S parts and spares. The DPAS metrics provide

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IV. Performance Criteria and Evaluation Summary:

statistics on several categories such as IUID registry usage and compliance, inventory frequency and compliance with industry standards, and capital asset reporting, as well as having audit capabilities on several life cycle stages.

The Defense Standardization Program Office (DSPO) develops policies, procedures, and guidance ensuring standardized policy across the Military Departments and Defense Agencies. The qualitative performance indicators for the DSPO are:

- Effectiveness of the DSP as a single source for information exchange and coordination of all defense standardization efforts, measured by increased number of organizations participating in information exchange, and increased customer satisfaction based on survey results; and
- Success in institutionalized development and use of performance and Non-Government Standards (NGSs) in the DoD, measured by increased usage of performance and NGSs, and decreased usage of military-unique specifications and standards.

The Business Process Reengineering Center (BPRC) proposes redesign of processes, organizations and culture to streamline functions and reduce inefficiencies across the Department. It contributes to improvements in the E-business areas of logistics systems modernization, acquisition reporting, information technology (IT), and internal processes and business practices. Performance measures track the development of network architecture, support to the Future Logistics Enterprise, end-to-end procurement process integration and modernization, integrated digital environment acquisition life-cycle, and the Acquisition Technology & Logistics (AT&L) IT modernization and knowledge management portal capability. Metrics include execution of the planned redesign and streamline functions to reduce inefficiencies in AT&L.

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IV. Performance Criteria and Evaluation Summary:

The Law Enforcement Support Office (LESO): This high visibility program will retain focus on inventory control and accountability through Program Compliance Reviews, identifying and implementing enhancements to the Federal Excess Property Management Information System (FEPMIS) and sustaining the inventory reconciliation process. On average, 26 Program Compliance Reviews are executed annually; each includes a minimum of 20% weapons inventory and 100% inventory on controlled property such as Aircraft and Tactical Vehicles.

Other Logistics Services (OLS) includes multiple programs which the DLA is either the executive agent responsible for program oversight and policy guidance or the budget administrator responsible for administrative support. Measures used for programs to track performance are customer satisfaction and funding execution. Performance criteria for each program follows:

Customer Satisfaction is measured through surveys, comment cards, informal and formal customer feedback. Additionally, customer satisfaction is measured through Congressional inquiries and appeals as they relate to the program execution. Problems identified in this measure are assessed for corrective action.

Funding execution's goal is accurate budget estimates for Unemployment, Continuing Health Benefits, and Disability Compensation. Success is measured through assessing the accuracy of funding levels by tracking trends and reviewing aged accounts. The target is to obligate 100 percent of funds and DLA requires that any program that executes at less than the planned rate to reassess their financial plans and take measures to improve execution such as financial management processes, increased training and more aggressive execution plans.

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IV. Performance Criteria and Evaluation Summary:

The Warstoppers Program enhances the Department's wartime readiness by funding activities that improve the DLA's capability to meet the Services' and Combatant Commanders' wartime requirements. The program funds industrial preparedness measures that preserve critical industrial capability and accelerate the production of critical spares and troop support items, such as Medical, Clothing & Textiles, and Subsistence Rations. Comprehensive industrial base assessments, plans to address capability shortfalls and industrial preparedness measures form the basis for the metrics. The Warstoppers Program metrics are requirements validation, industry capability validation, requirements offset capability, and resource availability/management and percent of items with surge coverage. The metrics account for coverage of war reserve requirements, surge testing, and return on investment which is calculated against the offset of unfunded War Reserve Requirements identified by the Services.

The Procurement Technical Assistance Program (PTAP) awards stipulate recipient responsibilities for monitoring performance and reporting results to DLA. Performance reports received under the program allow the DLA to compare actual accomplishments with established goals, capture other quantitative performance data and monitor developments that could have a significant impact on awards. The data reported to DLA is validated during performance reviews.

The Morale, Welfare & Recreation performance metrics track readiness support as it relates to quality child care, physical fitness and family support programs and relocation assistance; Non-Appropriated Fund accountability and reinvestment; and customer service provided in the areas of recreation activities such as lodging, pools, dining facilities and information, ticketing and reservations.

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IV. Performance Criteria and Evaluation Summary:

The Defense Critical Infrastructure Program (DCIP) supports DoD-wide risk management decisions by enabling responsible authorities to execute a wide variety of mission essential functions in support of national security objectives. The DLA facilitates the identification, assessment, and risk management of DoD-wide logistics critical assets. This information is shared with the COCOMS, Services, and other Defense Agencies via a DCIP shared data environment for integrated, DoD-wide DCIP risk management. This enables the prioritization of scarce Component resources for remediation of infrastructure, and reconstitution of DoD infrastructure capabilities by allowing resources to be applied to Defense Critical Infrastructure assets essential to project, support, and sustain military forces and operations.

Logistics Transformation is measured by the Department's wartime readiness to improve the Department's ability to prepare and oversee execution of a rigorous "To-Be" Capability Roadmap, in coordination with the Joint Staff, Military Departments, Combatant Commands, and Defense Agencies to include ongoing assessments stemming from the Quadrennial Review (QDR). The ability to monitor and enhance the Department's logistics performance and resource application, through continuous process improvement for the end-to-end value chain, will provide a cost-effective logistics and material readiness program. These metrics will provide the basis to issue, validate, and revise policy. The policies will provide guidance for the implementation of RFID (Radio Frequency Identification Tags) in the Supply Chain. This will support both the current active Intransient Visibility/Total Asset Visibility RFID capability in support of ongoing Combatant Command operations and future emerging passive RFID capabilities in support of improvements to the integrated end-to-end DoD Enterprise.

Supply Chain Management: The Department measures responsiveness metrics to evaluate the effectiveness of the DoD Supply Chain. Responsiveness is measured by the Customer Wait

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IV. Performance Criteria and Evaluation Summary:

Time metric, the total elapsed 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 Departmental performance measurement systems. Inventory Management Initiative: The Department is in its fourth year of a five-year Comprehensive Inventory Management Improvement Plan (CIMIP). The CIMIP provides oversight and a framework to guide inventory management improvement across the DoD Components. The Department measures the effectiveness of inventory improvement efforts using metrics for unneeded on-order and excess on-hand inventory. The DoD objective is to reduce inventory on-order for potential reutilization to 4% and excess on-hand to 8% by FY2016. These measures are tracked and updated in Department performance measurement systems. The improved business performance achieved through CIMIP is having a direct and positive impact on the Department's progress toward audit readiness.

Transportation Policy Initiatives: Defense Transportation Coordination Initiative (DTCI): DTCI is a third party logistics contract for the movement of the Department's freight within the Continental United States. The Contractor is meeting or exceeding all of the Key Performance Indicators (KPIs), including On-Time Delivery at 98%.

Personal Property Regionalization: The Department plans to reduce the number of personal property shipping offices from 63 to 12 offices worldwide by 2018. To date, 104 offices are consolidated. An additional 4 sites will consolidate in 2014. This initiative helps leverage the Department's buying power and standardize business practices across the Department.

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V. <u>Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>50</u>	<u>60</u>	<u>58</u>	<u>10</u>	<u>-2</u>
Officer	15	18	16	3	-2
Enlisted	35	42	42	7	0
<u>Civilian End Strength (Total)</u>	<u>208</u>	<u>187</u>	<u>187</u>	<u>-21</u>	<u>0</u>
U.S. Direct Hire	208	187	187	-21	0
Total Direct Hire	208	187	187	-21	0
Memo: Reimbursable Civilians Included	41	38	38	-3	0
<u>Active Military Average Strength (A/S) (Total)</u>	<u>50</u>	<u>60</u>	<u>58</u>	<u>10</u>	<u>-2</u>
Officer	15	18	16	3	-2
Enlisted	35	42	42	7	0
<u>Civilian FTEs (Total)</u>	<u>190</u>	<u>208</u>	<u>187</u>	<u>18</u>	<u>-21</u>
U.S. Direct Hire	190	208	187	18	-21
Total Direct Hire	190	208	187	18	-21
Memo: Reimbursable Civilians Included	41	41	38	0	-3
Average Annual Civilian Salary (\$ in thousands)	239.1	201.4	243.4	-37.7	42.0
<u>Contractor FTEs (Total)</u>	<u>171</u>	<u>171</u>	<u>137</u>	<u>0</u>	<u>-34</u>

Footnote: The DLA average salary amount includes unemployment compensation for all of the Defense Agencies.

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VI. OP 32 Line Items as Applicable (Dollars in thousands):

		Change			Change		
	FY 2015	FY 2015/FY 2016		FY 2016	FY 2016/FY 2017		FY 2017
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	24,179	296	-1,336	23,139	351	2,104	25,594
106 Benefit to Fmr Employees	11,390	0	-897	10,493	0	187	10,680
107 Voluntary Sep Incentives	63	0	-63	0	0	0	0
199 Total Civ Compensation	35,632	296	-2,296	33,632	351	2,291	36,274
308 Travel of Persons	598	10	2	610	11	-15	606
399 Total Travel	598	10	2	610	11	-15	606
416 GSA Supplies & Materials	23	0	-8	15	0	0	15
499 Total Supplies & Materials	23	0	-8	15	0	0	15
506 DLA Mat Supply Chain (Const & Equip)	682	7	-689	0	0	0	0
599 Total Equipment Purchases	682	7	-689	0	0	0	0
647 DISA Enterprise Computing Centers	580	-58	3,468	3,990	-399	949	4,540
671 DISA DISN Subscription Services (DSS)	0	0	12	12	-1	1	12
679 Cost Reimbursable Purchase	438	7	183,244	183,689	3,490	-12,516	174,663
695 DFAS Financial Operations (DLA)	4,202	-543	-1,550	2,109	-103	-141	1,865
699 Total DWCF Purchases	5,220	-594	185,174	189,800	2,987	-11,707	181,080
771 Commercial Transport	20	0	48	68	1	0	69
799 Total Transportation	20	0	48	68	1	0	69
912 Rental Payments to GSA (SLUC)	0	0	2,978	2,978	54	-13	3,019
914 Purchased Communications (Non-Fund)	108	2	2,083	2,193	39	3	2,235
915 Rents (Non-GSA)	2,238	38	-1,851	425	8	0	433
920 Supplies & Materials (Non-Fund)	1,889	32	-1,803	118	2	0	120
921 Printing & Reproduction	313	5	-272	46	1	0	47
922 Equipment Maintenance By Contract	3,604	61	3,754	7,419	134	-141	7,412
923 Facilities Sust, Rest, & Mod by Contract	19	0	-19	0	0	0	0
925 Equipment Purchases (Non-Fund)	284	5	6,084	6,373	115	6	6,494

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		Change			Change		
	FY 2015	<u>FY 2015/FY 2016</u>		FY 2016	<u>FY 2016/FY 2017</u>		FY 2017
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
930 Other Depot Maintenance (Non-Fund)	13,595	231	-13,826	0	0	2,301	2,301
932 Mgt Prof Support Svcs	9,075	154	-2,868	6,361	114	3,316	9,791
933 Studies, Analysis & Eval	2,164	37	5,664	7,865	142	-402	7,605
934 Engineering & Tech Svcs	49,974	850	-30,004	20,820	375	-8,415	12,780
960 Other Costs (Interest and Dividends)	6	0	-2	4	0	0	4
987 Other Intra-Govt Purch	187,373	3,185	-139,032	51,526	927	3,275	55,728
988 Grants	33,414	568	357	34,339	618	-12,414	22,543
989 Other Services	26,432	449	-25,330	1,551	28	3	1,582
990 IT Contract Support Services	0	0	13,422	13,422	242	-5,838	7,826
999 Total Other Purchases	330,488	5,617	-180,665	155,440	2,799	-18,319	139,920
Total	372,663	5,336	1,566	379,565	6,149	-27,750	357,964

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Defense Legal Services Agency (DLSA)



February 2016

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**Defense Legal Services Agency
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**Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
Budget Activity (BA) 4: Administration and Service-wide Support**

	FY 2015 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2016 <u>Enacted</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2017 <u>Estimate</u>
DLSA	126,576	1,919	-102,432	26,063	397	-1,476	24,984

*The FY 2015 Estimate column **includes** \$ 94,151 thousand of FY 2015 OCO appropriations funding (PL 113-235).

*The FY 2016 Estimate column **excludes** \$110,000 thousand of FY 2016 OCO appropriations funding (PL 114-113).

*The FY 2017 Estimate column **excludes** \$111,986 thousand of FY 2017 OCO appropriations funding.

I. Description of Operations Financed: The Defense Legal Services Agency (DLSA) provides legal services to the Office of the Secretary of Defense (OSD), Department of Defense (DoD) Field Activities, and the Defense Agencies. The largest component of DLSA, the Defense Office of Hearings and Appeals (DOHA), adjudicates numerous types of cases that arise from all Military Departments and Defense Agencies.

- The DOHA provides hearings and issues decisions in personnel security clearance cases for contractors performing classified work for DOHA-serviced DoD components and 23 other Federal Agencies. The DOHA conducts personal appearances hearings and issues decisions in security clearance and sensitive national security position cases for DOHA-serviced DoD civilian employees and military personnel serviced by DOHA.
- The DOHA conducts hearings and issuing decisions in cases involving disputes over the provision of special educational services by the DoD Education Activity or the provision of early intervention or related services by the other DoD Components. The DOHA conducts hearings and issuing decisions in cases involving TRICARE payment for medical services.
- The DOHA issues appeal decisions for claims involving uniformed service member (within and outside of the DoD) pay and allowances, unused leave, transportation, travel, retired pay, survivor's benefits, and other financial claims. The DOHA issues initial and appeal

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I. Description of Operations Financed (cont.)

decisions granting or denying waivers of collection of overpayments made to, or on behalf of, uniformed service members (within and outside of the DoD) and employees within the DoD.

- The DOHA coordinates and monitors policies and procedures pertaining to DoD alternative dispute resolution (ADR) activities and conflict management within the DoD; and serving as a source of training and obtaining and providing third-party neutrals for ADR. The DOHA conducts hearings and issuance of decisions for revocation of DoD credentials to non-cleared contractors pursuant to Homeland Security Presidential Directive 12 (HSPD-12).

The DLSA's budget includes all customary expenses required to operate a government activity, including salaries and benefits, travel, rental of equipment, postal services, communications, and the cost of supplies and equipment.

Changes from FY 2016 to FY 2017: The FY 2017 budget reflects a net decrease of \$-1,079 thousand (the net of a price change of \$+397 thousand and a program change of \$-1,476 thousand) attributable to the following areas: compensation and benefits; contractor support; administrative support and other intra-governmental purchases.

II. Force Structure Summary:

N/A

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III. Financial Summary (\$ in thousands)

	FY 2016						
			Congressional Action				
	FY 2015	Budget				Current	FY 2017
A. BA Subactivities	Actual	Request	Amount	Percent	Appropriated	Enacted	Estimate
DLSA HQ	115,469	2,754	0	0.0	2,754	2,754	9,374
DOHA	11,107	23,319	-10	0.0	23,309	23,309	15,610
Total	126,576	26,073	-10	-0.0	26,063	26,063	24,984

*The FY 2015 Estimate column **includes** \$ 94,151 thousand of FY 2015 OCO appropriations funding (PL 113-235).

*The FY 2016 Estimate column **excludes** \$110,000 thousand of FY 2016 OCO appropriations funding (PL 114-113).

*The FY 2017 Estimate column **excludes** \$111,986 thousand of FY 2017 OCO appropriations funding.

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III. Financial Summary (\$ in thousands)

B. <u>Reconciliation Summary</u>	Change <u>FY 2016/FY 2016</u>	Change <u>FY 2016/FY 2017</u>
Baseline Funding	26,073	26,063
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-10	
Subtotal Appropriated Amount	26,063	
Fact-of-Life Changes (2016 to 2016 Only)		
Subtotal Baseline Funding	26,063	
Supplemental	110,000	
Reprogrammings		
Price Changes		397
Functional Transfers		
Program Changes		-1,476
Current Estimate	136,063	24,984
Less: Wartime Supplemental	-110,000	
Normalized Current Estimate	26,063	

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III. Financial Summary (\$ in thousands)

	<u>Amount</u>	<u>Totals</u>
C. <u>Reconciliation of Increases and Decreases</u>		
FY 2016 President's Budget Request (Amended, if applicable)		26,073
1. Congressional Adjustments		-10
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8037 (Indian Lands)	-10	
Indian Lands (FY 2016 Baseline: \$0 thousand; +0 FTEs)		
FY 2016 Appropriated Amount		26,063
2. War-Related and Disaster Supplemental Appropriations		110,000
a. OCO Supplemental Funding		
1) OCO Supplemental	110,000	
OCO Supplemental (FY 2016 Baseline: \$0 thousand; +0 FTEs)		
3. Fact-of-Life Changes		
FY 2016 Baseline Funding		136,063
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2016 Estimate		136,063
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-110,000
FY 2016 Normalized Current Estimate		26,063
6. Price Change		397
7. Functional Transfers		
8. Program Increases		121
a. Annualization of New FY 2016 Program		
b. One-Time FY 2017 Increases		
c. Program Growth in FY 2017		
1) Purchased Utilities, Communications, and Postal Increase of costs of utilities, communications, and postal services.	103	

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
(FY 2016 Baseline: \$190 thousand; +0 FTEs)		
2) Other Costs, Services, and Travel	18	
Increase of administration costs of contract services and travel costs. (FY 2016 Baseline: \$63 thousand; +0 FTEs)		
9. Program Decreases		-1,597
a. Annualization of FY 2016 Program Decreases		
b. One-Time FY 2016 Increases		
c. Program Decreases in FY 2017		
1) Core Operating Program	-981	
As part of the Department of Defense reform agenda, eliminates 5 civilian full-time equivalent positions and resources to maintain civilian staffing at reduced level. Decrease reflects the DLSA's plan for Streamlining Management Headquarters.		
(FY 2016 Baseline: \$25,132 thousand; -5 FTEs)		
2) Other Intra-Governmental Purchases	-225	
Reduces the number of off-site litigation activities and support agreements to assist other governmental agencies.		
(FY 2016 Baseline: \$295 thousand; +0 FTEs)		
3) Supplies and Materials	-203	
reduces supplies and materials for legal administration and decreases subscription for specialized research library portals.		
(FY 2016 Baseline: \$300 thousand; +0 FTEs)		

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
4) Core Operating Program- Two less Compensable days Decrease in civilian personnel funding due to two less working days in FY 2017. (FY 2016 Baseline: \$25,132 thousand; +0 FTEs)	-188	
FY 2017 Budget Request		24,984

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IV. Performance Criteria and Evaluation Summary:

The DLSA provides legal services to the staff elements of the Office of the OSD and the Defense Agencies. The DLSA's activities include providing opinions and counseling on legal compliance issues affecting policy formulation and implementation; participating in developing the Department's legislative program, including drafting legislation and comments; negotiating on behalf of the Department of Defense (DoD) clients with private entities and other Government agencies; ensuring proper use of Government funds and property; adhering to ethical standards; and participating in contractual matters. The DLSA is evaluated on the basis of the quality of its many services; adherence to appropriate standards of professional conduct and DoD ethical and adjudicative standards; the professional independence, impartiality and competence exhibited by its attorneys; and its overall responsiveness to the needs of its clients.

The Defense Office of Hearings and Appeals (DOHA): DOHA provides administrative procedures involving fair and impartial decision making, including, but not limited to: (1) performing legal reviews and approvals of statements of reasons, conducting hearings, and issuing Administrative Judge and appellate decisions in personnel security clearance cases for contractor personnel doing classified work for DOHA-serviced DoD Components and 23 other Federal Agencies and Departments; (2) conducting personal appearance hearings and issuing decisions in security clearance and sensitive national security position cases for DOHA-serviced DoD civilian employees and military personnel serviced by DOHA; (3) performing legal reviews and approvals of statements of reasons, conducting hearings, and issuing decisions in cases under DOHA jurisdiction requiring trustworthiness decisions for contractor performance of sensitive duties; (4) conducting hearings and issuing decisions in cases involving disputes over the provision of special educational services by the DoD Education Activity or the provision of early intervention or related services by the other DoD Components; (5) conducting hearings and issuing decisions in cases involving TRICARE payment for medical services; (6) issuing appeal decisions for claims involving uniformed service member (within and outside of the DoD) pay and

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IV. Performance Criteria and Evaluation Summary:

allowances, unused leave, transportation, travel, retired pay, survivor's benefits, and other financial claims; (7) issuing initial and appeal decisions granting or denying waivers of collection of overpayments made to, or on behalf of, uniformed service members (within and outside of the DoD) and employees within the DoD; (8) coordinating and monitoring policies and procedures pertaining to DoD alternative dispute resolution (ADR) activities and conflict management within the DoD; and serving as a source of training and obtaining and providing third-party neutrals for ADR; (9) performing such further missions as may be assigned to the DOHA, including, but not limited to, the conduct of hearings and issuance of decisions for revocation of DoD credentials to non-cleared contractors pursuant to Homeland Security Presidential Directive 12 (HSPD-12); and (10) providing legal advice and services for assigned organizations, as deemed necessary and appropriate, through DOHA Department Counsel. DOHA has several elements: a Director; a Deputy Director; an Appeal Board; Administrative Judges; Department Counsel; Security Specialists; the Claims Division including the Claims Appeals Board; and Support Staff.

Industrial Security Clearance Review (ISCR) Program: The due process hearings and appeals of the Industrial Security Program are DOHA's central mission, implementing Department of Defense Directive 5220.6. The Industrial Security Program was created as a result of the Supreme Court's decision in *Greene v. McElroy*, 360 US 474, 79 S. Ct. 1400, 3 L. Ed.2d 1377 (1959). In response to the *Greene* decision, President Eisenhower signed Executive Order 10865 on February 20, 1960. Executive Order 10865 requires a hearing in which contractor employees be given the opportunity to appear before the decision-maker to confront and cross-examine witnesses and attempt to rebut the Government's case. The DoD is the executive agent for the entire federal government's implementation of the National Industrial Security Program (NISP) along with continuing responsibility for implementation of the procedural requirements of Executive Order 10865. DOHA implements these established administrative due process requirements for the Department.

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IV. Performance Criteria and Evaluation Summary:

Personal Appearance (PA) Program: Executive Order 12968 mandates that the "opportunity to appear personally" shall be part of security clearance due process for all military and civilian clearance applicants. The DoD Regulation 5200.2-R provides for "personal appearances" by military and civilian clearance applicants, which are handled by the same DOHA Administrative Judges who provide the established administrative due process in cases involving employees of Defense contractors and NISP contractors. This decision was made in part due to the collective experience of DOHA Administrative Judges in convening industrial security clearance hearings and the logic of centralizing security clearance due process proceedings generally in the Department. DOHA is the only DoD entity with experience providing a clearance applicant with the opportunity to appear personally under the Department's established administrative due process requirements.

Uncleared Contractor CAC Eligibility Process: The due process hearings and appeals for uncleared contractors whose jobs require them to be eligible to hold a Common Access Card (CAC) pursuant to Homeland Security Presidential Directive 12 (HSPD-12) are provided by DOHA under Department of Defense Instruction 5200.46 (2014) using the established administrative procedures found in DoD Directive 5220.6. DOHA implements these established administrative due process requirements for the Department.

Sunken Craft Process: The Department of the Navy may issue notices of violation and assess penalties against anyone that violates permitting requirements or otherwise disturbs, injures, or damages protected sunken military craft, to include certain government and foreign craft. Pursuant to the due process standards associated with this statutory authority and implementing regulations at 32 CFR Part 767, DOHA provides

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IV. Performance Criteria and Evaluation Summary:

impartial Administrative Hearings before DOHA Administrative Judges, final written decisions and Department Counsel to represent the Government.

Claims Appeals Board: The Claims Appeals Board has ultimate settlement authority over many different types of claims and related matters. The DoD settles claims involving uniformed service members' pay, allowances, travel, transportation, retired pay, and survivor benefits. For some of these claims, DOHA has been delegated the authority of the Secretary of Defense to waive the statute of limitations for amounts up to \$25,000. Additionally, the DoD settles claims by transportation carriers involving amounts collected from them for loss or damage incurred to property incident to shipments at government expense. The Department's responsibilities in these areas are not restricted to DoD. The DoD also has the statutory responsibility for settling the accounts of deceased DoD service members. As a result of an Office of Management and Budget (OMB) Determination Order, the Secretary of Defense was given the OMB Director's general claims settlement authority over most activities within DoD, and the bulk of the waiver authority within the Federal government; that is, the Secretary now exercises the former authority of the Comptroller General to consider applications by service members and DoD employees to waive overpayment debts exceeding \$1,500 for civilians and \$10,000 for military members and upon request advises non-DoD agencies on waiver applications by their civilian employees.

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<u>V. Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>205</u>	<u>205</u>	<u>205</u>	<u>0</u>	<u>0</u>
Officer	114	114	114	0	0
Enlisted	91	91	91	0	0
<u>Civilian End Strength (Total)</u>	<u>289</u>	<u>136</u>	<u>131</u>	<u>-153</u>	<u>-5</u>
U.S. Direct Hire	289	136	131	-153	-5
Total Direct Hire	289	136	131	-153	-5
<u>Civilian FTEs (Total)</u>	<u>289</u>	<u>136</u>	<u>131</u>	<u>-153</u>	<u>-5</u>
U.S. Direct Hire	289	136	131	-153	-5
Total Direct Hire	289	136	131	-153	-5
Average Annual Civilian Salary (\$ in thousands)	169.5	184.8	185.8	15.3	1.0

The FY 2015 Civilian End Strength and Civilian FTEs reflect both Base and OCO resources as reflected in the OP-8 exhibit. The FY 2017 Compensation and Benefits program nets a decrease of \$-787 thousand and a reduction of 5 direct funding Full Time Equivalents (FTEs). A strategic efficiency reduction in management headquarters funding and staffing for better alignment and to provide support to a smaller military force.

**Defense Legal Services Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget**

VI. OP 32 Line Items as Applicable (Dollars in thousands):

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2015</u>	<u>FY 2015/FY 2016</u>		<u>FY 2016</u>	<u>FY 2016/FY 2017</u>		<u>FY 2017</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	48,995	601	-24,464	25,132	382	-1,169	24,345
199 Total Civ Compensation	48,995	601	-24,464	25,132	382	-1,169	24,345
308 Travel of Persons	2,561	43	-2,521	83	1	3	87
399 Total Travel	2,561	43	-2,521	83	1	3	87
417 Local Purch Supplies & Mat	0	0	12	12	0	15	27
499 Total Supplies & Materials	0	0	12	12	0	15	27
771 Commercial Transport	10,446	177	-10,623	0	0	60	60
799 Total Transportation	10,446	177	-10,623	0	0	60	60
913 Purchased Utilities (Non-Fund)	296	5	-291	10	0	10	20
914 Purchased Communications (Non-Fund)	0	0	165	165	3	28	196
917 Postal Services (U.S.P.S)	6	0	9	15	0	5	20
920 Supplies & Materials (Non-Fund)	0	0	288	288	5	-219	74
932 Mgt Prof Support Svcs	31,924	543	-32,467	0	0	0	0
934 Engineering & Tech Svcs	31,726	539	-32,265	0	0	0	0
960 Other Costs (Interest and Dividends)	0	0	3	3	0	7	10
987 Other Intra-Govt Purch	0	0	295	295	5	-225	75
989 Other Services	622	11	-573	60	1	9	70
999 Total Other Purchases	64,574	1,098	-64,836	836	14	-385	465
Total	126,576	1,919	-102,432	26,063	397	-1,476	24,984

*The FY 2015 Estimate column **includes** \$ 94,151 thousand of FY 2015 OCO appropriations funding (PL 113-235).

*The FY 2016 Estimate column **excludes** \$110,000 thousand of FY 2016 OCO appropriations funding (PL 114-113).

*The FY 2017 Estimate column **excludes** \$111,986 thousand of FY 2017 OCO appropriations funding.

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Fiscal Year 2017 President's Budget

DEFENSE MEDIA ACTIVITY



February 2016

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**Defense Media Activity
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget**

**Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
Budget Activity (BA) 4: Administrative and Service-wide Activities**

	FY 2015 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2016 <u>Enacted</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2017 <u>Estimate</u>
DMA	195,313	3,005	-12,827	185,491	3,053	34,878	223,422

* The FY 2015 Actual column includes \$6,251 thousand for Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

* The FY 2016 Enacted column excludes \$5,960 thousand for OCO Appropriations funding (PL 114-113).

* The FY 2017 Estimate excludes \$13,317 thousand for OCO Budget request funding.

I. Description of Operations Financed:

The Defense Media Activity (DMA) is the DoD's internal news and media production organization with the mission of supporting public affairs (internal communications) operations of the Office of the Secretary of Defense (OSD) and each of the Military Departments by gathering information on DoD policies, messages, programs and priorities and delivering it to the DoD worldwide military audience - active, reserve, civilian and contractors, and including their families, on land and at sea. DMA preserves the DoD's visual information records, including Combat Camera images, makes them available to support military operations and to the public, and provides them to the National Archives and Records Administration in accordance with federal law. DMA provides initial, intermediate and senior level training and education for all DoD, some inter-agency and coalition/Allied personnel in the areas of Public Affairs (PA) and Visual Information (VI) (to include Combat Camera) through the Defense Information School (DINFOS).

The DMA accomplishes this mission through the following programs:

- **Overseas Radio and Television:** American Forces Network (AFN) provides U.S. radio and television news, information, and entertainment programming to active, guard, and reserve military service members, DoD civilians and contract employees, and their

**Defense Media Activity
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget**

I. Description of Operations Financed (cont.)

families overseas, on board Navy and Coast Guard ships, and to other authorized users.

- **News and Media Information Products:** Includes media and visual information products provided to the internal DoD family (active, guard, and reserve military service members, dependents, retirees, DoD civilians, and contract employees) and external audiences through all available media. It includes motion and still imagery; print; radio; television; web and related social media, mobile, and other communication technologies. Also includes communication of messages and themes from senior DoD leaders in order to support and improve quality of life and morale, promote situational awareness, provide timely/immediate force protection information, and sustain readiness.
- **Stars and Stripes:** Provides daily newspapers and other products, such as a web site and weekly supplemental publications to internal DoD family (active, guard, and reserve military service members, dependents, retirees, DoD civilians, and contract employees). Provides readers news and information independent of chain of command influence to better enable them to exercise the responsibilities of citizenship. Stars and Stripes use all available media, including print and related emerging internet communication technologies.
- **Defense Information School (DINFOS):** Provides joint-service training to Defense personnel in the career fields of Public Affairs and Visual Information.

Narrative Explanation of Changes: Change in total funding between FY 2016 and FY 2017 of \$3.053 million price growth and \$34.878 million program growth for a total change of \$37.931 million.

Defense Media Activity
Operation and Maintenance, Defense-Wide
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II. Force Structure Summary:

N/A

Defense Media Activity
Operation and Maintenance, Defense-Wide
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III. Financial Summary (\$ in thousands)

	FY 2016						
			Congressional Action				
	FY 2015	Budget				Current	FY 2017
A. BA Subactivities	Actual	Request	Amount	Percent	Appropriated	Enacted	Estimate
1. Defense Media Operations	195,313	192,625	-7,134	-3.7	185,491	185,491	223,422
Total	195,313	192,625	-7,134	-3.7	185,491	185,491	223,422

* The FY 2015 Actual column includes \$6,251 thousand for Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

* The FY 2016 Enacted column excludes \$5,960 thousand for OCO Appropriations funding (PL 114-113).

* The FY 2017 Estimate excludes \$13,317 thousand for OCO Budget request funding.

Defense Media Activity
Operation and Maintenance, Defense-Wide
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III. Financial Summary (\$ in thousands)

B. <u>Reconciliation Summary</u>	Change <u>FY 2016/FY 2016</u>	Change <u>FY 2016/FY 2017</u>
Baseline Funding	192,625	185,491
Congressional Adjustments (Distributed)	-5,100	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-2,034	
Subtotal Appropriated Amount	185,491	
Fact-of-Life Changes (2016 to 2016 Only)		
Subtotal Baseline Funding	185,491	
Supplemental		
Reprogrammings		
Price Changes		3,053
Functional Transfers		11,050
Program Changes		23,828
Current Estimate	185,491	223,422
Less: Wartime Supplemental		
Normalized Current Estimate	185,491	

Defense Media Activity
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Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ 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)		192,625
1. Congressional Adjustments		-7,134
a. Distributed Adjustments		
1) Overestimating of civilian FTE targets & streamlining mgmt headquarters	-5,100	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8077 - Exchange Rates	-1,964	
2) Section 8037 - Indian Lands	-70	
FY 2016 Appropriated Amount		185,491
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2016 Baseline Funding		185,491
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2016 Estimate		185,491
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2016 Normalized Current Estimate		185,491
6. Price Change		3,053
7. Functional Transfers		11,050
a. Transfers In		
1) Defense Video & Imagery Distribution (DVIDS)	11,050	
Defense Video and Imagery Distribution System (DVIDS) function transferred from Army to Defense Media Activity beginning in FY 2017.		
8. Program Increases		25,854
a. Annualization of New FY 2016 Program		
b. One-Time FY 2017 Increases		

**Defense Media Activity
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget**

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
c. Program Growth in FY 2017		
1) Defense Information Systems Network (DISN) Services Increase represents a reallocation of baseline funding to mission partners based on current consumption of Defense Information Systems Network (DISN) services. (FY 2016 Baseline: \$27,926 thousand)	18,046	
2) Imagery Services Increase supports additional requirements to customers throughout the enterprise as related to video and imagery services. (FY 2016 Baseline: \$5,882 thousand)	7,808	
9. Program Decreases		-2,026
a. Annualization of FY 2016 Program Decreases		
b. One-Time FY 2016 Increases		
c. Program Decreases in FY 2017		
1) Civilian Pay Management HQs Reduction As part of the Department of Defense reform agenda, eliminates civilian full-time equivalent positions and resources to maintain, with limited exceptions, major headquarters activities' civilian staffing at reduced level. Decrease reflects the Service's plan for Streamlining Management Headquarters. Reduction of 10 FTEs. (FY 2016 Baseline: \$71,737 thousand; -10 FTEs)	-1,114	
2) Civilian Pay: Two Less Compensable Days Decrease in civilian personnel funding due to two less work days in FY 2017	-541	

Defense Media Activity
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
(FY 2016 Baseline: \$71,737 thousand)		
3) Pentagon Reservation Rent	-371	
Agency will no longer utilize space in the Pentagon Reservation (FY 2016 Baseline: \$360 thousand)		
FY 2017 Budget Request		223,422

**Defense Media Activity
Operation and Maintenance, Defense-Wide
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IV. Performance Criteria and Evaluation Summary:

Defense Media Activity (DMA) provides a broad range of high-quality media services to inform, educate, and entertain Department of Defense (DoD) audiences around the world.

Provide a wide variety of information products to the entire DoD family (Active, Guard, and Reserve Military Service members, dependents, retirees, DoD civilians, and contract employees) and external audiences through all available media, including: motion and still imagery; print; radio; television; Web and related emerging Internet, mobile, and other communication technologies.

Communicate messages and themes from senior DoD leaders (Secretary of Defense, Secretaries of the Military Departments, Chairman of the Joint Chiefs of Staff, Military Service Chiefs of Staff, Combatant Commanders), as well as other leaders in the chain-of-command, in order to support and improve quality of life and morale, promote situational awareness, provide timely and immediate force protection information, and sustain readiness.

Provide U.S. radio and television news, information, and entertainment programming to Active, Guard, and Reserve Military Service members, DoD civilians and contract employees, and their families overseas, on board Navy and Coast Guard ships, and other authorized users.

**Defense Media Activity
Operation and Maintenance, Defense-Wide
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IV. Performance Criteria and Evaluation Summary:

Provide, throughout the Department of Defense and to the American public, high-quality visual information products, including Combat Camera imagery depicting U.S. military activities and operations.

Provide joint education and training for military and civilian personnel in the public affairs, broadcasting, and visual information career fields to meet DoD-wide entry-level skills and long-term career development requirements.

Star & Stripes, is one of the primary sources of independent news available to DoD's internal family, and operates on both appropriated (O&M - Defense-Wide) - and non-appropriated funds.

Defense Media Activity
Operation and Maintenance, Defense-Wide
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<u>V. Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>898</u>	<u>891</u>	<u>877</u>	<u>-7</u>	<u>-14</u>
Officer	52	52	52	0	0
Enlisted	846	839	825	-7	-14
<u>Reserve Drill Strength (E/S) (Total)</u>	<u>34</u>	<u>34</u>	<u>34</u>	<u>0</u>	<u>0</u>
Officer	8	8	8	0	0
Enlisted	26	26	26	0	0
<u>Civilian End Strength (Total)</u>	<u>751</u>	<u>750</u>	<u>740</u>	<u>-1</u>	<u>-10</u>
U.S. Direct Hire	673	672	662	-1	-10
Foreign National Direct Hire	33	33	33	0	0
Total Direct Hire	706	705	695	-1	-10
Foreign National Indirect Hire	45	45	45	0	0
<u>Active Military Average Strength (A/S) (Total)</u>	<u>898</u>	<u>891</u>	<u>877</u>	<u>-7</u>	<u>-14</u>
Officer	52	52	52	0	0
Enlisted	846	839	825	-7	-14
<u>Reserve Drill Strength (A/S) (Total)</u>	<u>34</u>	<u>34</u>	<u>34</u>	<u>0</u>	<u>0</u>
Officer	8	8	8	0	0
Enlisted	26	26	26	0	0
<u>Civilian FTEs (Total)</u>	<u>751</u>	<u>750</u>	<u>740</u>	<u>-1</u>	<u>-10</u>
U.S. Direct Hire	673	672	662	-1	-10
Foreign National Direct Hire	33	33	33	0	0
Total Direct Hire	706	705	695	-1	-10
Foreign National Indirect Hire	45	45	45	0	0
Average Annual Civilian Salary (\$ in thousands)	97.0	98.0	98.2	1.0	.2

Defense Media Activity
Operation and Maintenance, Defense-Wide
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V. <u>Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
<u>Contractor FTEs (Total)</u>	<u>340</u>	<u>282</u>	<u>282</u>	<u>-58</u>	<u>0</u>

Decreases reflects the Department's plan for Streamlining Management Headquarters. Contractor FTEs have been reduced due to lost of contract support to the Radio and Television Production Office.

**Defense Media Activity
Operation and Maintenance, Defense-Wide
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VI. OP 32 Line Items as Applicable (Dollars in thousands):

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2015</u>	<u>FY 2015/FY 2016</u>		<u>FY 2016</u>	<u>FY 2016/FY 2017</u>		<u>FY 2017</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	70,224	860	-1,679	69,405	1,054	-1,834	68,625
103 Wage Board	299	4	-23	280	4	0	284
104 FN Direct Hire (FNDH)	1,042	13	997	2,052	31	-57	2,026
199 Total Civ Compensation	71,565	877	-705	71,737	1,089	-1,891	70,935
308 Travel of Persons	3,812	65	-528	3,349	60	-54	3,355
399 Total Travel	3,812	65	-528	3,349	60	-54	3,355
672 PRMRF Purchases	283	-3	80	360	11	-371	0
696 DFAS Financial Operation (Other Defense Agencies)	977	55	324	1,356	-55	94	1,395
699 Total DWCF Purchases	1,260	52	404	1,716	-44	-277	1,395
771 Commercial Transport	134	2	609	745	13	1	759
799 Total Transportation	134	2	609	745	13	1	759
901 Foreign National Indirect Hire (FNIH)	1,308	16	433	1,757	27	-50	1,734
912 Rental Payments to GSA (SLUC)	0	0	90	90	2	0	92
913 Purchased Utilities (Non-Fund)	2,430	41	1,877	4,348	78	0	4,426
914 Purchased Communications (Non-Fund)	23,619	402	3,905	27,926	503	21,396	49,825
915 Rents (Non-GSA)	2,253	38	583	2,874	52	0	2,926
917 Postal Services (U.S.P.S)	17	0	24	41	1	0	42
920 Supplies & Materials (Non-Fund)	1,678	29	-123	1,584	29	-209	1,404
921 Printing & Reproduction	4,096	70	-3,777	389	7	0	396
922 Equipment Maintenance By Contract	5,044	86	5,745	10,875	196	3,803	14,874
923 Facilities Sust, Rest, & Mod by Contract	2,877	49	-1,694	1,232	22	2,293	3,547
925 Equipment Purchases (Non-Fund)	435	7	1,794	2,236	40	-648	1,628
957 Other Costs (Land and Structures)	0	0	2,445	2,445	44	-2,489	0
960 Other Costs (Interest and Dividends)	6	0	2	8	0	1	9
987 Other Intra-Govt Purch	15,489	263	7,370	23,122	416	6,096	29,634

Defense Media Activity
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		Change			Change		
	FY 2015	<u>FY 2015/FY 2016</u>		FY 2016	<u>FY 2016/FY 2017</u>		FY 2017
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
988 Grants	18	0	-3	15	0	0	15
989 Other Services	21,965	373	-1,753	20,585	371	5,232	26,188
990 IT Contract Support Services	37,374	635	-29,854	8,155	147	1,674	9,976
991 Foreign Currency Variance	-67	0	329	262	0	0	262
999 Total Other Purchases	118,542	2,009	-12,607	107,944	1,935	37,099	146,978
Total	195,313	3,005	-12,827	185,491	3,053	34,878	223,422

* The FY 2015 Actual column includes \$6,251 thousand for Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

* The FY 2016 Enacted column excludes \$5,960 thousand for OCO Appropriations funding (PL 114-113).

* The FY 2017 Estimate excludes \$13,317 thousand for OCO Budget request funding.

Fiscal Year 2017 President's Budget
Department of Defense Dependents Education (DoDDE)



February 2016

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**DoD Dependents Education
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget**

**Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
Budget Activity (BA) 04: Administration and Service-wide Activities**

	FY 2015 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2016 <u>Enacted</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2017 <u>Estimate</u>
DoDDE	2,638,349	45,420	52,366	2,736,135	52,369	-117,361	2,671,143
* The FY 2015 Actual column includes \$93,000 thousand of FY 2015 OCO Appropriations funding (PL 113-235). * The FY 2016 Estimate column excludes \$73,000 thousand of the FY 2016 OCO Appropriations funding (PL 114-113). * The FY 2017 Estimate column excludes \$67,000 thousand of the FY 2017 OCO Budget Request.							

I. Description of Operations Financed: (www.dodea.edu) The Department of Defense Dependents Education (DoDDE) program includes the Department of Defense Education Activity (DoDEA) and the Family Assistance (FA)/Family Advocacy Program (FAP).

DoDEA is the Department of Defense's (DoD) showcase for education excellence. DoDEA provides a world-class education program that inspires and prepares students in military communities around the world to be successful and responsible citizens in a dynamic global environment. The DoDEA schools' diverse curriculum offerings fully support the DoDEA Community Strategic Plan (CSP). DoDEA is a DoD field activity operating under the direction, authority, and control of the Under Secretary of Defense for Personnel and Readiness (P&R) and Assistant Secretary of Defense for Manpower & Reserve Affairs (M&RA). DoDEA is comprised of the Department of Defense Dependents Schools (DoDDS), the DoD Domestic Dependent Elementary and Secondary Schools (DDESS), the Management Headquarters, and the Consolidated School Support.

The mission of the **DoDDS** program is to provide a superior educational program that educates, engages, and empowers students to succeed in a dynamic world. In accomplishing its mission, the DoDEA looks to National education initiatives to continually enhance its programs. DoDDS educates 49,355 students in 115 schools located in 11 countries (Bahrain, Belgium, Cuba, Germany, Italy, Japan, Korea, Netherlands, Spain, Turkey, and the United

**DoD Dependents Education
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I. Description of Operations Financed (cont.)

Kingdom), and oversight of the DoDEA Virtual High School (DVHS) to offer online courses to meet academic and career oriented goals. The DoDDS program is supported by 6,958 full-time equivalent staff. The DoDDS program also provides funds for 2,929 students enrolled in Non-DoD Schools.

The DoDEA Non-DoD Schools program (NDSP) supports the primary and secondary school education of eligible dependents of active duty U.S. military and DoD civilians assigned to remote, overseas areas where DoDEA schools are unavailable. Eligible dependents of military and civilian sponsors must be included on official orders and meet age requirements. To help defray education expenses for eligible dependents, NDSP assists with funding for tuition and other costs. Currently, DoDEA funds the cost to educate over 3,384 dependents who attend schools throughout the world in Asia, Africa, Europe, and the Americas. Regulations governing NDSP includes: Title 20 U.S. Code section 926(b), DoDEA Regulation 1342.13, DoDEA Regulation 1035.1, and the U.S. Department of State Standardized Regulation (DSSR) Section 270.

Like DoDDS, the **DDESS** program seeks to provide a world class education to students in military communities in the United States, Guam, and Puerto Rico. In accomplishing its mission, DoDEA looks to national education initiatives to continually enhance its programs. DDESS educates 26,288 students in 62 schools located in seven states (Alabama, Georgia, Kentucky, New York, North Carolina, South Carolina, and Virginia), the Territory of Guam, and the Commonwealth of Puerto Rico. The DDESS program is supported by 4,549 full-time equivalent staff. The DDESS program also provides funds for 455 students enrolled in NDSP whose active duty U.S. military and DoD civilians are assigned in Canada, Mexico, and South America. DDESS manages Special Arrangement contracts for 1,500 students with local school districts. The contracts provide funds for payment of tuition

**DoD Dependents Education
Operation and Maintenance, Defense-Wide
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I. Description of Operations Financed (cont.)

and transportation services at locations not served by DDESS. Special Arrangement contracts are located in Delaware, Massachusetts, New York, and Puerto Rico.

A Special Arrangement is an agreement under 10 U.S.C. 2164 between the Secretary of Defense, or designee, and a public Local Educational Agency (LEA) whereby a school or school system operated by the LEA provides educational services to eligible dependent children of military personnel and federally employed civilian personnel. Special Arrangements support partial or total Federal funding to the LEAs for the educational services provided. Special Arrangement contracts with LEAs that provide full educational services, to include transportation for military dependents, exist at Hanscom Air Force Base (MA), Dover Air Force Base (DE), and West Point (NY). In 2004, two additional Special Arrangement contracts were established in order to provide educational services to dependents residing in the commuting areas of Ceiba and Ponce, Puerto Rico. These two Special Arrangement contracts were established as a result of the closure of DoD installations in Puerto Rico and the requirement to transport children to English-speaking schools.

The **Management Headquarters** is responsible for overseeing, directing, and controlling Agency activities as well as establishing educational standards, developing Agency-wide policy and guidance, monitoring programs and outcomes, providing technical assistance, and garnering resources for DoDEA. The Management Headquarters provides educational leadership, support, and direction to area directors, district superintendents, and school administrators. Additionally, the Management Headquarters develops the pre-K-12 curriculum; conducts educational program evaluations; coordinates curriculum materials adoptions; implements consistent, rigorous educational programs that reflect national trends; and, coordinates systemic professional development and accountability profiles.

**DoD Dependents Education
Operation and Maintenance, Defense-Wide
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I. Description of Operations Financed (cont.)

Lastly, Management Headquarters provides counsel to the Under Secretary of Defense, P&R, on matters relating to educational programs for pre-K-12 dependents of service members.

The **Consolidated School Support** (CSS) program streamlines financial management, logistics, procurement, human resources, education, information technology, internal review, manpower management, and safety and security at DoDEA. These functions directly support specific day-to-day operations, including resource management personnel who are responsible for area office and district budgets and accounting records, procurement personnel who manage and procure contracts for the area offices, districts, and schools; human resources personnel who process personnel actions for area offices, districts, and school personnel; engineers who coordinate school facility projects; and, instructional support specialists who coordinate and conduct assessments, staff development, and curriculum reviews in support of the educational programs for grades Pre-K-12. The Educational Partnership Program (EPP) responds to Congressional direction in Section 574(d) of P.L. 109-364, as amended (codified at 20 USC 7703b note), to ease the transition of military dependent students to LEAs. It is estimated that 80% of military children in the United States attend public schools (approximately 1.2 million children). Due to continuous deployments, the intense burden borne by our military families and their school-age children demands more focus, action, and coordination.

DoDEA Schools: To ensure sustained, high levels of student achievement, the DoDEA CSP contains goals and benchmarks that drive resources and organizational improvements. The CSP is the catalyst for changing the teaching and learning process; raising the standard of learning to ensure excellence; creating greater local autonomy in devising methods and strategies to meet standards; creating a common language for communication among all stakeholders; and creating greater accountability for reaching expected outcomes. The DoDEA CSP unifies the strategic direction for both DoDDS and DDESS, yet provides the

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flexibility to address each program and community's unique issues and challenges. The plan provides a road map for keeping DoDEA at the forefront in advancing the DoD's agenda for education, and as a leader in the Nation for improving student performance and achievement.

DoDEA's schools are primarily overseas. DoDEA performs its mission in many unique and demanding circumstances due to geography, U.S. national interests, and the current military environment; despite heightened security and the perpetual threat of terrorism. This budget request supports DoDEA's plan to:

1. Strengthen the high school (9-12) program to include advanced studies; support and enrichment in academic courses; enhanced college and career counseling; professional/technical preparation; increased distance learning for student learning; and professional staff development.
2. Provide specialized equipment and furnishings for children with moderate to severe disabilities to comply with the Individuals with Disabilities Education Act (IDEA); maintain staffing and provide professional development and materials for special education staff.
3. Infuse technology into the curriculum and enhance distance learning system capabilities.
4. Maintain and further develop a virtual school curriculum and an enhanced instructional delivery system. The 21st Century Military Child Initiative will provide synchronous and asynchronous learning opportunities aligned with DoDEA's curriculum to address the educational needs of military dependent students in

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transition via a fully-accredited Virtual School program. The initiative will also create a systemic approach of blended learning via a system of reusable, object-based digital resources to support face-to-face instruction and professional development within DoDEA.

5. Maintain quality programs with increased academic rigor through thorough data analysis of student performance.
6. Focus on continuous professional staff growth and development so our teachers can provide quality instruction and optimize student achievement.
7. Provide students with uniform curricula and standards that mitigate the stress of frequent moves, unit deployments, redeployments, and extensions.
8. Implement ambitious strategic goals and performance metrics for optimum student achievement.

The DoD global defense posture review and known plans for realignment and closures of domestic base structures are not reflected herein. As restructuring plans progress, the impact on DoDEA budgets will be addressed.

FAMILY ASSISTANCE (FA):

The FA program provides programs and outreach services to include, but not limited to: the 1-800 Military OneSource (MOS); the Military and Family Life Counseling (MFLC) Program; financial outreach and non-medical counseling; spouse employment and career opportunities; child care services; youth programs; and, support to the Guard and Reserve

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I. Description of Operations Financed (cont.)

service members and their families. Funding supports DoD-wide service delivery contracts to support all Active Duty, Guard, and Reserve Components, and is aimed at providing outreach on and off installations with emphasis on geographically dispersed populations. MOS serves as the single DoD point of contact for the collection of personnel accounting information from the DoD Components (DoDI 3001.02 Personnel Accountability in Conjunction with Natural or Manmade Disasters) and has become the Department's standard for providing 24/7 assistance to military members and their family members around the world.

The Department is committed to providing support for service members and their families by applying resources to:

1. Provide access to confidential, non-medical counseling services world-wide to include readjustment counseling for returning service members, child and youth behavioral issues, stress management, financial counseling, employment counseling for spouses, counseling on relationships, and communication issues. The Military Family Life Counselors also provide "surge" counseling support for units returning from combat.
2. Provide 24/7/365 assistance and referral service via a toll-free phone call, on-line chat, or face-to-face counseling. Telephonic and video counseling is available for those not in close proximity to an installation or unable to leave the home due to child care, illness, etc.; on-line counseling is available from any computer with internet connection, which includes a warm hand-off to TRICARE for situations that warrant medically related assistance.
3. Provide military spouse assistance by exploring career opportunities, assisting with education and licenses, and assessing readiness for employment and connections to

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employers through the Spouse Employment and Career Opportunities (SECO) program. Spouse employment plays a key role in financial and personal well-being of military families, satisfaction with career development has direct effects on spouse well-being. Two-thirds of married military members report that their decision to reenlist was largely or moderately affected by their spouse's career prospects.

4. Provide additional support for the DoD Child Development system of quality, affordable child care in child development centers at over 300 locations, as well as child care spaces to Reserve Component families, geographically dispersed Active Duty military families, and Active Duty families who are unable to access child care programs on the installations by sustaining Private Partnership Ventures. The DoD Child Development system serves over 200,000 children daily in full-day, part-day, and hourly child care; part-day preschools; and, before-and-after school programs for school-age children. Also provides extended hour care for nights, weekends, and shift workers.
5. Provide assistance to the youth of the Active Duty, Guard, and Reserve and their families for programs and initiatives that support lifelong health and wellness, educational success, exploration of the arts, and character development.
6. Provide infrastructure and program support to the Guard and Reserve, Active Duty Forces and their families who are geographically dispersed through the Joint Family Support Assistance Program, placing Military One Source Consultants and Military Family Life Consultants in all 50 states, the four territories, and the District of Columbia.
7. Provide support for military families with special needs. The Exceptional Family Member Program provides information and referral, training, non-medical case management, advocacy, enrollment, and assignment coordination to ensure that

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military members are assigned to locations that can meet the needs of their family members with special needs.

8. Provide support to the DoD Relocation Assistance Program (RAP), which offers military members and their families information and services during permanent change of stations or transition.
9. Provide support to the Joint Online Library and Information Services Program, including online library databases, the Summer Reading Program, and online tutoring for children.

FAMILY ADVOCACY (FAP):

FAP funds are sent to each of the Military Services for use in their Family Advocacy Programs to ensure delivery of evidence-based prevention and clinical intervention programs in cases of domestic abuse, child abuse, and neglect. Funding is distributed to the Military Services for program costs at 300 installations. The FAP staff of over 2,260 government and contract staff executes the FAP within the Military Department down to the installation level. FAP includes the New Parent Support home visitation program to parents who screen as high risk for prevention of child abuse and neglect; and domestic abuse victim advocates who provide confidential safety assessment, information about available military and civilian resources, and ongoing victim support, including support in obtaining civilian and military protection orders for current and former spouses and intimate partners. This budget includes funding for the DoD Family Advocacy Command Assistance Team (FACAT) deployments as needed to respond to allegations of multiple victim child sexual abuse in DoD-sanctioned out-of-home activities. The budget also includes operation of the DoD Hotline for reporting allegations of child abuse or safety violations within military child care settings; installation-based public awareness activities for domestic abuse and child abuse and neglect; training for

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professionals required to report suspected child abuse and neglect; appropriate command responses to allegations of family violence; and, research. The budget also includes the standardization, development, and implementation of research-based Severity Scales and the Intimate Partner Physical Incident Risk Assessment Tool and Command/Leadership training.

TROOPS TO TEACHERS (TTT):

The TTT program provides military personnel and veterans with the opportunity to begin a new career in primary and secondary education. This program was funded and administered by the Department of Education from FY 2001 through FY 2010. The National Defense Authorization Act (NDAA) 2012 authorized the DoD to administer and fund the program during FY 2012. The FY 2013 NDAA permanently and fully transferred the TTT program to the DoD.

1. Provide funds to pay stipends to eligible service members for teaching licenses and certifications, and bonuses to those choosing to teach science, mathematics, special education, or vocational or technical subjects in high needs schools.
2. Provide opportunities for transitioning service members to become teachers and fill positions in eligible schools that are experiencing a shortage of highly qualified teachers.

II. Force Structure Summary:

N/A

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	FY 2016						
			Congressional Action				
	FY 2015	Budget				Current	FY 2017
	<u>Actual</u>	<u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Enacted</u>	<u>Estimate</u>
A. <u>BA Subactivities</u>							
1. DoDEA	1,821,550	1,992,526	-51,220	-2.6	1,941,306	1,941,306	1,875,558
1. Mgt HQ	22,137	21,548	0	0.0	21,548	21,548	21,345
2. Consolidated School Support	144,956	102,992	35,000	33.0	137,992	137,992	111,586
3. DoDDS	1,118,208	1,249,446	-69,520	-5.6	1,179,926	1,179,926	1,155,642
4. DDESS	536,249	618,540	-16,700	-2.7	601,840	601,840	586,985
2. Family Assistance/Family Advocacy Programs	816,799	761,245	33,584	4.4	794,829	794,829	795,585
1. Family Assistance Family Advocacy Program	705,501	648,704	33,584	5.2	682,288	682,288	681,019
2. Spouse Employment and Career Opportunities Program	80,000	86,000	0	0.0	86,000	86,000	87,548
3. Troops To Teachers Program	14,298	14,541	0	0.0	14,541	14,541	14,802
4. Exceptional Family Member Program	6,000	6,000	0	0.0	6,000	6,000	6,108
5. Relocation Assistance Program	11,000	6,000	0	0.0	6,000	6,000	6,108
Total	2,638,349	2,753,771	-17,636	-0.6	2,736,135	2,736,135	2,671,143

* The FY 2015 Actual column includes \$93,000 thousand of FY 2015 OCO Appropriations funding (PL 113-235).

* The FY 2016 Estimate column excludes \$73,000 thousand of the FY 2016 OCO Appropriations funding (PL 114-113).

* The FY 2017 Estimate column excludes \$67,000 thousand of the FY 2017 OCO Budget Request.

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B. <u>Reconciliation Summary</u>	Change <u>FY 2016/FY 2016</u>	Change <u>FY 2016/FY 2017</u>
Baseline Funding	2,753,771	2,736,135
Congressional Adjustments (Distributed)	29,912	
Congressional Adjustments (Undistributed)	35,000	
Adjustments to Meet Congressional Intent	-82,548	
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	2,736,135	
Fact-of-Life Changes (2016 to 2016 Only)		
Subtotal Baseline Funding	2,736,135	
Supplemental	73,000	
Reprogrammings		
Price Changes		52,369
Functional Transfers		
Program Changes		-117,361
Current Estimate	2,809,135	2,671,143
Less: Wartime Supplemental	-73,000	
Normalized Current Estimate	2,736,135	

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	<u>Amount</u>	<u>Totals</u>
C. <u>Reconciliation of Increases and Decreases</u>		
FY 2016 President's Budget Request (Amended, if applicable)		2,753,771
1. Congressional Adjustments		-17,636
a. Distributed Adjustments		
1) Financial Education	32,862	
2) Healthy Base Initiative	3,000	
3) Program Changes	-5,950	
b. Undistributed Adjustments		
1) Impact Aid	30,000	
2) Impact Aid for Children with Disabilities	5,000	
c. Adjustments to Meet Congressional Intent		
1) Section 8037 (Indian Lands)	-1,060	
2) Section 8077 (Fav. Exchange Rates)	-81,488	
d. General Provisions		
FY 2016 Appropriated Amount		2,736,135
2. War-Related and Disaster Supplemental Appropriations		73,000
a. OCO Supplemental Funding		
1) FY 2016 Defense-Wide Overseas Contingency Operations	73,000	
3. Fact-of-Life Changes		
FY 2016 Baseline Funding		2,809,135
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2016 Estimate		2,809,135
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-73,000
FY 2016 Normalized Current Estimate		2,736,135
6. Price Change		52,369
7. Functional Transfers		
8. Program Increases		36,963
a. Annualization of New FY 2016 Program		
b. One-Time FY 2017 Increases		
c. Program Growth in FY 2017		

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
<p>1) (101) Civilian Compensation--Exec, Gen & Sp Sched Financial Education Program - The increase supports personnel for the development of new curriculum to meet a renewed focus on major life and career transitions, health benefits, retirement planning and savings, and overall financial readiness of the total military force per direction of the Military Compensation and Retirement Modernization Commission (MCRMC).</p> <p>FA: (+\$2,198) +15 FTEs</p> <p>The increase supports Budget and Data Management compensation costs for the Financial Improvement & Audit Readiness (FIAR) requirements and the transition to the new accounting system Defense Agencies Initiative (DAI) system; new and on-going contracts oversight; collecting and analyzing data to track effectiveness of service member and family programs and collection, analysis and management of service member and family program data.</p> <p>FAP: (+\$1,929) +14 FTEs (FY 2016 Baseline: \$1,240,167 thousand; +29 FTEs)</p>	4,127	
<p>2) (103) Wage Board</p> <p>This increase is part of a continuous effort to align estimated work year costs with actual execution costs to ensure DoDEA can continue to provide a superior educational program to students in military communities around the world.</p> <p>DDESS: (+\$1,244) DoDDS: (-\$145)</p>	1,099	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
(FY 2016 Baseline: \$14,387 thousand; +0 FTEs)		
3) (111) Disability Compensation	189	
This increase is based on the actual costs of the Federal Employee Compensation Act (FECA) invoice which was estimated at 6% above the projected costs.		
DDESS: (+\$120)		
DoDDS: (+\$60)		
CSS: (+\$9) (FY 2016 Baseline: \$3,162 thousand; +0 FTEs)		
4) (696) DFAS Financial Services	749	
DFAS provides financial services to DODEA. Funding is required to support these services. The increased workload requirements are based on annual estimates.		
DDESS: (+\$137)		
DoDDS: (+\$610)		
CSS: (+\$2)		
(FY 2016 Baseline: \$6,169 thousand; +0 FTEs)		
5) (987) Armed Forces Retirement Home	22,000	
This increase will support a funding transfer to the Armed Forces Retirement Home Trust Fund.		
FA: (+\$22,000)		
(FY 2016 Baseline: \$0 thousand; +0 FTEs)		
6) (988) Local Education Agency (LEA) Grant Program	8,799	
The grant program provides funding to Local Education Agencies (LEAs) experiencing significant growth of military connected students from force structure changes. The program directly supports and leverages influence to LEAs serving the approximately 617,000 school-aged children from military-connected families living in the United States who do not attend		

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Department of Defense Education Activity (DoDEA) Schools. Beginning FY 2017 DoDEA will no longer have approved legislative authority to continue the grant program.		
CSS LEA Grants (+\$8,799) (FY 2016 Baseline: \$94,541 thousand; +0 FTEs)		
9. Program Decreases		-154,324
a. Annualization of FY 2016 Program Decreases		
b. One-Time FY 2016 Increases		
1) Impact Aid	-30,000	
2) Impact Aid for Children with Disabilities	-5,000	
c. Program Decreases in FY 2017		
1) (101) Civilian Compensation--Exec, Gen & Sp Sched	-69,105	
Overall the reduction accounts for a 2 day decrease; the reversal of the one day increase for FY2016 and an additional one day decrease to cover a total of 2 less work days in FY 2017.		
DDESS: (-\$1,653)		
DoDDS: (-\$2,934)		
CSS: (-\$120)		
<u>HQ: (-\$48)</u>		
FY2016: (-\$4,755)		
DDESS: (-\$1,526)		
DoDDS: (-\$2,756)		
CSS: (-\$105)		
<u>HQ: (-\$50)</u>		
FY2017: (-\$4,437)		

Decrease of (-16 FTE's) are due to management

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
realignments of DoDDE's civilian workforce to support the Family Advocacy Program DAI, FIAR and MCRMC requirements. CSS: (-\$2,348)		
Decrease of (-425 FTEs) supports declining student enrollment within DoDDS and DDESS, due to military restructuring. DDESS enrollment is estimated to increase, however the reduction more accurately reflects the FTE's required per classroom and current estimated base housing population of students. This reduction is part of a continuous effort to align estimated work year costs with actual execution costs to ensure DoDEA can continue to provide a superior educational program to students in military communities around the world. DDESS: (-\$22,437) FTEs: (-204) DoDDS: (-\$34,671) FTEs: (-221)		
Due to mandatory Management Headquarters (Mgt HQ) efficiency initiatives, DoDEA has reduced its overall total of (-4 FTEs) by 20% from FY2015-FY2019. This reduction is part of a continuous effort to align estimated work year costs with actual execution costs to ensure DoDEA can continue to provide a superior educational program to students in military communities around the world. Mgmt HQs: (-\$457) (FY 2016 Baseline: \$1,240,167 thousand; -445 FTEs)		
2) (104) Civilian Compensation (FNDH)	-354	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Decrease of (-4 FTEs) supports declining student enrollment within DoDDS and DDESS, due to military restructuring. DDESS enrollment is estimated to increase, however the reduction more accurately reflects the FTE's required per classroom and current estimated base housing population of students. DoDDS: (-\$354) FTE: (-4) (FY 2016 Baseline: \$3,435 thousand; -4 FTEs)		
3) (308) DoDEA Travel The reduction is the result of DoDEA's continuous effort to implement efficiencies by reducing travel related costs through the use of virtual technologies such as video teleconferencing, Defense Connect Online (DCO), webinars, online training modules, and other similar technologies. DoDDS: (-\$3,514) (FY 2016 Baseline: \$91,137 thousand; +0 FTEs)	-3,514	
4) (901) Foreign National Indirect Hire (FNIH) Decrease of (-18 FTEs) supports declining student enrollment within DoDDS and DDESS, due to military restructuring. DDESS enrollment is estimated to increase, however the reduction more accurately reflects the FTE's required per classroom and current estimated base housing population of students. DoDDS: (-\$2,380) FTE: (-18) (FY 2016 Baseline: \$9,238 thousand; -18 FTEs)	-2,380	
5) (913) DoDEA Energy Conservation Program: DoDEA is required to implement provisions of the Energy Conservation and Production Act (ECPA) of 2011	-1,895	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
<p>which directed that new Federal buildings achieve energy consumption levels at least 30 percent below the minimum baseline standards where cost effective. This likewise supports Sections 433 and 438 of Public Law 110-140, "Energy Independence and Security Act of 2007," December 19, 2007; Sections 109 and 203 of Public Law 109-58, "Energy Policy Act of 2005," August 8, 2005; Executive Order 13423, "Strengthening Federal Environmental, Energy, and Transportation Management," January 24, 2007; Executive Order 13514, "Leadership in Environmental, Energy, and Economic Performance," October 5, 2009; and "Federal Leadership in High Performance and Sustainable Buildings Memorandum of Understanding," January 24, 2006. With compliance DoDEA is expecting reductions in energy and utility consumption as new schools are brought online from FY 2017-2021.</p>		
DDESS: (-\$193)		
DoDDS: (-\$1,702)		
(FY 2016 Baseline: \$35,395 thousand; +0 FTEs)		
<p>6) (987) Family Advocacy/Family Assistance Programs The reduction is due to a decrease to services (i.e. counseling sessions and support) provided via the Military Family Life Counseling (MFLC) contract. FA: (-\$39,633)</p>	-39,633	
(FY 2016 Baseline: \$797,901 thousand; +0 FTEs)		
<p>7) (989) DoDEA Service Contracts The reduction is part of a continuous effort to align service contract costs with actual execution to ensure DoDEA can continue to provide a superior</p>	-2,443	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
educational program to students in military communities worldwide. (FY 2016 Baseline: \$108,693 thousand; +0 FTEs)		
FY 2017 Budget Request		2,671,143

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IV. Performance Criteria and Evaluation Summary:

Enrollment and Number of Schools:

<u>DoDDE Enrollment:</u>	<u>FY 2015</u> <u>Enacted</u>	<u>FY 2016</u> <u>Estimate</u>	<u>FY 2017</u> <u>Estimate</u>
Special Education	1,357	1,357	1,168
Sure Start	885	844	831
Pre-Kindergarten	3,177	3,052	3,311
Kindergarten	7,830	7,394	7,731
Grades 1 through 12	63,285	61,671	62,602
Non-DoD Schools Program	3,503	3,429	3,384
Special Arrangements	<u>1,477</u>	<u>1,500</u>	<u>1,500</u>
Total DoDDE	81,514	79,247	80,527

Note: Special Education enrollment reflects students enrolled in Pre-school Children with Disabilities and other self-contained special education programs only. Kindergarten through Grade 12 enrollment includes special education students which are educated in the least restrictive age appropriate classroom environment.

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IV. Performance Criteria and Evaluation Summary:

<u>DoDDS Enrollment:</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
	<u>Enacted</u>	<u>Estimate</u>	<u>Estimate</u>
Special Education	622	622	524
Sure Start	873	831	831
Pre-Kindergarten	564	528	698
Kindergarten	4,535	4,464	4,436
Grades 1 through 12	43,549	43,075	42,866
Non-DoD Schools Program	2,985	2,974	2,929
Special Arrangements	<u>0</u>	<u>0</u>	<u>0</u>
Total DoDDS	53,128	52,494	52,284

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IV. Performance Criteria and Evaluation Summary:

<u>DDESS Enrollment:</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
	<u>Enacted</u>	<u>Estimate</u>	<u>Estimate</u>
Special Education	735	735	644
Sure Start	12	13	0
Pre-Kindergarten	2,613	2,524	2,613
Kindergarten	3,295	2,930	3,295
Grades 1 through 12	19,736	18,596	19,736
Non-DoD Schools Program	518	455	455
Special Arrangements	<u>1,477</u>	<u>1,500</u>	<u>1,500</u>
Total DDESS	28,386	26,753	28,243

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IV. Performance Criteria and Evaluation Summary:

<u>Number of Schools:</u>	<u>FY 2015</u> <u>Enacted</u>	<u>FY 2016</u> <u>Estimate</u>	<u>FY 2017</u> <u>Estimate</u>
DoDDE Total	179	174	177
DoDDS	118	114	115
DDESS	61	60	62

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IV. Performance Criteria and Evaluation Summary:

<u>Funding Levels</u>	<u>FY 2015</u> <u>Enacted</u>	<u>FY 2016</u> <u>Estimate</u>	<u>FY 2017</u> <u>Estimate</u>
Sustainment	75,353	89,281	95,703
Restoration and Modernization	17,396	50,000	50,000
Demolition	<u>0</u>	<u>0</u>	<u>0</u>
Total	92,749	139,281	145,703
 DoDEA Sustainment Rate	 90%	 90%	 90%
Department Sustainment Goal for DoDEA	90%	90%	90%

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IV. Performance Criteria and Evaluation Summary:

Performance Criterion #1: Cost and productivity Metrics: There are three supporting educational initiatives that are vital to DoDEA successfully establishing and sustaining a standards-based educational system.

Goal 1 for FY 2017: Sustainment of a robust educator professional development framework that supports the successful development and implementation of our new standards-based educational system which largely depends on the efficacy of our educational professionals (teachers, principals and above school level education staff).
Results: To ensure our workforce has the requisite skills, knowledge, and strategies to achieve the required reform, we will place considerable emphasis on the development and implementation of a robust, system-wide professional development framework.

Goal 2 for FY 2017: Improve student readiness and motivation for an increase in academic rigor.

Results: Acknowledging and working to mitigate the many non-school factors that influence our school environments to properly prepare students for the learning process and meet each student's unique learning needs.

Goal 3 for FY 2017: Establishment of an integrated data management system that reflects each student's academic performance and progress by content area and grade.

Results: In order to ensure essential student performance data is consistently available to system stakeholder in order to facilitate timely decisions/actions, we will pursue a system-wide, integrated data management system composed of data management policies, standardized procedures, and a system-of-record infrastructure.

FAMILY ASSISTANCE:

Performance Criterion #1: Provide programs and services supporting military members and their families that are cost effective, efficient, and focused on outcomes. The planned

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strategy is as follows: re-balance program delivery by center-based, virtual, and community-based outreach, leveraging technology when and where appropriate, to adapt to the agile military life style and the needs of both the Service members and families living on installations along with those living off installation, with special emphasis on the geographically dispersed and isolated populations.

Goal for FY 2017: To continue to provide Family Assistance that optimizes utilization of in-person service delivery and innovative technology to provide increased access, improve the quality of lives, and have measurable impact and positive outcomes resulting in improved military readiness. Complete the Annual Report on Family Readiness Programs which will allow data collection on utilization, demographics, and trends. Develop program evaluation metrics to enhance the assessment of effectiveness, efficiency and outcomes of assistance provided. Have results of and access to a completed triennial Needs Assessment. Realization of accreditation or certification of family support services based on jointly developed national standards.

Results: The use of valid and reliable measures (e.g. cost, quality, customer satisfaction, accessibility, and user participation) that are linked to outcomes will align the collection of information about the well-being of service members and families across multiple levels and capture emerging needs in a timely manner. Support to Military Service Members and their families through programs, research, and evaluation of the communities in which they reside will lead to new and innovative means to better serve all Americans. Improved efficiencies will be achieved by identifying gaps and limiting duplication of programs and services.

Performance Criterion #2: Diminish negative effects of stigma associated with seeking counseling for issues unique to military life. The planned strategy is as follows:

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Provide policy and guidance to promote integrated services targeting deployment, reunion, casualty, and other contingency situations and to reduce the incidence and effects of all forms of family stress. Provide non-medical counseling and interventions to create a positive outlet for emotions and other stressors to prevent negative behaviors that are harmful to military members and their families.

Goals for FY 2017: Continue to expand the robust delivery of outreach services for military members and families. Leverage technology to ensure that support is available in times of crisis on a National level as well as to handle personal situations that service members and families face daily or as situations arise. Confidential non-medical counseling, financial counseling, health and wellness coaching, and spouse education and employment initiatives that will continue to be strong components of the family support outreach platform.

Results: Components of the integrated counseling program are being delivered to support both Active Duty and the Guard and Reserve components and their families to include: 1) MFLCs who provide direct services and outreach on and off active duty installations (in military units, in Child Development Centers, in schools, at summer programs for youth, and "surge" counseling for emerging issues such as crisis situations and units returning from combat) as well as at Guard and Reserve weekend drills and family reintegration special events; 2) Personal Financial Counselors who provide direct services on and off military installations or by phone to Active Duty and the Guard and Reserves and their families; 3) direct services available via a 1-800-number, audio/video contact, on-line chat, and outreach via Military OneSource website; 4) health and wellness coaching via Military OneSource to help service members and families gain control in areas such as exercise, nutrition and diet, and 5) military spouse career counseling. Utilize the case

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management system to collect data on utilization, demographics, trends, and outcome measures that identify impact of non-medical counseling services.

Performance Criterion #3: Maintain the current level of child care capacity through both installation-based and community-based delivery systems. The Strategies include: analyzing changes in child demographics to ensure capacity meets the need; analyzing trends in child care capacity shortfalls using data to determine future expansion needs; analyzing current and future trends for child care quality including health/safety and risk management issues, of community-based delivery systems; and assessing state of current capacity to determine capital improvement needs for aging child and youth facilities.

Goal for FY 2017: Use analysis and continuous process improvement to provide the required level of support for the families with children.

Results: Military families will have access to affordable quality child care enabling them to manage the military lifestyle while serving their country.

Performance Criterion #4: Maximize the use of resources and state-of-the-art technology to improve the ability to access and deliver child care services when and where needed. The strategies include: streamline and clarify the request for child care processes coordinating with the Military Services to ensure consistency; identify tools and resources to support increased efficiencies in providing child care services; identify tools and resources needed to ensure a well-trained and competent workforce, and utilize a myriad of delivery systems to include existing child care facilities, schools, recreation and after-school programs, and home-based care.

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Goal for FY 2017: Anticipate and prepare to act swiftly in meeting sizeable, sudden and unforeseen child care requirements nation-wide through use of community-based resources while maintaining current child care capacity.

Results: Military families will be better able to manage their current child care needs and plan for future child care needs.

Performance Criterion #5: Maximize the use of resources and relationships with partner organizations to improve access to programs for the youth of the Guard and Reserve and Active Duty Forces. Strategies include: identify research-based, evidence-informed program and organizations that support positive youth development; identify service delivery systems on and off the installation; support staff recruitment efforts and internship opportunities within child and youth programs to ensure a qualified and reliable labor force; and to support families with children throughout the deployment cycle through a variety of educational programs.

Goal for FY 2017: Provide opportunities for military youth to develop the skills necessary to succeed and to deal with the stresses of military family life.

Results: Provide opportunities for military families to access quality youth programs on the installation and in their communities. Youth will benefit from available opportunities to develop resiliency skills, experience educational successes, explore the arts, and develop healthy habits.

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IV. Performance Criteria and Evaluation Summary:

Performance Criterion #6: Partnership opportunities to leverage efficiencies in service delivery and ensure common standards and goals. The planning strategy is to engage those involved in or potentially able to provide support to military families within the DoD, other federal, state, and local department and agencies.

Goal for FY 2017: Sustain existing communities of practice/concentration areas currently supported by the Military Families Learning Network (MFLN) in support of an increasingly seamless Family Readiness System through which military families are able to access support when and where and at the level it is needed. Add communities of practice/concentration areas where needed to ensure comprehensive and collaborative support. Use Community Capacity Building (CCB) Curriculum as a catalyst for service providers in both military and civilian communities to engage in efforts to build community capacity at the local level.

Results: Military and civilian community service providers will participate in webinars, social media and other means of professional development provided by MFLN. These same providers will be trained in developing community capacity to meet the needs of military families using the CCB curriculum and its support tools.

Performance Criterion #7: Maximize the use of resources and state-of-the-art technology to provide smooth relocation assistance for military families. The strategies include: Provide information technology tools and resources to support efficient and effective delivery systems. Leverage resources through on-line training and assistance for military members and their families so they are better able to manage their permanent change of station moves in a fiscally responsible manner, reducing the impact of economic issues on their overall quality of life.

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IV. Performance Criteria and Evaluation Summary:

Goal for FY 2017: Use technological applications to augment in-person service delivery to service members and their families and to improve access to relocation assistance when and where it is needed. Using the eSponsorship application, provide training and resources to support sponsors and relocating military members.

Results: Military members will be enabled to use web-based tools to manage their own permanent change of station moves, as well as, enhance sponsorship of a military member and family arriving at a new duty station.

FAMILY ADVOCACY:

Performance Criterion #1: Utilize the Centers for Disease Control (CDC) National Intimate Partner and Sexual Violence Study (NISVS) Military Report which measures the prevalence of Intimate Partner Violence in comparison with the general population to determine where to target resources and identify the most effective evidenced-based programs to use.

Goal for FY 2017: Reduce the prevalence of reported child abuse and neglect and domestic abuse in active component families. Provide effective treatment to strengthen family functioning in a manner that increases the competency and self-efficacy of military families. Maximize utilization and leverage innovative technology to include National Center for Telehealth and Technology (T2) and other organizations within Defense Centers of Excellence to provide increased access, improve the quality of life, and have

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measurable impact and positive outcomes that result in improved military readiness and resilience.

Results: Targeted resources and evidence-based programs will reduce the prevalence of child abuse and neglect and domestic abuse. Continued technological enhancements to include web-sites, blogs, apps to increase access to families and support their healthy family functioning. A collection of data and metrics with which to perform analysis to determine gaps and redundancies. Collaboration with CDC and DoD Sexual Assault Prevention and Response Office (SAPRO) to develop another NISVS military study with the goal of implementation in 2016/2017.

Performance Criterion #2: Utilize evidenced-based practices/programs across the Department for counseling and interventions to reduce the prevalence of reported child abuse and neglect and domestic abuse in military families. Utilize metrics and outcomes to measure effectiveness of the counseling and intervention for Service members and family members. Continue to track incidents of child abuse and neglect and domestic abuse and report the number of total incidents and the number of incidents that "meet criteria" for maltreatment to be included in the Central Registry. Provide annual Fiscal Year statistics and trends to Congress.

Goal for FY 2017: Utilize the Clearinghouse and our Federal Partners to determine the most effective evidenced-based treatment practices and programs to address child maltreatment and domestic abuse in the military environment. Implement the evidence-based Family Foundations program through train-the-trainers across the Department. Implement the National Child Traumatic Stress Network (NCTSN) learning platform to enhance clinical competency and skills for FAP clinicians Department-wide. Track and report the annual Fiscal Year reports and trends of child abuse and neglect and domestic abuse that "meet

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criteria" for inclusion in the central registry; and monitor the outcomes and metrics of all treatment programs.

Results: Treatment and intervention practices will be evidenced-based; tracked with metrics and outcome focused on keeping the fidelity of the model. Experts from the Clearinghouse for Military Family Readiness and NCTSN will be used to provide objective evaluative input and processes on the programs and practices provided. Duplicative programs will be eliminated. Metrics will be tracked and reported. Fiscal year reports of FAP data will continue to be released to Congress annually; noting trends and prevention efforts.

Performance Criterion #3: Reduce the prevalence of reported child abuse and neglect in high-risk active component families through the New Parent Support intensive home-visitation program: the percentage of high-risk parents who have substantiated child abuse or neglect reports one year after participating in the New Parent Support intensive home-visiting program should not exceed 15 percent. Utilize the logic model and evaluation of the New Parent Support intensive home-visitation program (NPSP) to inform policy and changes to the NPSP.

Goal for FY 2017: Reduce the prevalence of reported child abuse and neglect in active component families who participated in the New Parent Support intensive home-visiting program for six months in FY 2015 15% below the FY 2014 level. Enhance NPSP based on evaluation of the program and use of the protective factors. Adjust the number of home visitor positions as applicable to meet the needs.

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Results: DoD NPSP intensive home-visitation programs have standardized requirements, training, and metrics and increased use of the nationally used protective factors. Of high-risk active component families who participated in the New Parent Support intensive home-visiting program for six months in FY 2015, the FY 2016 prevalence of child abuse and neglect reports that meet FAP criteria for entry into the FAP Central Registry is below 15% and below the FY 2014 level.

Performance Criterion #4: Continuous process improvement of FAP to include 1)implementing research-based Severity Scales which are standardized definitions for severity of child abuse and neglect and domestic abuse incidents across the Department, 2) implementing an evidence-based Intimate Partner Physical Injury Risk Assessment tool (IPPI-RAT) and tracking for domestic violence across the DOD, 3)implementing recommendations made in the DoD annual Fatality Review of deaths related to child abuse, neglect and domestic abuse, 4)establishing and implementing an Integrated Project Team (IPT) with senior leaders to review and determine what recommendations from the FY 2014 Rapid Improvement Events will be implemented by the functional components of the Coordinated Community Response (command, medical, legal, law enforcement, FAP, and chaplains), and 5)determining the feasibility of certifying Domestic Abuse Victim Advocates (DAVAs) through an accredited national organization.

Goal for FY 2017: DoD will implement research based Severity Scales and training across the Department and monitor the trends. The Severity Scales determination will be made if the incident "met criteria" in the Incident Determination Committee for maltreatment and inclusion in the Central Registry. DoD FAP will provide web-based training and technical assistance to the staff on the use of the Severity Scales algorithm. DoD will implement the IPPI-RAT DoD-wide and all clinicians will take the training that will be housed on the MOS platform. DoD will continue to hold an annual

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IV. Performance Criteria and Evaluation Summary:

Fatality Review Summit and will track implementation of DoD recommendations. DoD will consider certifying DAVAs if it is determined that a professional certification will enhance their skills, capability, and if fiscal requirements can be met by current funding.

Results: Process improvement in FAP. Improvements will be tracked and reported to the HASC/SASC in quarterly meetings and in any required Reports to Congress, and to senior leadership within the Department. The Services will utilize the Severity Scales decision tree-standardized definitions, and Risk Assessment tool. DoD will write an annual DoD Fatality Review report to include the current and implementation of previous recommendations. FAP policy for DAVAs will be revised to include language about training requirements and standards.

TROOPS TO TEACHERS:

Performance Criterion #1: Through National, state-level and regional personnel, expand outreach programs to recently retired or separated military veterans and those members who are transitioning from military service to provide information designed to cultivate their interest in teaching as a second career. Program outreach will be provided in a cost effective manner, engaging efficiencies by using technology and focusing on areas with high density of potential candidates. The strategy includes a multi-step approach: using the new Transition Assistance Program to generate names of interested individuals, providing teaching as a second career seminars, individual counseling sessions and use of various social media (e.g. Facebook) to cultivate interest.

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IV. Performance Criteria and Evaluation Summary:

Goal for FY 2017: Expand the Troops to Teachers (TTT) number of registrations and participants within the confines and structure permitted by the legislation governing TTT and available funding.

Results: Support those veterans interested and eligible for the TTT program in making decisions about choosing teaching as a second career.

Performance Criterion #2: Expand outreach activities to school districts and hiring officials of all public schools, bureau schools and public charter schools.

Goal for FY 2017: Expand awareness of the value and benefits of hiring TTT candidates among key stakeholders in educational systems.

Results: By improving existing and developing new relationships with key personnel, successful TTT candidates will have better opportunities to get hired, especially those in low income school districts and teaching in high demand subject areas (science, mathematics, special education, or vocational and technical subjects).

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V. <u>Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>
Officer	1	1	1	0	0
<u>Civilian End Strength (Total)</u>	<u>13,436</u>	<u>14,343</u>	<u>13,688</u>	<u>907</u>	<u>-655</u>
U.S. Direct Hire	13,134	14,057	13,427	923	-630
Foreign National Direct Hire	79	81	77	2	-4
Total Direct Hire	13,213	14,138	13,504	925	-634
Foreign National Indirect Hire	223	205	184	-18	-21
<u>Civilian FTEs (Total)</u>	<u>11,663</u>	<u>12,413</u>	<u>11,975</u>	<u>750</u>	<u>-438</u>
U.S. Direct Hire	11,378	12,143	11,727	765	-416
Foreign National Direct Hire	79	81	77	2	-4
Total Direct Hire	11,457	12,224	11,804	767	-420
Foreign National Indirect Hire	206	189	171	-17	-18
Average Annual Civilian Salary (\$ in thousands)	104.0	102.7	102.6	-1.3	-0.1
 <u>Contractor FTEs (Total)</u>	 <u>14</u>	 <u>14</u>	 <u>14</u>	 <u>0</u>	 <u>0</u>

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VI. OP 32 Line Items as Applicable (Dollars in thousands):

	FY 2015	Foreign	Change		FY 2016	Foreign	Change		FY 2017
		Currency	<u>FY 2015/FY 2016</u>			Currency	<u>FY 2016/FY 2017</u>		
<u>OP 32 Line</u>	<u>Actual</u>	<u>Rate Diff</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Rate Diff</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	1,170,011	1,350	14,349	54,457	1,240,167	1,549	18,862	-64,978	1,195,600
103 Wage Board	15,874	0	194	-1,681	14,387	0	219	1,099	15,705
104 FN Direct Hire (FNDH)	3,063	0	38	334	3,435	0	52	-354	3,133
106 Benefit to Fmr Employees	288	0	0	-288	0	0	0	0	0
107 Voluntary Sep Incentives	5,614	0	0	-5,614	0	0	0	0	0
111 Disability Compensation	3,141	0	0	21	3,162	0	0	189	3,351
121 PCS Benefits	8,418	0	0	-4,025	4,393	0	0	0	4,393
199 Total Civ Compensation	1,206,409	1,350	14,581	43,204	1,265,544	1,549	19,133	-64,044	1,222,182
308 Travel of Persons	93,886	451	1,604	-4,804	91,137	516	1,650	-3,514	89,789
399 Total Travel	93,886	451	1,604	-4,804	91,137	516	1,650	-3,514	89,789
696 DFAS Financial Operation (Other Defense Agencies)	6,865	0	384	-1,080	6,169	0	-249	749	6,669
699 Total DWCF Purchases	6,865	0	384	-1,080	6,169	0	-249	749	6,669
771 Commercial Transport	26,137	350	450	-4,321	22,616	396	414	0	23,426
799 Total Transportation	26,137	350	450	-4,321	22,616	396	414	0	23,426
901 Foreign National Indirect Hire (FNIH)	6,125	9	75	3,029	9,238	10	140	-2,380	7,008
912 Rental Payments to GSA (SLUC)	6,250	0	106	1,029	7,385	0	133	0	7,518
913 Purchased Utilities (Non-Fund)	31,854	236	546	2,759	35,395	274	642	-1,895	34,416
914 Purchased Communications	28,387	100	484	497	29,468	115	532	0	30,115

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	FY 2015	Foreign	Change		FY 2016	Foreign	Change		FY 2017
	<u>Actual</u>	<u>Currency</u>	<u>FY 2015/FY 2016</u>		<u>Enacted</u>	<u>Currency</u>	<u>FY 2016/FY 2017</u>		<u>Estimate</u>
<u>OP 32 Line</u>		<u>Rate Diff</u>	<u>Price</u>	<u>Program</u>		<u>Rate Diff</u>	<u>Price</u>	<u>Program</u>	
(Non-Fund)									
915 Rents (Non-GSA)	8,613	210	150	1,619	10,592	238	195	0	11,025
917 Postal Services (U.S.P.S)	210	0	4	135	349	0	6	0	355
920 Supplies & Materials (Non-Fund)	26,513	270	455	-1,249	25,989	315	473	0	26,777
921 Printing & Reproduction	151	0	3	1,002	1,156	0	21	0	1,177
922 Equipment Maintenance By Contract	11,319	0	192	3,193	14,704	0	265	0	14,969
923 Facilities Sust, Rest, & Mod by Contract	118,831	900	2,035	31,102	152,868	1,020	2,770	0	156,658
925 Equipment Purchases (Non-Fund)	34,520	180	590	18,489	53,779	212	972	0	54,963
960 Other Costs (Interest and Dividends)	6	0	0	-6	0	0	0	0	0
987 Other Intra-Govt Purch	804,860	200	13,686	-20,845	797,901	227	14,366	-17,633	794,861
988 Grants	106,296	0	1,807	-13,562	94,541	0	1,702	-26,201	70,042
989 Other Services	113,946	1,920	1,970	-9,143	108,693	2,181	1,996	-2,443	110,427
990 IT Contract Support Services	7,171	0	122	1,318	8,611	0	155	0	8,766
999 Total Other Purchases	1,305,052	4,025	22,225	19,367	1,350,669	4,592	24,368	-50,552	1,329,077
Total	2,638,349	6,176	39,244	52,366	2,736,135	7,053	45,316	-117,361	2,671,143

* The FY 2015 Actual column includes \$93,000 thousand of FY 2015 OCO Appropriations funding (PL 113-235).

* The FY 2016 Estimate column excludes \$73,000 thousand of the FY 2016 OCO Appropriations funding (PL 114-113).

* The FY 2017 Estimate column excludes \$67,000 thousand of the FY 2017 OCO Budget Request.

**Fiscal Year 2017 President's Budget
Defense POW/MIA Accounting Agency (DPAA)**



February 2016

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Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
Budget Activity (BA) 4: Administration and Service-Wide Activities

	FY 2015	Price	Program	FY 2016	Price	Program	FY 2017
	<u>Actual</u>	<u>Change</u>	<u>Change</u>	<u>Enacted</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
DPAA	127,394	1,973	-14,038	115,329	1,913	-4,561	112,681

The Defense POW/MIA Accounting Agency (DPAA) was officially created on 15 January 2015. The FY 2015 figure is a summation of the budgets from the three organizations that were merged to create DPAA: the Joint POW/MIA Accounting Command (JPAC), the Defense Prisoner of War/Missing Personnel Office (DPMO), and the Life Sciences Equipment Laboratory (LSEL).

I. Description of Operations Financed: The Defense POW/MIA Accounting Agency (DPAA) provides families and the Nation with the fullest possible accounting for missing personnel from past conflicts. As a Defense Agency, the DPAA leads the national effort to develop and implement DoD policy on all matters relating to personnel accounting from past conflicts, conduct global search, recovery, and laboratory operations to identify personnel from past conflicts, provide information and answers to the families of missing personnel, share their stories, and, when possible, bring home their remains. This includes those who are unaccounted for from World War II, the Korean War, Cold War, Indochina (Vietnam) War, Persian Gulf War, the Iraq Theater of Operations, and other conflicts or incidents as the Secretary directs. The DPAA also provides analytical support to congressional delegations, Deputy Assistant Secretary delegations, and technical discussions with host nation officials. Additionally, the DPAA is continuing to implement the transformation of DoD's personnel accounting for past conflicts as directed by the Secretary, involving such things as enhanced strategic partnerships to more effectively account for missing personnel and to ensure their families receive accurate information.

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I. Description of Operations Financed (cont.)

Global Mission Set and Policy Engagement

The DPAA conducts investigation, excavation, and recovery operations to reclaim the remains of missing personnel. The DPAA personnel also manage the command and control, logistics, and in-country support during those missions. The DPAA is the DoD lead agency for coordinating with other USG agencies, foreign governments through the Department of State, and NGOs on all matters related to the accounting missions including conducting international negotiations to achieve access to loss sites and/or information that leads to the recovery of artifacts, missing personnel, or their remains. In addition, the DPAA leads and supports the U.S. side of the U.S.-Russia Joint Commission on POW/MIA affairs.

Forensic Operations and Scientific Research & Analysis

The DPAA operates three laboratories for forensic and anthropological analysis of remains, as well as material analysis of artifacts and other items related to crash sites and personnel losses. The work done at the world class laboratory in Hawaii is critical to the accurate and official identification of remains. The laboratory also coordinates closely with the Armed Forces DNA Identification Laboratory to collect and identify DNA samples.

The DPAA also supports operations by conducting research in U.S. and international archives, analyzing data, creating, and maintaining comprehensive records (including the official list of unaccounted-for by conflict), interviewing witnesses, and investigating losses. There are key projects currently being undertaken in this area:

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I. Description of Operations Financed (cont.)

1. To comply with the FY 2010 NDAA, the DPAA is developing an information technology solution to establish accounting community accessible personnel files for each missing person that contain all available information regarding the disappearance, whereabouts, and status of missing persons, and are available to families upon request.
2. Completing the digitization of the Individual Deceased Personnel Files of U.S. service members missing since WWII.

External Communications and Public Affairs

Per Title 10 Section 1501, the Department is responsible for informing the families, Congress, veteran's service organizations, military service organizations, family support groups, and the general public about missing personnel and ongoing efforts to recover and identify missing personnel. In compliance with this law, the DPAA conducts communications and outreach programs including seven family member update conferences and two annual national conferences to provide case updates, collect family DNA samples, and share information on DoD personnel accounting and recovery activities with Congress, families of missing persons, the Military services, veterans' service organizations, and the general public. The seven family member updates entail travel to major cities across the U.S. to inform and build trust with approximately 1,800 family members while the two national conference involve bringing families of the missing from the Vietnam War and Korean/Cold War to Washington, D.C. as DPAA briefs on government procedures, processes, and efforts to account for their missing loved ones.

The DPAA is also engaged in responding to requests for information from families of the missing, veterans, the public, and members of Congress, the declassification and transfer

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I. Description of Operations Financed (cont.)

of information to the Library of Congress and the National Archives for public access, and maintaining a website detailing POW/MIA information and accounting efforts.

II. Force Structure Summary:

The DPAA conducts personnel accounting research and analysis, laboratory operations, in-country support, and command and control functions at the following locations around the world:

CONUS Locations:

Washington, DC

Joint Base Pearl Harbor-Hickam, HI

Offutt Air Force Base, NE

Wright-Patterson Air Force Base, OH

OCONUS Detachments:

Bangkok, Thailand

Hanoi, Vietnam

Kaiserslautern, Germany

Moscow, Russia

Vientiane, Laos

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III. Financial Summary (\$ in thousands)

			FY 2016				
			<u>Congressional Action</u>				
	<u>FY 2015</u>	<u>Budget</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Current</u>	<u>FY 2017</u>
	<u>Actual</u>	<u>Request</u>				<u>Enacted</u>	<u>Estimate</u>
A. <u>BA Subactivities</u>							
4. Administration and Servicewide Activities	127,394	115,329	0	0.0	115,329	115,329	112,681
Total	127,394	115,329	0	0.0	115,329	115,329	112,681

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III. Financial Summary (\$ in thousands)

B. <u>Reconciliation Summary</u>	Change <u>FY 2016/FY 2016</u>	Change <u>FY 2016/FY 2017</u>
Baseline Funding	115,329	115,329
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	115,329	
Fact-of-Life Changes (2016 to 2016 Only)		
Subtotal Baseline Funding	115,329	
Supplemental		
Reprogrammings		
Price Changes		1,913
Functional Transfers		
Program Changes		-4,561
Current Estimate	115,329	112,681
Less: Wartime Supplemental		
Normalized Current Estimate	115,329	

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III. Financial Summary (\$ in thousands)

	<u>Amount</u>	<u>Totals</u>
C. <u>Reconciliation of Increases and Decreases</u>		
FY 2016 President's Budget Request (Amended, if applicable)		115,329
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2016 Appropriated Amount		115,329
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2016 Baseline Funding		115,329
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2016 Estimate		115,329
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2016 Normalized Current Estimate		115,329
6. Price Change		1,913
7. Functional Transfers		
8. Program Increases		22,108
a. Annualization of New FY 2016 Program		
b. One-Time FY 2017 Increases		
c. Program Growth in FY 2017		
1) IT Contract Support Services that enable DPAA to sustain Congressionally mandated 200 ID's annually and ensure transparent communication with the families. (FY 2016 Baseline: \$1,527 thousand)	5,913	
2) Contract Services increasing with the integration of strategic partnerships with educational institutions and NGOs that will increase efficiency. (FY 2016 Baseline: \$39,179 thousand)	5,713	
3) Facilities Operations/Maintenance increased to	4,651	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
accommodate moves and renovations required to support the consolidation of three activities that form DPAA. (FY 2016 Baseline: \$102 thousand)		
4) Commercial Transportation required for the movement of required research records from archived depositories. (FY 2016 Baseline: \$10 thousand)	3,336	
5) DISA Enterprise Computing Center increase to support communications previously under purchased communications. (FY 2016 Baseline: \$0)	2,195	
6) VSIP/PCS increasing with the merging/FOC of JPAC, DPMO, and LSEL to our new Agency. Outgoing personnel and relocation of current staff. (FY 2016 Baseline: \$100 thousand)	300	
9. Program Decreases		-26,669
a. Annualization of FY 2016 Program Decreases		
b. One-Time FY 2016 Increases		
c. Program Decreases in FY 2017		
1) Other Contract Services decreasing as a result of efficiencies expected from the integration of strategic partnerships with educational institutions and NGO's. (FY 2016 Baseline: \$9,111 thousand)	-8,391	
2) Purchased communications decrease as requirement shifts to DISA enterprise solutions. (FY 2016 Baseline: \$7,939 thousand)	-6,934	
3) Reduction of mission travel requirement expected with the introduction of strategic partnerships. (FY 2016 Baseline: \$7,145 thousand)	-5,629	
4) Reduction in projections for supplies and materials due to organization restructuring. (FY 2016 Baseline: \$5,207 thousand)	-5,257	

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
5) Reduction in civilian personnel funding due to two less working days in FY17. (FY 2016 Baseline: \$38,633 thousand)	-230	
6) Reduction in personnel (-2 FTEs) as part of continual organization restructuring. (FY 2016 Baseline: \$38,633 thousand) (-2 FTEs)	-228	
FY 2017 Budget Request		112,681

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IV. Performance Criteria and Evaluation Summary:

Performance Criteria for DPAA will be determined as the new Agency, established in January 2015 declared Fully Operational Capable (FOC) in January 2016, completes a thorough review and analysis of organizational structures, strategies, and missions.

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<u>V. Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>239</u>	<u>239</u>	<u>239</u>	<u>0</u>	<u>0</u>
Officer	62	62	62	0	0
Enlisted	177	177	177	0	0
<u>Reservists on Full Time Active Duty (E/S)</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>0</u>	<u>0</u>
Officer	4	4	4	0	0
<u>Civilian End Strength (Total)</u>	<u>387</u>	<u>343</u>	<u>341</u>	<u>-44</u>	<u>-2</u>
U.S. Direct Hire	387	343	341	-44	-2
Total Direct Hire	387	343	341	-44	-2
<u>Active Military Average Strength (A/S) (Total)</u>	<u>239</u>	<u>239</u>	<u>239</u>	<u>0</u>	<u>0</u>
Officer	62	62	62	0	0
Enlisted	177	177	177	0	0
<u>Reservists on Full Time Active Duty (A/S) (Total)</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>0</u>	<u>0</u>
Officer	4	4	4	0	0
<u>Civilian FTEs (Total)</u>	<u>387</u>	<u>343</u>	<u>341</u>	<u>-44</u>	<u>-2</u>
U.S. Direct Hire	387	343	341	-44	-2
Total Direct Hire	387	343	341	-44	-2
Average Annual Civilian Salary (\$ in thousands)	113.2	112.9	114.0	-0.3	1.1
<u>Contractor FTEs (Total)</u>	<u>75</u>	<u>75</u>	<u>75</u>	<u>0</u>	<u>0</u>

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VI. OP 32 Line Items as Applicable (Dollars in thousands):

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2015</u>	<u>FY 2015/FY 2016</u>		<u>FY 2016</u>	<u>FY 2016/FY 2017</u>		<u>FY 2017</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Schedules	43,652	535	-5,554	38,633	587	-758	38,462
107 Voluntary Sep Incentives	75	0	-75	0	0	200	200
121 PCS Benefits	100	0	0	100	0	100	200
199 Total Civ Compensation	43,827	535	-5,629	38,733	587	-458	38,862
308 Travel of Persons	8,516	145	-1,516	7,145	129	-5,629	1,645
399 Total Travel	8,516	145	-1,516	7,145	129	-5,629	1,645
601 Army Industrial Operations	560	44	-33	571	-1	-570	0
633 DLA Document Services	144	-3	6	147	2	-2	147
634 NAVFEC (Utilities and Sanitation)	638	-2	13	649	-28	371	992
647 DISA Enterprise Computing Centers	0	0	0	0	0	2,195	2,195
699 Total DWCF Purchases	1,342	39	-14	1,367	-27	1,994	3,334
705 AMC Channel Cargo	242	5	-1	246	4	1	251
771 Commercial Transport	10	0	0	10	0	3,336	3,346
799 Total Transportation	252	5	-1	256	4	3,337	3,597
912 Rental Payments to GSA (SLUC)	1,379	23	2	1,404	25	52	1,481
913 Purchased Utilities (Non-Fund)	341	6	0	347	6	8	361
914 Purchased Communications (Non-Fund)	8,084	137	-282	7,939	143	-7,378	704
915 Rents (Non-GSA)	310	5	1	316	6	346	668
920 Supplies & Materials (Non-Fund)	5,886	100	-779	5,207	94	-5,301	0
921 Printing & Reproduction	10	0	0	10	0	-9	1
922 Equipment Maintenance By Contract	212	4	0	216	4	-6	214
923 Facilities Sust, Rest, & Mod by Contract	100	2	0	102	2	4,651	4,755
925 Equipment Purchases (Non-Fund)	2,426	41	3	2,470	44	201	2,715
987 Other Intra-Govt Purch	9,798	167	-854	9,111	164	-5,617	3,658
989 Other Services	43,411	738	-4,970	39,179	705	3,200	43,084
990 IT Contract Support Services	1,500	26	1	1,527	27	6,048	7,602

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		Change			Change		
	FY 2015	<u>FY 2015/FY 2016</u>		FY 2016	<u>FY 2016/FY 2017</u>		FY 2017
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
999 Total Other Purchases	73,457	1,249	-6,878	67,828	1,220	-3,805	65,243
Total	127,394	1,973	-14,038	115,329	1,913	-4,561	112,681

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**Fiscal Year 2017 President's Budget
Defense Security Cooperation Agency (DSCA)**



February 2016

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

Budget Activity (BA) 04: Administration & Servicewide Activities

	FY 2015 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2016 <u>Enacted</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2017 <u>Estimate</u>
DSCA	2,665,108	45,133	-2,205,389	504,852	8,877	-16,975	496,754

* The FY 2015 Actual column includes \$2,142,631 thousand of FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

* The FY 2016 Estimate column excludes \$1,627,000 thousand of FY 2016 OCO Appropriations funding (PL 114-113).

* The FY 2017 Estimate column excludes \$1,412,000 thousand for OCO.

I. Description of Operations Financed: The Defense Security Cooperation Agency (DSCA) administers funding for the Regional Centers for Security Studies, Wales Initiative Fund (formerly Warsaw)/Partnership for Peace Program, Combating Terrorism Fellowship Program, Partner Outreach and Collaboration Support (formerly Regional International Outreach), Defense Institute of Security Assistance Management, Authority to Build the Capacity of Foreign Security Forces (formerly Global Train and Equip Program), Ministry of Defense Advisors Program, Defense Institution Reform Initiative, Increasing Partner Capacity Building in Rule of Law Context, Global Theater Security Cooperation Management Information System, South China Sea Maritime Security Initiative (MSI), Global Security Contingency Fund, Coalition Support Funds, and Lift and Sustain Support. The DSCA also provides program management and program implementation support to the Humanitarian Assistance, Foreign Disaster Relief, and Humanitarian Mine Action programs, which are funded in the Overseas Humanitarian, Disaster and Civic Aid (OHDACA) appropriation.

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I. Description of Operations Financed (cont.)

The Regional Centers for Security Studies: The Near East South Asia Center for Strategic Studies (NESA), Washington, D.C.; Africa Center for Strategic Studies (ACSS), Washington, D.C.; Asia-Pacific Center for Security Studies (APCSS), Honolulu, Hawaii; William J. Perry Center for Hemispheric Defense Studies (WJPC), Washington, D.C.; and the George C. Marshall European Center for Security Studies (GCMC), Garmisch, Germany are known collectively as the Regional Centers. Also included in the overall Regional Center funding is Regional Center program management. The Regional Centers support defense strategy objectives and policy priorities primarily through executive development programs, the exchange of ideas among military and civilian participants in these programs, research, information sharing, and outreach to vibrant alumni networks. As a result, the Centers are able to build strong, sustainable international networks of security leaders who are sensitized to key U.S. security interests and U.S. perspectives on shared security challenges. These networks promote enhanced policy understanding and mutually supporting approaches to security challenges, effective security communities that support collective and collaborative action, and improved sustainable partner institutional capacity and capabilities, thus reducing the burden on U.S. forces and resources worldwide. They provide key strategic listening and strategic communication tools, assisting U.S. policymakers in formulating effective policy, articulating foreign perspectives to U.S. policymakers, and building support for U.S. policies abroad.

The DSCA has been the Executive Agent for the Regional Centers since October 2005. Unified management improves the Regional Centers' ability to support the defense strategy by linking security communities across regions and developing friendly global networks. The funding for the Regional Centers addresses the following specific objectives:

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I. Description of Operations Financed (cont.)

- Provides the ability of the five Regional Centers to harmonize views of common security challenges by expanding their program of seminars and courses to affect a wider and more appropriate audience in their respective regions.
- Increase sustainable security communities that provide access to DoD leaders and provide critical regional policy feedback through a mix of conferences, seminars, and web-based discussion groups.
- Facilitate efforts to combat transnational security threats, such as terrorism, that cross Combatant Command (COCOM) boundaries through a series of collaborative working groups that partner centers and their networks.
- Conduct activities that leverage the network of past Regional Centers' graduates to advance U.S. interests and share lessons learned and best practices.
- Build a federated network of functional communities of influential individuals, including U.S. and foreign partner personnel, who actively exchange insights on security issues, evaluate security trends, and provide feedback on national and security policies.

Wales Initiative Fund (WIF)/Partnership for Peace (PfP) Program: During the NATO summit in Wales in September 2014, the Secretary of Defense rebranded the Warsaw Initiative Fund as the Wales Initiative Fund, and opened eligibility for the program to include not just the Partnership for Peace (PfP) countries of Eastern Europe and Central Asia, but all developing NATO Partners, including the Mediterranean Dialogue and Istanbul Cooperation Initiative (ICI) countries. The relevant portion of his remarks follows:

"For the past 20 years, the United States' 'Warsaw Initiative' has been helping 'Partnership for Peace' countries strengthen their defense institutions and bolster

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I. Description of Operations Financed (cont.)

interoperability to further their NATO partnership goals ... Today we are extending that program to all developing NATO partners worldwide, under a program that will now be known as the Wales Initiative. This is a testament to the value we place on expanding our relationships with a broader pool of partners."

The WIF remains a bilateral U.S. security cooperation program. It is one of the primary tools the Department of Defense uses to promote defense reform efforts and defense institution building with developing partners that are members of the North Atlantic Treaty Organization's (NATO) PfP program as well as developing, formal, NATO partners, particularly, from the Mediterranean Dialogue and ICI partnerships. The program activities are conducted in the following areas: defense policy and strategy; human resource management; logistics and infrastructure; professional defense and military education; stability and peacekeeping operations; emergency planning and consequence management; border security and control; and English language familiarization. Program activities include, but are not limited to, workshops, seminars, and conferences; civilian and military personnel exchanges; partner country participation in U.S. and NATO military exercises; and functional area familiarization visits.

Combating Terrorism Fellowship Program (CTFP): The CTFP is a security cooperation program permanently authorized in the National Defense Authorization Act of 2004 (10 USC 2249c). This legislation allows DoD to provide foreign military officers and government security officials with strategic and operational education to enhance partners' capacity to combat terrorism. The goals of CTFP are:

- Build and strengthen a global network of combating terrorism experts and practitioners at the operational and strategic levels;

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I. Description of Operations Financed (cont.)

- Build and reinforce the combating terrorism capabilities of partner nations through operational and strategic-level education;
- Contribute to efforts to counter ideological support to terrorism; and,
- Provide DoD with a flexible and proactive program that can respond to emerging combating terrorism requirements.

The CTFP is a key tool for Geographic Combatant Commands to foster regional and global cooperation in the war against terrorism. The CTFP not only complements existing security assistance programs, it fills a void in the U.S. Government's efforts to provide non-lethal combating terrorism assistance. The program has developed mobile and resident institutional courses tailored to the specific need of key regions and countries in order to advance broader U.S. Government combating terrorism objectives. All personnel are thoroughly vetted consistent with legal requirements regarding human rights issues.

DSCA Administrative Operations: The DSCA administrative operations fund salaries and operating expenses of the personnel who provide program and financial management to the DoD-funded security cooperation programs noted above, along with the Humanitarian Assistance, Foreign Disaster Relief, and Mine Action program management costs. In addition, this program funds required support costs for DFAS accounting services and DFAS IT system support.

Partner Outreach and Collaboration Support (POCS) (formerly Regional International Outreach): The POCS (GlobalNET) program provides an open source information technology solution assisting the Regional Centers for Security Studies in improving international outreach efforts and fostering collaboration among their faculty, current and former participants, Office of the Secretary of Defense (OSD), and other designated DoD

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I. Description of Operations Financed (cont.)

educational institutions. The POCS outreach, education, and collaboration efforts are directly tied to building partnership capacity. The POCS is a tool that will enable the 30,000+ members of the GlobalNET to share information, collaborate on projects, build international communities of interest, and improve administrative activities resulting in time and manpower savings.

The Defense Institute of Security Assistance Management (DISAM): The DISAM is the DoD's only dedicated institution for the education and training of thousands of U.S. and partner country personnel involved in the planning, management, and assessment of security cooperation and partner capacity-building programs-Title 10 and Title 22. The DISAM is primarily funded via Title 22 authorities, and was not until FY 2012 resourced to support training and education on the integrated planning, management, assessment, and interagency coordination of DoD security cooperation efforts, including many new Title 10 programs. These Title 10 programs are of particular importance to the DoD in meeting the emergent needs of military commanders in support of overseas contingencies as well as furthering U.S. foreign policy goals worldwide. The DISAM continues to provide a comprehensive education platform for training U.S. personnel assigned to embassies, headquarters, COCOMS and other security sector establishments on the proper integrated planning, management, assessment, and interagency coordination of security cooperation efforts and Title 10 program execution. The DISAM also provides training to partner country personnel who are important in maintaining close ties/security relationships with U.S. counterparts.

Defense Institution Reform Initiative (DIRI): The DIRI is a critical Department of Defense security cooperation tool for supporting partner nation efforts to develop

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I. Description of Operations Financed (cont.)

accountable, effective, and efficient defense governance institutions. The DIRI program provides support by focusing on the following areas.

- Supporting the establishment and improvement of functional capabilities necessary to organize, train, equip and sustain security forces under civilian control.
 - Defense policy, strategy and planning
 - Resource management (including capability planning, budgeting, financial management and oversight, and contracting/procurement)
 - Human resource management (including professional Military Education (PME) and civilian defense cadre management and development)
 - Logistics and acquisition.
- Supporting the establishment and improvement of civil-military relations and inter-ministerial coordination.
- Facilitation of OSD to MOD engagements that strengthen our relationships with partners and allies.

The DIRI meets these objectives through a systematic methodology that involves scoping, requirements determination, program development and execution, and progress assessment. DIRI consults extensively with USG and partner nation stakeholders to identify projects that meet shared strategic priorities. Sustained engagement with partner nations is built on the principle of partner nation ownership of reform. Partner nations should demonstrate high-level buy-in for program objectives, develop working groups to oversee reform efforts, and devote their own resources to complete the activities necessary for reform. As a result of such efforts, partners are better able to field and sustain any operational and tactical training as well as equipment that the USG may provide.

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I. Description of Operations Financed (cont.)

Increasing Partner Capacity Building in Rule of Law Context: Effective security cooperation or related defense institution building in support of Security Sector Reform requires sustained engagement and Rule of Law programming. The Defense Institute of International Legal Studies (DIILS) is the lead defense security cooperation resource for professional legal education, training, and rule of law programs for international military and related civilians globally. The DIILS legal capacity-building programs help achieve an international order that advances U.S. interests by reinforcing the rights and responsibilities of all nations.

Authority to Build the Capacity of Foreign Security Forces (USC 10, Section 2282):

Impressed with the success of the 1206 Global Train and Equip Program, in the 2015 NDAA Congress and the President enacted legislation that codified, extended and enhanced the 1206 Program. Enacted under section 1205(a) of the FY2015 National Defense Authorization Act, P.L. 113-291, section 2282 of title 10, U.S. Code now provides the Department of the Defense with the authority to build the capacity of foreign security forces. While this new legislation preserves many aspects of the original 1206 Program, it also broadens the scope of what the Department of Defense can do. With the concurrence of the Secretary of State, the Secretary of Defense is authorized to conduct or support a program or programs as follows:

1. To build the capacity of a foreign country's national military forces in order for that country to -
 - a. Conduct counterterrorism operations; or
 - b. Participate in or support on-going allied or coalition military or stability operations that benefit the national security interests of the United States.
2. To build the capacity of a foreign country's national maritime or border security forces to conduct counterterrorism operations.

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I. Description of Operations Financed (cont.)

3. To build the capacity of a foreign country's national-level security forces that have among their functional responsibilities a counterterrorism mission in order for such forces to conduct counterterrorism operations.

Section 2282 preserves the requirement for human rights training and respect for civilian control of the military. The Defense Institute for International Legal Studies (DIILS) will continue to provide this training. Small scale military construction, as a component of a program, not as a stand-alone project, also continues. In a very welcome and thoughtful step, Congress included a full operational capability as part of the cross fiscal year authority. This feature allows the Section 2282 Program to provide all services and articles necessary to achieve a full operational capability and to cross fiscal years to provide this capability. This is an excellent feature of the new authority.

Training and equipping foreign forces to address their own security problems is a military requirement to avoid future military interventions and mitigate long term risk. As former Secretary of Defense Gates stated, "Arguably the most important military component in the War on Terror is not the fighting we do ourselves, but how well we enable and empower our partners to defend and govern their own countries. The standing up and mentoring of indigenous armies and police - once the province of Special Forces - is now a key mission for the military as a whole."

The Section 2282 programs are designed to build the capacity of foreign security forces. The Section 2282 programs are:

- Co-formulated, reviewed, and vetted by Defense and State, both by Combatant Commanders and Ambassadors in the field, and in Washington D.C
- Approved by the Secretary of Defense and the Secretary of State

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I. Description of Operations Financed (cont.)

- Notified to Congressional oversight committees via congressional notification packages
- Compliant with Foreign Assistance Act (FAA) and Arms Export Control Act (AECA) security, end-use, and retransfer agreements
- Directed toward partner nations that uphold human rights, attendant fundamental freedoms, and the rule of law

These programs allow combatant commanders and ambassadors, working together, to train and equip foreign security forces and to become more capable partners. By building the capacity of partners to handle their security problems, these effects reduce stress on U.S. forces. The Geographic Combatant Commanders consider this authority DoD's single most important tool to shape the environment and counter terrorism outside Iraq and Afghanistan.

Ministry of Defense Advisors (MoDA) Program: The MoDA program deploys senior DoD civilian experts as advisors with foreign counterparts to build defense institutions and enhance ministerial capabilities in key areas such as personnel and readiness, acquisition and logistics, strategy and policy, and financial management. As DoD security cooperation efforts help develop partner nation personnel and units, the institutions required to manage and support them must be developed as well. MoDA is designed to forge long-term relationships that strengthen a partner's defense ministry, while also strengthening the DoD civilian workforce.

Four aspects make the MoDA program unique:

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I. Description of Operations Financed (cont.)

- Extensive 8-week pre-deployment training for advisors;
- Temporary backfill for the advisor's parent organization;
- Long-term relationships between civilian advisors and their counterparts; and
- A structured defense institution building reach-back mechanism.

The MoDA program supports the Department of Defense priority to prevent and deter conflict, and addresses partners' institutional and human capital needs. MoDA advisors build the security capacity of key partners by helping them establish the core competencies of an effective and accountable defense ministry. Although initially conceived in response to operational requirements in Afghanistan, the program is now in the process of expanding across the globe. The FY15 NDAA also authorized an expansion of the program to regional organizations with security missions, and the Department will seek to take advantage of this new authority to meet critical defense priorities.

Global Theater Security Cooperation Management Information System (G-TSCMIS) Program:

The G-TSCMIS is an Office of the Secretary of Defense (OSD) initiative to develop and deploy a common web-based, centrally-hosted Management Information System (MIS) that will serve as the information focus point for the Department's Security Cooperation (SC) efforts by providing decision makers, SC planners and other users with the ability to view, manage, assess, and report SC activities and events. The G-TSCMIS will consolidate, improve upon and is intended to replace legacy TSCMIS solutions hosted at over 20 Department of Defense (DoD) Services, Agencies, and Combatant Commands. It will provide a comprehensive picture of whole-of-government SC activities, and will contribute to planning more effective cooperative security activities to align or meet desired outcomes in support of defense strategy end states. The program is an evolutionary rapid Information Technology (IT) acquisition program that provides users at every user command

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I. Description of Operations Financed (cont.)

with greater capability through several iterations and releases that are developed and implemented over time. The Department of Navy (DoN) was assigned acquisition lead for the effort by Deputy Secretary of Defense (DEPSECDEF).

South China Sea Maritime Security Initiative (MSI): The MSI represents a fundamental, steady-state component of DoD's contribution to the U.S. rebalance to the Asia-Pacific. MSI is also a manifestation of Secretary Carter's May 30, 2015 announcement at the Shangri-La Dialogue to improve the maritime security of our partners and allies in the South China Sea (SCS) region.

Global Security Contingency Fund: This authority was established to enhance the capabilities of a country's national military forces, and other national security forces that conduct; border and maritime security, internal defense, and counterterrorism operations, as well as the government agencies responsible for such forces; conduct border and maritime security, internal defense, and counterterrorism operations; and participate in or support military, stability, or peace support operations consistent with United States foreign policy and national security interests. For the justice sector (including law enforcement and prisons), rule of law programs, and stabilization efforts in a country in cases in which the Secretary of State, in consultation with the Secretary of Defense, determines that conflict or instability in a country or region challenges the existing capability of civilian providers to deliver such assistance.

II. Force Structure Summary:

N/A

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III. Financial Summary (\$ in thousands)

	FY 2016						
			Congressional Action				
	FY 2015	Budget				Current	FY 2017
A. BA Subactivities	Actual	Request	Amount	Percent	Appropriated	Enacted	Estimate
1. Regional Centers	70,781	57,841	-2,122	-3.7	55,719	55,719	58,550
2. Wales Initiative	23,950	19,889	12,396	62.3	32,285	32,285	21,845
Fund/Partnership for Peace							
3. Combating-Terrorism	26,966	32,630	-7,010	-21.5	25,620	25,620	26,797
Fellowship							
4. DSCA Administrative	11,809	13,980	-381	-2.7	13,599	13,599	14,264
Expense							
5. Program Outreach and	2,285	2,483	-1	0.0	2,482	2,482	2,460
Collaboration Support							
6. Security Cooperation	3,616	4,797	-55	-1.2	4,742	4,742	4,467
Training and Support							
7. Defense Institution	13,122	12,470	-88	-0.7	12,382	12,382	25,603
Reform Initiative							
8. Increasing Partner	1,790	2,609	-1	0.0	2,608	2,608	2,610
Capacity Building in Rule							
of Law context							
9. Build The Capacity of	359,274	344,275	-143	0.0	344,132	294,132	270,218
Foreign Security Forces							
(formerly 1206)							
11. Ministry of Defense	13,614	10,802	-16	-0.2	10,786	10,786	9,199
Advisors Program							
12. Coalition Support	1,612,540	0	0	n/a	0	0	0
Funds							
13. OCO Lift and Sustain	168,755	0	0	n/a	0	0	0
14. Global Security	0	22,200	-22,200	-100.0	0	0	0
Contingency Fund							
15. Global Theater	233	747	-250	-33.5	497	497	741
Security Cooperation							

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	FY 2016						
			Congressional Action				
A. <u>BA Subactivities</u>	<u>FY 2015 Actual</u>	<u>Budget Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Current Enacted</u>	<u>FY 2017 Estimate</u>
Management Information System							
16. South China Sea Maritime Security Initiative	0	0	0	n/a	0	50,000	60,000
Counterterrorism Partnerships Fund	181,487	0	0	n/a	0	0	0
European Reassurance Initiative	174,886	0	0	n/a	0	0	0
Ukraine Security Assistance Initiative	0	0	0	n/a	0	0	0
Total	2,665,108	524,723	-19,871	-3.8	504,852	504,852	496,754

* The FY 2015 Actual column includes \$2,142,631 thousand of FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

* The FY 2016 Estimate column excludes \$1,627,000 thousand of FY 2016 OCO Appropriations funding (PL 114-113).

* The FY 2017 Estimate column excludes \$1,412,000 thousand for OCO.

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B. <u>Reconciliation Summary</u>	Change <u>FY 2016/FY 2016</u>	Change <u>FY 2016/FY 2017</u>
Baseline Funding	524,723	504,852
Congressional Adjustments (Distributed)	-17,340	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-2,531	
Subtotal Appropriated Amount	504,852	
Fact-of-Life Changes (2016 to 2016 Only)		
Subtotal Baseline Funding	504,852	
Supplemental	1,627,000	
Reprogrammings		
Price Changes		8,877
Functional Transfers		
Program Changes		-16,975
Current Estimate	2,131,852	496,754
Less: Wartime Supplemental	-1,627,000	
Normalized Current Estimate	504,852	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2016 President's Budget Request (Amended, if applicable)		524,723
1. Congressional Adjustments		-19,871
a. Distributed Adjustments		
1) Wales Initiative Funds	14,160	
2) Global Security Contingency Fund	-22,200	
3) Combating Terrorism Fellowship Program	-7,000	
4) Civilian Personnel Compensation	-2,300	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8077 Foreign Exchange Rates	-2,029	
2) Section 8024 FFRDC	-311	
3) Section 8037 Indian Lands	-191	
FY 2016 Appropriated Amount		504,852
2. War-Related and Disaster Supplemental Appropriations		1,627,000
a. OCO Supplemental Funding		
1) Coalition Support Funds	1,160,000	
2) Ukraine Security Assistance Initiative	250,000	
3) Lift and Sustain	200,000	
4) Ministry of Defense Advisors Program	12,000	
5) European Reassurance Initiative	5,000	
3. Fact-of-Life Changes		
FY 2016 Baseline Funding		2,131,852
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2016 Estimate		2,131,852
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-1,627,000
FY 2016 Normalized Current Estimate		504,852
6. Price Change		8,877
7. Functional Transfers		

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
8. Program Increases		25,872
a. Annualization of New FY 2016 Program		
b. One-Time FY 2017 Increases		
c. Program Growth in FY 2017		
1) Defense Institution Reform Initiative	12,998	
The increase will support USG objectives for the African Security Governance Initiative. (FY 2016 Baseline: \$12,382 thousand)		
2) South China Sea Maritime Security Initiative	9,100	
The increase will support ongoing USG objectives in maritime security in PACOM's AOR. (FY 2016 Baseline: \$0 thousand)		
3) Regional Centers	2,231	
This increase is to facilitate efforts to combat transnational security threats and conduct activities that leverage the network of past Regional Center graduates. (FY 2016 Baseline: \$55,719 thousand)		
4) Combating-Terrorism Fellowship Program	721	
Increase to support student throughput and curriculum development. (FY 2016 Baseline: \$25,620 thousand)		
5) DSCA Administration	587	
Increase to support continued DoD audit readiness initiative and transition to the Defense Agency Initiative enterprise accounting system. (FY 2016 Baseline: \$13,599 thousand)		
6) Global Theater Security Cooperation Management Information System	235	
Funds will support increased requirements for the		

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
help desk to support the DoD community. (FY 2016 Baseline: \$497 thousand)		
9. Program Decreases		-42,847
a. Annualization of FY 2016 Program Decreases		
b. One-Time FY 2016 Increases		
c. Program Decreases in FY 2017		
1) Build the Capacity of Foreign Security Forces (2282) Reduction in funding accommodates a reduced number of training and equipping of foreign partners for counterterrorism and stability operations. (FY 2016 Baseline: \$344,132 thousand)	-29,209	
2) Wales Initiative Fund Decrease to be achieved by limiting course size, duration and number of students. (FY 2016 Baseline: \$27,000 thousand; -1 FTEs)	-11,019	
3) Ministry of Defense Advisors Program Planned reduction in base program support. (FY 2016 Baseline: \$10,786 thousand; +0 FTEs)	-1,781	
4) Decrease in Compensable Days Decrease in civilian personnel funding due to two less working days in FY 2017	-382	
5) Defense Institute of Security Assistance Management Reduction to be achieved through curriculum adjustments. (FY 2016 Baseline: \$4,742 thousand)	-345	
6) Partner Outreach and Collaboration Support (POCS) The decrease to this program is a reduction in costs identified through program efficiencies. (FY 2016 Baseline: \$2,482 thousand)	-66	
7) Increasing Partner Capacity Building in Rule of Law	-45	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Context		
Reduction to be achieved through program efficiencies.		
(FY 2016 Baseline: \$2,608 thousand; +0 FTEs)		
FY 2017 Budget Request		496,754

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IV. Performance Criteria and Evaluation Summary:

Performance Criteria

The Defense Security Cooperation Agency (DSCA) administers funding for the Regional Centers for Security Studies, Wales Initiative Fund (formerly Warsaw)/Partnership for Peace Program, Combating Terrorism Fellowship Program, Partner Outreach and Collaboration Support (POCS), (formerly Regional International Outreach - Partnership for Peace Information Management System (RIO-PIMS)), Defense Institute of Security Assistance Management, Authority to Build the Capacity of Foreign Security Forces (formerly Global Train and Equip Program), Ministry of Defense Advisors Program, Defense Institution Reform Initiative (including the African Security Governance Initiative), Increasing Partner Capacity Building in Rule of Law Context, Global Theater Security Cooperation Management Information System, South China Sea Maritime Security Initiative (MSI), Global Security Contingency Fund, Coalition Support Funds, and Lift and Sustain Support. The DSCA also provides program management and program implementation support to the Humanitarian Assistance, Foreign Disaster Relief, and Humanitarian Mine Action programs, which are funded in a separate appropriation.

The DSCA's performance measures support implementation of the defense strategy and COCOMs' Theater Security Cooperation Strategies. These programs enable the Department to strengthen and deepen partnerships across the globe both to address the dynamic security environment, as no country alone can address the globalized challenges we collectively face, and to help manage our fiscal realities. With reduced force structure and resources, the Department must make greater efforts to coordinate our planning to

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optimize allies' and partners' contributions to their own security and to our combined activities.

Regional Centers for Security Studies

The Regional Centers for Security Studies (Regional Centers) serve as international venues for bilateral and multilateral research, communication, and exchange of ideas involving military and civilian participants in support of the U.S. Department of Defense's (DoD) security cooperation objectives. Fulfilling the Under Secretary of Defense for Policy's (USD(P)) guidance, the Regional Centers facilitate engagement with and among foreign participants to:

- Enhance regional security through the creation of collaborative communities of interest among military and civilian officials from States of their respective regions, and examine fundamental causes of security challenges and the most effective means to counter them;
- Strengthen sustainable institutional capacity at national and transnational levels to enhance national, regional, and international security consistent with the norms of democratic governance and civil-military relations;
- Foster defense support to civil authorities in dealing with disasters in a manner consistent with each country's legal, historical, and cultural norms and the proper role of the military in democratic societies; and

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- Promote critical thinking on global security challenges, as related to the respective specified geographic region of the world.

To meet these objectives, in FY15 the Regional Centers conducted a wide array of activities to include: resident executive development programs, in-region seminars, workshops, research and alumni outreach. These activities were the result of extensive coordination and planning with the USD(P), Geographic Combatant Commanders (GCCs), Defense Security Cooperation Agency (DSCA), U.S. Department of State, U.S. Agency for International Development (USAID), U.S. Department of Justice, and other U.S. agencies, country teams at U.S. Embassies, and host country and regional stakeholders.

I. FY15 ASSESSMENT:

A. FY15 ACCOMPLISHMENTS:

Despite a significant budget cut and reduction in personnel, FY15 was another outstanding year for the Regional Centers, where they responded to stakeholder objectives through continued successful programming and activities, positively affecting the targeted audience in their respective regions. The Regional Centers made significant enhancements to building and sustaining active security communities, providing access to DoD leaders and regional policy feedback. Further capitalizing on these communities, the Regional Centers continued to create a federated network of functional communities of influential individuals, including U.S. and foreign partner personnel, who actively exchanged insights on security issues, evaluated security trends, and provided feedback on national and security policies, increasing cross GCC efforts to combat transnational security threats. Specific accomplishments include:

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IV. Performance Criteria and Evaluation Summary:

- Africa Center for Strategic Studies

The Africa Center entered FY2015 with a 52 percent cut to the budget and workforce, making the Center's #1 priority to complete a comprehensive review resulting in the following strategic vision and mission. ACSS's strategic vision is to focus efforts aimed at achieving *"Security for all Africans championed by effective institutions accountable to their citizens."* The Center's new mission is *"to advance African security by expanding understanding, providing a trusted platform for dialogue, building enduring partnerships, and catalyzing strategic solutions."* The Africa Center's FY15 program plan included 10 transformative programs, 14 short-term events, 4 bilateral engagements, 5 special initiatives, and a robust research program. As a result, ACSS engaged 556 persons, over 155 programs days, for a total of 3,025 contact days. While sustaining its focus on strategically relevant leadership seminars, thematic workshops, bilateral engagements, and policy relevant research products aimed at advancing USG security objectives in Africa. ACSS took on significant new work in 2015 that will set the stage for the Center to make a significant contribution to the Administration initiatives.

- Security Governance Initiative: The Africa Center worked closely with OSD and Department of State to support country assessments, development of joint country action plans, and will be an implementer for a number of discrete strategic level engagements during the execution phase of the program. ACSS faculty served as the DoD lead for Tunisia's SGI assessments and as SME for Ghana, Kenya, Mali, Nigeria, and Niger throughout FY2015.

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- The Counter Terrorism Partnership Fund (CTPF) Roundtable Series, jointly hosted with the Office of the Secretary of Defense for Policy, sought to foster a frank and open dialogue among the interagency on how best to employ security cooperation and assistance resources for countering terrorism (CT) and violent extremism (VE) in Africa. Each Roundtable focused on the security landscape and building partner capacity efforts in a particular African region: East Africa (29 May 2015), the Sahel/Maghreb (12 June 2015), and the Lake Chad Basin (26 June 2015). The series contextualized CT/VE interventions within the broader security landscape of three regions and examined the efficacy of USG security cooperation and building partner capacity efforts. The common thread was identified as the critical governance-CV linkage, identifying corruption both as a driver to VE grievances and inhibitor of effective response mechanisms. The Africa Center will continue to play a critical role in reconciling and coordinating more effective DoD resourcing and interventions to regional/international factors driving violent extremism.

- The Gulf of Guinea Maritime Security and Law Enforcement Summit—Implementing the Yaoundé Code of Conduct focused on ways to strengthen and harmonize maritime legal regimes in the Gulf of Guinea. This workshop, jointly organized with the Department of State, International Maritime Organization, U.S. Africa Command (AFRICOM), and the Government of Cameroon brought together fifty-two senior-level representatives from eight African countries. The program focused on implementation of the Yaoundé Code of Conduct developed over the past three years by reinforcing an integrated and holistic African response spanning from the maritime incident at sea to the prosecution ashore. It was also an opportunity to highlight the importance of the need to develop legally binding multilateral agreements, to operationalize the Zone D Interregional Coordination Center and to designate a national authority for the coordination and oversight of national actions at sea consistent with necessary

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IV. Performance Criteria and Evaluation Summary:

legal authorities. The participants stressed that African states cannot do it alone; working with the USG and African Union to implement a Pan-African Code of Conduct is essential.

- Senior Leaders Summit—Professionalization of Forces: AFRICOM, the Combined Joint Task Force Horn of Africa (CJTF-HOA), and ACSS conducted a three-day summit on the Professionalization of Forces in the Horn of Africa. This event was attended by senior military and civilian leaders from the region, representing member states, regional bodies, regional security forces, academia, and policy institutions. This methodology allowed regional leaders to discuss, plan, and coordinate the advancement of professionalism within the armed forces and the broader security apparatus, both in their respective countries and regionally. Recommendations for security sector actors in the Horn of Africa set four priorities: (1) improve analysis mechanisms to assess potential threats and the manner in which security forces respond to threats; (2) invest in long-term professionalism, with particular focus on ethical leadership and citizen security, which entails engagement with the broader security sector; (3) explore options to address ethics in authoritarian political systems; and (4) develop a shared vision of professionalism among regional actors. Stakeholders and participants agreed to regionally review progress in one year.
- Daniel K. Inouye Asia-Pacific Center for Security Studies (DKI APCSS)
 - DKI APCSS conducted 12 courses with 1,170 Fellows and 13 short-term seminars and workshops, both resident and in-region, with 819 participants, resulting in a total projected throughput of 1,989 for the year. This include two Chiefs of

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Defense Conferences, an ARF Maritime Security engagement, and a trilateral engagement between Japan, India and the United States.

- DKI APCSS introduced a new pillar to the foundation of its traditional business model of resident courses, workshops and alumni engagement through the addition of Security Dialogues. The addition of Security Dialogues have allowed for more engagement at lower cost, with more flexibility and a lower profile than Workshops. Dialogues place most of the administrative and resource burden on our willing partners, with DKI APCSS providing subject matter expertise and the draw of the Center's convening authority. DKI APCSS plans to complete 4 Dialogues in FY15 with an estimated 240 participants.
- DKI APCSS strengthened the whole-of-government and whole-of-security approach to security solutions by embedding Department of State funded International Visitor Leadership Program (IVLP) and Symposium on East Asia Security (SEAS) participants in Courses, further expanding our Fellows' understanding of comprehensive security cooperation.
- DKI APCSS FY15 programs enhanced knowledge, skills and values about security cooperation in the region, built capacity and resilience, socialized norms of cooperation and collaboration in addressing shared challenges, and thereby contributed to enhanced security. Fellows' Projects remain a significant mechanism for achieving these outcomes. For example, a CSRT 15-1 alumnus, Director and Acting Chief of the Nepal Telecommunications Authority, worked on a Cyber Security Strategy for Nepal while at DKI APCSS, which is currently being finalized within Nepal's government. He has also recently been appointed to a

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IV. Performance Criteria and Evaluation Summary:

Nepal Ministry of Information and Communications committee to establish Nepal's first National Computer Emergency Response Team (CERT). At the invitation of DKI APCSS, he will be speaking at the CHOD conference in September 2015 and will be a speaker at the DKI APCSS workshop on "Cyber Security and Critical Infrastructure in South Asia and Southeast Asia" to be held in Kuala Lumpur, Malaysia in March 2016. Another Nepal Fellow's earthquake preparedness and recovery awareness initiative was ultimately funded by the United Nations Development Program, enabling the renovation and retrofitting of 232 school buildings for earthquake resilience; these retrofitted buildings all withstood the April 2015 earthquake in Nepal.

- DKI APCSS programs continued to build Asia-Pacific partner nation and USG capacity for effective, whole-of-society security cooperation in FY15. A recent Comprehensive Security Responses to Terrorism (CSRT 15-1) alumna, Director of the Nepal Industrial Development Corporation Ltd., has focused her Fellow's Project on "Streamlining Official Declaration to Revive Nepal's Conflict Affected Industries" to the next level and collected information of an additional 14 industries to analyze them for consideration for governmental assistance. A Malaysian alumnus from the same course has furthered his Fellow's Project on "Upgrading Preparedness of the Medical Sector in Eastern Sabah Safety Zone to Treat Mass Casualties" by getting his superior to plan an exercise in 2015 to test the capabilities of one hospital in the Sabah district as a baseline for the broader project. The APCSS Women, Peace, and Security (WPS) program, which focuses on three pillars of increasing female participation in our activities, integrating WPS issues into all programs as appropriate, and identifying credible and compelling evidence on the impact of women on peace and security, has contributed to these outcomes by

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achieving an increase in female participation from 14% in 2011 to 21% in 2015, with a growing number of successful alumni Fellows Projects related to WPS.

- Asia-Pacific Center for Security Studies alumni published papers via DKI APCSS' Alumni Perspectives platform, expanding global understanding of regional viewpoints on Women, Peace and Security, as well as Countering Violent Extremism. Among them, LTC Vanndy Piv, Chief of the International Relations Office of the High Command's Cabinet, Royal Cambodian Armed Forces wrote on "Empowering Cambodian Women's Full Participation in Defense and Security Sectors," Ms. Fozia Fayyaz, Director of Special Services Administration, Ministry of Foreign Affairs for Pakistan wrote on "Developing the Human Resource Potential of South Asia," Ms. Lisa R. Wulan, an Indonesian security analyst wrote on "Enhancing the Role of Women in Indonesia to Counter Terrorism," and Mr. Kris Mada, a journalist for Kompas Morning Daily wrote on "Empowering Indonesia's Local Seafarers to Contain Smuggling."

- George C. Marshall European Center for Security Studies (GCMC)

- Conducted 13 resident courses with 798 participants and graduated 363 participants in 24 PLTCE resident courses. In all GCMC completed over 19,515 participant days for resident courses alone. For non-resident events, GCMC conducted over 243 outreach, PfPC, PLTCE, and alumni events across the region reaching 1,945 participants and completing 23,961 participant days.
- Transnational. Conducted 18 transnational related events with 967 participants. These can be divided into 14 capacity building events (754 participants) and four

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networking events (213 participants). Examples of transnational events included the inaugural Program in Cyber Security Studies (PCSS), the Program on Terrorism Security Studies (PTSS), the Program on Counter Narcotic Illicit Trafficking (CNIT), and the Seminar on Transatlantic Civil Security (STACS). Transnational networking events included separate community of interest engagements for each of the transnational resident course listed above.

- Regional. Conducted 28 regional, capacity building events with 868 participants. These can be divided into 18 capacity building events (587 participants) and 10 networking events (281 participants). Regional events are focused on Europe and Eurasia (specifically Europe's Eastern and Southern Flanks). Examples of regional events included a Baltic and Central European Security Conference, a tailored seminar on Ukraine and the Contemporary Security Environment, Trends in Maritime Transnational Organized Crime Seminar (Mediterranean focus), Security Sector Capacity Building Seminar, Tailored Seminar for Georgia and Ukraine Parliamentarians, and a Regional Migration and Refugees Conference.
- Operationalizing the Network. GCMC continues to grow and operationalize the network globally. Network operationalization begins with selecting the right demographic (whole-of-government diversity, gender, professional background, seniority, etc.) for participation in GCMC events and is strengthened through outreach events (event and participant numbers as noted above). The network is reinforced through the use of the internet-based GlobalNET, a communication and information exchange facilitator. For FY15, the GCMC GlobalNET had 11,718 member accounts from 137 countries, and recorded 75,415 site visits with 821,694 actions. Member account visitor locations and numbers are as follows: North America -

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32,656 visits; Europe - 36,748 visits; Central America - 261 visits; Asia - 3,304 visits, South America - 757 visits; Oceania - 279 visits; Africa - 790 visits; unknown - 539 visits.

- Capacity Building. GCMC continues to generate enlightened professionals that return to their countries and build upon what they have learned at GCMC. Examples of this are as follows: a Palestinian participant founded a counter-terrorism unit based entirely on GCMC advice; two GCMC alumni facilitated a joint counterterrorism training program between Turkey and Azerbaijan; Romanian GCMC alumnus helped organize an International Security Research Seminar that was fully funded by Romania; a Bahamian requested GCMC review their draft Counter Terrorism Strategy inspired by GCMC course attendance; both Ukraine and Moldova requested GCMC assistance in developing their country's' National Security Strategies.

- Near East South Asia Center for Strategic Studies (NESA)

- Conducted 27 resident programs for 978 participants from 73 countries, resulting in 757 new alumni. Additionally, NESA Center continues to provide strategic depth to CENTCOM (7), AFRICOM (9), ARCENT (2), DTRA (1), and the Joint Staff (2) by executing 21 tailored programs focused on addressing various regional security issues.
- The NESA Senior and Executive seminars, and numerous DC-based and in-region core programs, generate alumni capable of influencing policy, consistent with USG regional goals and objectives, in governments, think-tanks and non-governmental agencies throughout the Near East and South Asia. NESA's whole of society approach to solving regional issues such as counting terrorism, gender issues, border

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security, nuclear security, and human security challenges provide the USG a critically unique platform to influence regional policy concepts consistent with American values and culture. The interaction and feedback from the participants provide US policy-makers significant points of discussion, strategic assessments, and key recommendations. In fact, the annual NESAs program co-hosted by the prestigious London-based Institute for International Security Studies in Muscat, Oman brings together high-level regional government officials with key US policy makers.

- NESAs Track II programs with the University of California at Los Angeles, the University of Ottawa, The Hoover Center at Stanford University and the International Institute for Security Studies consistently provided the USG with concrete deliverables benefiting US policy. These programs provided direct dialogue and access to senior decision makers regarding such issues as: Israeli Security and Arab-Israeli Peace, US-Iran Nuclear Dialogue, South Asia Regional Security, Middle East-North Africa Security, India-Pakistan Nuclear, and India-Pakistan Military to Military.
- NESAs Center continued to lead the regional "Strategic Studies Network (SSN)" which helps strengthen civil society in the NESAs region and gives the USG a window into the thinking of "informed outsiders". The SSN comprised of four working groups brought together 107 participants from 30 countries and 72 strategic studies centers at its annual conference producing policy research publications such as: An edited joint policy volume on "The Arab Spring in a Comparative Perspective" (<http://www.iemed.org/publicacions-en/historic-de-publicacions/joint-policy-studies/the-arab-spring-in-comparative-perspective>); and The 'Maritime Security in the Indian Ocean Region (IOR)' working group paper, entitled, "Harnessing

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Opportunities and Overcoming Challenges: Maritime Security in the Indian Ocean Region," was published in a Routledge peer-reviewed journal, Strategic Analysis (<http://www.tandfonline.com/doi/full/10.1080/09700161.2015.1047229>).

- NESAs partner with and receive increasing funding from AFRICOM for NESAs-led programs with ACSS and regional and US partners. The series of North African-Sahel programs started in FY12 with two workshops, is now in its third year with eight workshops. We have brought Maghreb-Sahel countries (plus Egypt) to programs focused on Radicalization/Youth and Returnees; Security Sector Transformation; Border Security/Management; Good Governance (focused on "whole of government" and "whole of society" initiatives); and Regional Cooperation (on security, economics, religion). Our goal is to establish regional networks of experts, to share best practices, to enhance regional capacity, to encourage creative regional solutions, and to develop recommendations. To date, we have over 300+ recommendations many of which participants have briefed up through their Ministries for action.
- The William J. Perry Center for Hemispheric Defense Studies (WJPC)
 - Conducted 8 resident courses for 323 participants from 33 countries, including one program fully funded by Peru. The Perry Center also conducted one in-region seminar in Colombia. There were 19 virtual activities for 10 countries reaching well over 1,000 alumni and others. In addition, the Perry Center conducted multiple events in Guatemala and Haiti in support of their respective White Paper efforts.
 - In support of OSD Policy objectives the Perry Center introduced the Managing Security and Defense course (MSD) attended by 36 VIP participants, including two Vice Ministers. Designed to build the capacity of senior executives in the

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defense and security sectors, this course will serve as the model for similar events for similar audiences both in Washington, DC, and in the region. Another new academic event introduced this year was the Regional Seminar to Combat Transnational Organized Crime, the first of which included 56 participants from 10 countries. The objective of this program is to build capacity and develop a community of practice (COP) that will collaborate on national, regional, and international strategies to promote security and prosperity in combating the threats posed by transnational organized crime, terrorism, and illicit networks in Latin America.

- Each year the Perry Center conducts a Washington Security and Defense Seminar (WSDS) for new foreign military attaches and diplomats to introduce them to the security and defense environment and the policymaking processes of Washington. As diplomatic relations have been renewed with Cuba, the State Department extended an invitation to the Cuban Embassy to participate in the WSDS, reinforcing the high value the US Government places on the Perry Center's relationships and reputation across the hemisphere and the Center's utility as a unique, non-threatening engagement vehicle.
- In concert with the Defense Institutional Reform Initiative (DIRI), the Perry Center facilitated four events in Guatemala attended by several dozen senior members of the Guatemalan National Security Council and various ministries to continue the process to develop and refine Guatemala's National Security Strategy incorporating the concepts of inter-agency cooperation and strategic dialogue. The primary efforts in Guatemala, supporting the VMOD for Plans and Policy, are focused on consolidating and institutionalizing the defense management platform which produces, among other things, their Force Design and

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Metrics-based evaluation efforts. The support also aims to continue developing a culture and institutional processes that are based on transparency in accounting and resource allocation. Perry Center efforts contributed to the publication of a security White Book in July 2015. The Perry Center Director also traveled in May as part of the US delegation with DASD-WHA, Dr. Rebecca Chavez, to the US-Guatemala Bilateral Working Group, which met at the Ministry of Defense HQ in Guatemala.

- USG partners continued to collaborate with and seek the assistance of the Perry Center in FY15. USSOUTHCOM asked Perry Center faculty to support senior leader portions of the PANAMAX and Fuerzas Comando regional exercises which promote stronger military-to-military relationships, increased interoperability and improved regional security; and facilitate several dialogues for the Commander and his senior staff.
- The Perry Center continued its strong support of the Mexican Navy War College (CESNAV), with Perry Center faculty teaching a series of multi-day segments in their doctoral program. CESNAV paid for all costs associated with this endeavor, an ongoing program which allows valuable interactions with participants in the course, made up of top admirals and generals from Mexico and Central American nations.
- A Perry Center faculty member appeared before the U.S. House of Representatives Committee on Financial Services, Task Force to Investigate Terrorist Financing, to testify as a subject matter expert on terrorist financing and the convergence of illicit networks. The hearing, titled "A Dangerous Nexus:

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Terrorism, Crime, and Corruption,” examined a broad spectrum of national security threats from illicit actors like ISIL, Hezbollah, the FARC, Venezuela, and Iran and discussed U.S. counterterrorism finance and anti-money laundering endeavors to confront these threats.

B. FY 15 CHALLENGES:

- ACSS
 - Fiscal and personnel reductions to the Africa Center's baseline O&M budget in FY15 (and persisting for FY16 and beyond) necessitated fundamental changes to the ACSS business model—funding, personnel, and operations. Consequently, ACSS moved towards a more integrated approach to programming and engagement while still mindful of the realities inherent in operating on the African continent. ACSS did this by leveraging research, academic programs, and alumni chapter engagements more intentionally to continue to provide face-to-face and virtual platforms where partners can exchange views on priorities and best practices. Each project within a program theme therefore identifies complementary research, academic programs, and pre- and post-engagement activities.
 - Funding efficiencies in 2015: from FY14 to FY15 ACSS budget was cut from \$13.3M to \$6.5M for a total reduction of 52%. This cut was absorbed by reducing both USG and contract staff, closing regional support offices in Ethiopia and

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Senegal, curtailing academic programs, reducing support requirements during programs, and expanding the use of partner funds.

- Personnel efficiencies in 2015: from FY14 to FY15 ACSS reduced staffing from 68 government and contractor FTEs to only 39 for a 43% reduction. This was accomplished mostly through attrition, management directed personnel transfers, and reduced contracting support all without special personnel reduction authorities.
- The Africa Center continues to support OSD policy priorities, Combatant Command Lines of Effort, and other Administration and Interagency Africa security priorities.

- DKI APCSS

- Funding reductions and increasing demand for DKI APCSS programs continue to challenge program planning and execution. Creative solutions were implemented to mitigate the impacts of the \$756K budget decrement. These included securing additional USPACOM funding support to mitigate the cut and significant expansion of the Regional Security Studies Internship program and COCOM and Service School Fellowships, both of which help support components of the academic program. DKI APCSS is currently operating at capacity, but does achieve some flexibility by continuing to emphasize efficiencies and strong partnerships to meet higher demand.

- GCMC

- Conformance to DSCA's CCar requirement has caused GCMC to incur substantially more manpower costs than expected or forecasted, and CCar's difficult FY15 rollout has

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caused an elevated steady-state workload at GCMC. GCMC experienced human resources-related challenges throughout FY15 due to CPAC hiring delays and deficient applicant referral lists causing the late selection and hiring of employees. Finally, GCMC lacks a dedicated program of record for sustainable funding for the Cyber Program; the program is currently funded through OMD and CTFP at a level that is insufficient to meet increasing demand.

- NESA
 - The major FY15 challenge was moving and establishing the organization at the National Defense University while assuming nearly a 50% cut in operating budget. Despite budget limitations NESA was able to secure a significant increase in Gulf nation participation, particularly from Saudi Arabia.
- WJPC
 - In light of substantial funding and personnel reductions, WJPC sought to focus mission support on the programs and activities of highest importance to OSD Policy. This entailed a shift to place primacy of efforts on supporting Security-Defense Institution Building (SDIB). Accompanying this change was the need to develop new programs/courses/syllabuses and realign faculty efforts consistent with this mission. The single greatest challenge of FY 15 has been curriculum development in a field of study that is not well documented.

II. BUDGET YEAR FY 16 PLANS AND OBJECTIVES:

- ACSS

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- In alignment with the 2015 OSD Policy Guidance, the Africa Center will implement a new methodology to strategically address priority themes across our FY16-17. ACSS' new business model will focus Center resources on interagency and international consultation, strategic research, programming, bilateral engagement, exercise support, and ultimately the synthesis of strategic level products to further the priorities of the USG and the Center's new vision and mission. The deliberate approach to the FY16-17 program plan is intended to generate the necessary predictability and inclusivity ACSS needs to apply limited resources and subject matter expertise while leaning hard on measurable outcomes and strategic impact.
- The FY2016 Program Plan identifies the tangible ways in which ACSS will contribute toward making its vision a reality for more Africans. Each program theme entails a dedicated effort in research and publications, strategic communications, workshops and seminars, and outreach activities; leveraging a growing community of interest across the continent, evidence-based analysis, and 16 years of unique insight as the only DoD-Africa forum for bilateral and multilateral study of African security challenges. The Center also intends to expend its effort to strategically leverage and engage with relevant regional security organization (e.g. the African Union and the Economic community of West African States) to advance security goals. ACSS will focus efforts along the following work streams:
 - Countering Terrorism and Transnational Threats
 - Strengthening Leadership, Strategy & Governance in Africa's Security sectors
 - Stabilizing Fragile States: Strengthening Security Sector Institutions & democratic Accountability
 - Countering Terrorism and Transnational Threats

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- Advancing Collective Security: African Peace and Security Architecture
Continental & Regional Mechanisms
- Interagency Support

- DKI APCSS

- APCSS will continue pursuing efficiencies while ensuring it continues to offer activities that respond effectively to USD (P) and USPACOM goals and requests. The APCSS FY16 plan addresses capacity-building and other policy priorities through an expanded program focusing on key and urgent priorities, maximizing return on investment, and delivering enduring outcomes. The plan leverages existing APCSS executive education capacity in a coherent program of interlinking lines of effort that maximize support to the strategic Asia-Pacific Rebalance efforts. Resident courses will remain the foundational program component, supplemented by a strong and complementary workshop and dialogue program addressing key topics derived from OUSD(P), ASD/APSA and USPACOM policy guidance. These will be woven together by a robust Strategic Alumni Security Initiative to ensure that alumni are strategically networked, nurtured and leveraged to maximize their contribution to increased individual and organizational capacity through their Fellow's Projects, alumni association and functional community of interest (COI) involvement. Developing APCSS partnerships with Department of State and others will continue to strengthen the whole-of-society approach to security solutions.
- Continually nurtured development of the APCSS Regional Security Studies Intern Program and expanded military Service and COCOM Fellowships will provide a blended learn/teach/research experience and augment the efficiency and capacity

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IV. Performance Criteria and Evaluation Summary:

of APCSS teaching faculty. Other efficiency measures employed in FY16 include increasing use of the other volunteer support, focusing on partnerships that bring operational efficiencies, continuing to pay below per diem rates for course Fellows, and adopting renewable energy alternatives for cost savings.

- GCMC
 - The GCMC seeks to develop and sustain a network of policy practitioners that build joint, interagency, and interoperable partner capacity. Advances toward this outcome will be made through a focus on transnational and regional issues conducted via resident and non-resident courses, and alumni outreach. Finally, GCMC is working to implement a new German-American Memorandum of Agreement that will strengthen German-American cooperation.
 - Transnational issues will be addressed by developing the existing Counternarcotics and Illicit Trafficking program into the Counter Transnational Organized Crime program, by continuing to offer existing programs such as the Program in Cyber Security Studies, the Program in Terrorism and Security Studies, and the Senior Executive Seminar. Additionally, many transnational themes will be incorporated into the Program in Applied Security Studies. There is now an Alumni Specialist assigned to each Transnational Program to help develop a robust global network of functional specialists.
 - Regional issues will be addressed by existing courses such as the Seminar on Regional Security, the Program in Applied Security Studies, as well as two new courses that address security problems on Europe's eastern and southern flanks. GCMC's course on

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Security Sector Capacity Building will be dropped in FY16 although these essential capacity building elements will continue to be covered in various resident courses.

- NESA
 - As NESA looks to FY16 the Center will conduct 57 programs - producing nearly 1,400 alumni, continue to execute an expanding FMS Case program with the UAE National Defense College (NDC), and deliver programming in direct support of their stakeholders.
 - Education: The Center's 57 professional military and civilian strategic education initiatives and programs continue as our "flag ship" effort to produce alumni throughout the region and the source for providing USG security issue insights. Twelve (12) "Core Programs" will be conducted in DC and will provide dialogue on security issues amongst 45 participants from the NESA region. Eleven (11) "Middle East Programs" will focus on regional topics such as the future of ISIL and its impact on region, and gulf military integration. Eight (8) "South and Central Asia Programs" will focus on Afghanistan transition in 2017, regional issues beyond Afghan transition keying on Afghan-Pakistan and India-Pakistan relations and the regional CT posture. Eleven (11) North Africa Programs" conducted in region will assist our partners in developing and implementing approached to countering violent extremism due to instability in North Africa and developing security sector governance (SSR and DIB) .
 - Engagement: NESA Center has developed long-term, Track II programs with the University of California at Los Angeles, the London-based International Institute for Strategic Studies, Ottawa University and the Hoover Center at Stanford University.

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IV. Performance Criteria and Evaluation Summary:

These Track II shaping efforts will continue to provide unprecedented USG access to current and former regional policy makers on issues such as robust biannual Arab-Israeli dialogue; Pakistan-India nuclear dialogue; Pakistan-India Military to military; Afghanistan, Pakistan and India Intelligence programs, and opportunities with Iranians following the P5+1 Agreement.

- Outreach: The NESAs led "Strategic Studies Network (SSN)" ties NESAs with over 70 strategic studies centers from 30 countries and continues to serve as an important USG engagement tool. Yearly, NESAs bring key alumni from these centers together to survey regional issues and capture security, diplomatic, political, economic, and resource trends. Our SSN partners provide a unique platform to engage academics and young, emerging future regional leaders. The SSN 2016 conference theme is the "NESAs Region in 2020." The conference will examine how the NESAs region (North Africa, the Levant, the Gulf, South Asia, and Central Asia) will look in the coming few years and the implications for United States policy objectives. Additionally, NESAs will continue its Alumni outreach to keep course graduates up to date on American policy trends and issues.

- WJPC

- Continue expansion of SDIB programs with the introduction of the Conflict Assessment and Program Analysis (CAPA) course. This course, as with the newly introduced Managing Security and Defense (MSD), target senior leaders and decision-makers in the defense and security sectors. The MSD will also be conducted in FY 16.
- Seek to transform the existing alumni relations paradigm to a new model focused on Communities of Practice (COP) in accordance with OSD Policy guidance. By focusing

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resources on this COP, WJPC seeks to enhance SDIB efforts throughout the region by nurturing a network of practitioners and a peer-supported base of knowledge that can provide both the academic and policy foundations for capable, transparent ministries and good governance.

- Increase the use of virtual engagement and the entrepreneurial model which leverages some partners' facilities and personnel resources for hosting Perry Center in-region programs, greatly reducing the costs for facility rental and billeting.
- Actively de-conflict programming and initiatives with the other RCs in accordance with OSD Policy guidance as well as identify opportunities to increase Regional Center collaboration;
- Expand stakeholder investment from COCOMs and other USG agencies and funding streams (1206, CTFP, Counter Narcotics, the US Department of Justice, and International Narcotics & Law Enforcement Affairs (INL));
- Increase the number of self-funded participants.
- Reinforce strategic partnerships that will shape the response to the 2012 U.S. Defense Strategic Guidance and the strategic re-balancing it directs;

III. BUDGET YEAR FY 17 PLANS AND OBJECTIVES:

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IV. Performance Criteria and Evaluation Summary:

- ACSS
 - In 2017, ACSS envisions continued increases in program requirement to support Executive-level security and governance priorities (SGI, CTPF, and AMEP), Office of the Secretary of Defense policy priorities (Countering Terrorism and Transnational Threats, Security Sector Reform, and Strengthening Defense Institution), U.S. Africa Command and its Service Components Lines of Effort, and other interagency security priorities.
- DKI APCSS
 - With increasing demand and continuing downward pressure on budgets, APCSS will continue to review its business model in order to form effective partnerships that will allow increased efficiencies to meet OUSD(P) and USPACOM expectations for priority and high demand programs. In addition to the continued employment of FY15 and FY16 efficiency measures, APCSS will also leverage technology for virtual engagement, where appropriate and feasible, to help minimize travel budgets.
- GCMC
 - Continue to execute plans and objectives started in FY16.
- NESA
 - Continue to execute plans and objectives started in FY16.
- WJPC

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- Maintain SDIB country programs and expand to appropriate priority partner nations, as directed by OSD Policy
- Expand resident course offerings to include two-week programs on measuring defense outcomes and competency-based professional defense education
- Continue support to OSD-WHA and the Government of Trinidad and Tobago in final preparation for and follow-up to October 2016 Conference of Defense Ministers of the Americas (CDMA)
- Increase emphasis on influencing senior executives who and institutions that can directly implement national policy;
- Continue to support the functional specialization pilot program implemented in FY15 at the George C Marshall European Center for Security Studies by recommending the best English-speaking candidates from priority nations;
- Continue to leverage technology with in-region and virtual programs

Wales (formerly Warsaw) Initiative Fund (WIF)/Partnership for Peace Program

I. FY 15 ASSESSMENT:

WIF program efforts are conducted in accordance with regional and country-specific priorities established by OSD Policy, U.S. European Command (USEUCOM), and U.S. Central

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Command (USCENTCOM), and also NATO Individual Partnership Action Plan (IPAP) and Partnership Goals (PGs) as agreed to by the Partners. WIF directly supports the strategic objectives identified in the 2014 Quadrennial Defense Review (QDR) and the security cooperation objectives identified in the Guidance for Employment of the Force (GEF). WIF provides a mechanism for the U.S. government (through a DoD security cooperation program) to demonstrate its commitment to NATO and its Partners by strengthening security and stability in the Partnership for Peace (PfP) region.

FY15 activities were planned in 12 countries in Southeastern Europe, Eurasia* (Moldova and Ukraine), Central Asia, and the South Caucasus. They included: regional and bilateral exercises to enhance Partner interoperability to prepare for and operate in a coalition environment; exchanges, conferences, seminars, and workshops; support to the Ministries of Defense (MoD) of Partner nations to enhance professional military education; and, support for Partner country efforts to reform defense institutions as well as advance MoD and interagency cooperation for emergency preparedness and consequence management.

**Although Russia and Belarus are WIF-eligible countries as PfP "developing" Partners, there were no WIF-funded events with Belarus or Russia in FY15.*

A primary advantage of the WIF program is the flexibility it offers to the Department to address a broad range of capacity building requirements to meet both current and evolving defense security priorities. WIF program implementation in FY15 was no exception. Among the top priorities the WIF program supported in FY15 centered on U.S. and coalition interests: (1) Partner preparations for deployed operations as contributors to NATO's Resolute Support Mission (RSM) and International Security Assistance Force (ISAF)

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mission, and other international and coalition missions; and, (2) active engagement with Central Asian partners to sustain access and nurture the institutional structures necessary for facilitating unfettered logistics through the Northern Distribution Network (NDN).

- USEUCOM relies on WIF resources for exercises, military-to-military, defense reform, and tailored capacity-building activities with nine USEUCOM PfP countries: Armenia, Azerbaijan, Bosnia-Herzegovina, Georgia, Macedonia, Moldova, Montenegro, Serbia and Ukraine. These programs foster interoperability and NATO integration, promote regional defense cooperation and stability, and support development of defense institutions needed to maintain interoperability and expeditionary capability made over the past decade. Through these activities, WIF fosters regional partnering and collaboration, contributing to the broader regional stability in the Black Sea, Caucasus, and Western Balkans. WIF provides critical resources for security cooperation activities conducted by USEUCOM and its Service Components, the George C. Marshall Center (GCMC), and other force providers. WIF programs include bilateral activities in the areas of: air forces and land forces interoperability, professional military development, maintenance and logistics capability, C4 interoperability, financial and human resources reform, disaster preparedness and response, military medical capability, cyber security and intelligence security cooperation.
- USCENTCOM continues to rely heavily on WIF for its military-to-military commitments and overall bilateral engagement strategy in Central Asia: Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan. WIF funding and activities comprise approximately 90% of USCENTCOM's partner engagements in Central Asia outside of counter-terrorism and counter-narcotics programs. The flexibility of the WIF program is

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particularly useful in responding to a range of emergent requirements that ensure continued and uninterrupted access to the NDN and support to coalition operations in Afghanistan. As RSM operations trend toward lower levels in the near future, WIF-supported activities will serve as a resilient enabler for building and sustaining regional influence for NATO and the United States.

I. FY 15 ASSESSMENT:

A. FY 15 ACCOMPLISHMENTS:

There were many bilateral and multilateral/regional successes. The following are some examples of FY15 accomplishments:

Armenia:

- The Defense Institution Building (DIB) program in Armenia made steady strides in FY15 as Armenia continued to take ownership of its second Strategic Defense Review (SDR) process (2016-2020). Robust senior-level commitment and the expansion of an Interagency Committee and MoD/General Staff (GS) working group demonstrate Armenia's commitment to making progress in this area. Quarterly engagements supported the successful completion of Phase 3 (Task Lists) and Phase 4 (Force Structure), the latter being the longest and most difficult phase. The MoD and GS have also held high-level discussions on transitioning to mission command, which has been supported by the SDR team.
- The CMEP program conducted an exercise development and interagency tabletop workshop. These efforts focused on: enhancing national interagency cooperation; increasing capacities for crisis communications; familiarizing interagency public information

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officers with information flow; and how to communicate critical information to the public via the mass media during disasters.

Azerbaijan:

- The DIB program continued to provide support focused on the long-term groundwork for future generational change in the MoD. The Azerbaijani J-1 began to show genuine interest in pursuing strategic level personnel reforms, though engagements became inconsistent during the latter half of the year. Engagement with the interagency Maritime Strategy Working Group also came to a halt mid-way through FY15. DIB program and EUCOM agreed that all possible theoretical work had already been covered and that further engagement would be contingent on senior leadership forming working groups to begin actual implementation of the Maritime Security Strategy (MSS). In addition to HRM and Maritime Strategy, DIB introduced the MoD/GS to the strategic force development planning process, as well as drafting strategy/policy documents on standardization and international military cooperation.
- DEEP was particularly active in Azerbaijan, devoting three events to preparations to launch a new senior-level course focused on the operational and strategic levels of war sometime during early 2016. DEEP also added a final exercise as the culminating event for Azerbaijan's intermediate-level Joint War College curriculum.

Bosnia-Herzegovina:

- With a series of events on procurement and contracting regulations, the DIB program culminated support for MoD strategic level logistics development. With this culmination, the DIB program launched new efforts in resource management and human resource management. DIB experts supported the MoD Finance Directorate and Bosnia-

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Herzegovina JS J-8 in their efforts to develop a revised resource management system that is transparent, responsive and supports development and enhancement of key defense capabilities as well as a prioritized budget request. The DIB program also supported MoD / JS efforts to transition to a more effective system to address HRM requirements, with an initial emphasis on career management issues. The Bosnia-Herzegovina J-1 Director said that the human resource management (HRM) team has "opened his eyes" and he better understands the need to grow a manageable officer inventory.

Georgia:

- The DIB program continued to support a number of HRM reforms. The ongoing implementation of a pay-by-rank system, which has been a NATO Partnership Goal for several years, represents a major success. Quarterly workshops also supported Georgian human resources (HR) personnel with developing and refining their competence management/job classifications, performance management, military selection processes, and military pensions. In the area of resource management, the DIB program conducted a workshop to prepare personnel from ten different MoD departments for the first-ever mid-year review. Participants were introduced to the key principles and mechanisms of analyzing the execution of a program-based budget.
- DEEP efforts complemented HRM reforms by assisting Georgia with the adaptation of student evaluation methods through faculty development events.
- CMEP executed three workshops focused on Defense Support to Civil Authorities, Scenario Planning, and National Exercise Program. The DSCA and scenario planning events identified shortfalls in personnel training and disaster planning.

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Kazakhstan:

- The DIB program, in alignment with USCENTCOM objectives, engaged in two lines of effort to support Kazakhstan's MoD professionalization efforts in HR and Training Management in response to the government's decision to end conscription. The MoD HRM Directorate initiated a major reorganization to accommodate the needs of a volunteer force and the Mobilizations Department has begun adapting to the requirements of retaining formerly conscripted soldiers and transitioning them to volunteer service. In addition, the Kazakhstanis have been exploring necessary legislative changes to move to a professionalized force. DIB efforts also supported the MoD as it expands testing of U.S.-like Training Management techniques.
- DEEP has supported Kazakhstan with final steps of curriculum development to build pilot courses focused on Western Operational Art and Legal Aspects of Peace Support Operations.

Macedonia:

- The DIB program conducted a program review in early FY15. The review enabled a prioritization of efforts, clarified progress on current DIB projects, examined what remains to be accomplished within existing efforts, and yielded a better understanding of what other DIB requirements should be addressed. As a result, DIB personnel supported the MoD in developing effective and transparent resource management system scenarios. DIB activities also include support for Macedonian efforts to enhance the effectiveness of the operational logistics system and processes in accordance with Western and NATO best practices.

Moldova:

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- Overall pace of DIB decreased during FY15 in Moldova. However, following a GCMC security sector reform seminar and publication of Moldova's NATO Defense Capacity Building (DCB) package (late FY15), the MoD has begun an effort to revise its National Security Strategy and conduct the requisite threat assessment. Both DIB and GCMC will support these efforts going forward.
- The DEEP program helped achieve a significant milestone when capacity was declared for Moldova's PME program upon the graduation of its first class of students from its military academy. With capacity declared, Moldova is providing SMEs as faculty development providers to other NATO partner nations via DEEP.

Montenegro:

- DIB support focused on finishing the Long-term Development Plan (LTDP) and HRM aspects of the LTDP. The Defense Minister was able to present the LTDP to NATO ahead of the December 2015 Foreign Ministers Meeting, where MNE was invited to join the Alliance.
- DIB efforts supported Montenegro as it takes the necessary actions to implement a financially-based re-structuring program for its forces that was initiated in 2013.
- CMEP conducted an Emergency Operations Center (EOC) workshop and a follow on Emergency Preparedness workshop for Montenegro. These efforts focused on intra- and intergovernmental communications, civil-military coordination, national exercises, and related planning efforts.

Serbia:

- The DIB program continued to build on efforts to support development of strategic logistics capacity and expeditionary planning. DIB teams supported MoD efforts to enhance and expand its ability to deploy peacekeeping forces abroad. This includes

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a better understanding of the need to establish a good working relationship within the whole of the Serbian government and establishing lateral communication below the strategic level. DIB efforts have also continued to work with Serbian personnel on HRM concepts as part of broader discussions.

- WIF-funded DEEP efforts focused on the initiation of a Serbian Battle Staff Course for staff NCOs.
- CMEP activities focused on Scenario Planning to follow up previous efforts on disaster planning and national flood response lessons learned workshops in FY14.

Tajikistan:

- DIB efforts focused on broad familiarization with the discipline. Completed workshops addressed Military Decision Making Processes, Information Assurance, and the risks of ethnic and religious conflict.

Ukraine:

- DIB efforts continue to support the high-level focus of the U.S. Ambassador and USEUCOM on Ukraine as a top priority country. Despite challenges presented by the ongoing events in the eastern part of the country, Ukraine approved new drafts of the National Security Strategy and Military Doctrine. Through a series of workshops, DIB supported Ukrainian development of a new Maritime Concept for the Ukrainian Navy. DIB participated in and co-sponsored several events with Ukraine, NATO, and EUCOM that resulted in significant improvement in medical military capacity. Work has also begun with MoD Personnel Department in HRM to develop more effective systems for personnel evaluations and assessments, personnel rotation policies, a personnel training system, and the military pay system. The DIB team has worked

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closely to evaluate and propose recommendations for major reforms of the Ukraine MoD and GS.

- U.S. DEEP activities in Ukraine are part of a multinational DEEP program driven by Poland and NATO. Consonant with the development of the Maritime Concept with the DIB program, DEEP is facilitating U.S. Naval Academy support to Bulgaria and Poland as part of a collaborative effort to reestablish the Ukrainian Naval Academy.

Uzbekistan:

- The DIB program conducted familiarization workshops on Military Decision Making Processes and Information Assurance.
- DEEP efforts focused on faculty development activities. Faculty development is a key driver for change at the Armed Forces Academy (staff college/war college-equivalent).
- CMEP conducted a geospatial information systems workshop and an interagency tabletop workshop. Both events were focused on using geospatial-based tools to improve Uzbekistan's civil-military cooperation and preparedness for disasters.

Multilateral/Regional:

- CMEP provided SME support to multiple planning events and execution of the Joint Reaction 15 Regional Disaster Response Exercise. CMEP contributions enhanced the overall exercise connection to NATO by: 1) Facilitating NATO involvement, and 2) Supporting interoperability through use of NATO disaster request/assistance procedures.

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IV. Performance Criteria and Evaluation Summary:

- CMEP provided SME support to multiple planning events and execution of the Joint Reaction 15 Regional Disaster Response Exercise. CMEP contributions enhanced the overall exercise connection to NATO.

B. FY 15 CHALLENGES:

1. A continuing challenge is securing funding and appropriate authorities to ensure relevant organizations and ministries (other than the MoD) are present during discussions about interagency cooperation to collaboratively identify gaps, authorities, and discuss ways to reduce overlap of efforts during a disaster or crisis. In particular, a lack of representation from civil authorities to provide input on defense support to civil emergency services at times inhibited the potential effectiveness of CMEP programming. However, a possible solution to delegate statutory authority, Title 10 U.S.C 1051(c), is currently under consideration within OSD Policy in order to provide a basis to fund critical non-MoD representatives with WIF (i.e. Ministry of Foreign Affairs, Ministry of Emergency Situations, and Ministry of Interior), when appropriate.
2. The uncertainty of WIF availability in the out-years presented challenges for COCOMs trying to anticipate the level of support required to conduct security cooperation activities in the PfP countries and how possible shortfalls will impact meeting theater and country cooperation strategic objectives.
3. Geopolitical dynamics created pressures on some partners in the former Soviet space to distance themselves from U.S. engagement. No progress was made on negotiating a new Defense Cooperation Agreement with Kyrgyzstan.

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4. The drawdown of NATO forces from Afghanistan triggered a stronger demand signal from Central Asian MoDs for increased mil-to-mil cooperation in response to the looming challenges Central Asian states expect to face as their responsibilities increase for providing security and stability in the region. Managing expectations for Central Asian partners was a challenge given impending budget reductions and shifting strategic priorities.
5. While political unrest and domestic violence in Ukraine caused some events to be cancelled mid-FY14, it led to a spike in activity in FY15. The large scope and scale of security cooperation and assistance activities in Ukraine, challenges in access and engagement by some elements of the defense sector, and managing expectations are all ongoing challenges.
6. Some access and transparency issues with less-engaged PfP partners inhibited reaching the full potential of cooperative engagement. Additionally, this created some difficulties in planning for activities, resulting in the cancellation of some planned events. Program providers also struggled with some partners to match the level of demand with the right amount of engagement so as not to overwhelm the absorptive capacity of MoDs.

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IV. Performance Criteria and Evaluation Summary:

In FY15, the WIF budget of \$34.0 million enabled the Department both to meet planned WIF activities and to respond to significant emerging geopolitical developments in the region. Despite the anticipation of an overall reduction in the Defense-wide Operations & Maintenance (O&M) account, the demand for funding to meet important U.S./NATO objectives continues to grow. As the developments of the previous year demonstrated, one challenge for the Department is making decisions about programming that account for enduring programming and emerging contingencies, despite the U.S. government budgeting process to plan for one fiscal year at a time.

For FY16, the Department prioritized defense institution building efforts, support to NATO Partnership Goals, strengthening Partners' logistics capacity, and expanding the program outside of the PfP framework. Moving forward, WIF will provide greater support to defense strategy implementation by broadening WIF eligibility to the full range of current and selected, developing NATO Partners, such as North African and Middle Eastern developing countries of NATO's Mediterranean Dialogue (MD) and Istanbul Cooperation Initiative (ICI). The MD Partners are Algeria, Egypt, Israel, Jordan, Mauritania, Morocco, and Tunisia. ICI Partners are Bahrain, Kuwait, Qatar, and UAE. A small portion of WIF (\$700k) has been allotted to support MD/ICI efforts in FY16.

III. BUDGET YEAR FY 17 PLANS AND OBJECTIVES:

During the FY17 program build, the Department will continue to analyze each event and exercise systematically for sound objectives and program design as well as meaningful deliverables. After Action Reports completed by the providers on executed FY16 events will also be reviewed to examine the utility of the events based on WIF objectives. Priority

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efforts likely will continue to involve Ukraine, Moldova, and Georgia. A possible "re-set" of security cooperation activities in Central Asia also is under consideration.

Combating Terrorism Fellowship Program (CTFP)

I. FY 15 ASSESSMENT:

A. FY 15 ACCOMPLISHMENTS: The CTFP sponsored more than 60 Combating Terrorism (CbT) educational events in Fiscal Year (FY) 2015. These events involved approximately 2,900 security personnel from 122 countries, all with the goal of meeting the needs identified by the six Geographic Combatant Commands (GCCs). Programs ranged from two master's degree programs, "short courses" lasting three to twelve weeks, and shorter programs conducted in the continental United States as well as in PNs.

1. U.S. Africa Command (USAFRICOM)

In FY 2015, CTFP-funded programs and activities were considerably robust throughout Africa, reflecting the priorities expressed in the National Strategy for Counterterrorism, the U.S. Special Operations Command (USSOCOM)-focused country list, and the Guidance for Employment of the Force (GEF). Concerns over rising terrorist threats in Africa, notably from Boko Haram in Nigeria, al-Shabaab in Somalia, Al-Qaida in the Islamic Maghreb (AQIM), and the Libyan Islamic Fighting Group, fueled the broadening of CTFP-funded programs and activities on the continent.

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The CTFP-sponsored education and training programs for more than 520 security officials in the USAFRICOM AOR. These officials returned to their respective countries with a better understanding of how to: collaborate effectively to develop and strengthen human and intellectual capital to counter ideologies and mechanisms of terrorism; build CbT capabilities and strengthen global network of CbT experts; counter violent extremists proactively; and harmonize views about threats from VEOs and their evolution.

2. U.S. Central Command (USCENTCOM)

In FY 2015, CTFP-sponsored activities strengthened capabilities of regional militaries and security forces pulling together a network of CbT experts committed to the U.S. efforts against violent extremism and transnational threats.

USCENTCOM CTFP events for FY 2015 ranged from individual training conducted at a variety of training sites in the United States (including master's degree programs) to attendance at seminars and conferences hosted by the regional centers (GCMC, CCMR, NESA, and APCSS) to METs working in the USCENTCOM AOR. Over the course of the year, the CTFP funded education and training programs (including Master's degrees) for 256 security officials in the USCENTCOM AOR.

3. U.S. European Command (USEUCOM)

In FY 2015, the CTFP-sponsored activities brought together a regional network of CbT experts to synchronize views regarding terrorist threats across Europe and the United States. USEUCOM collaborated with the U.S. Special Operations Command Europe (USSOCEUR) and the CTFP to educate and train more than 100 mid- to senior-level civilian and military government officials from various PN ministries (interior, foreign affairs, law enforcement, and defense) in CbT-related in-resident courses. Additionally, the CTFP

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organized four MET events and trained more than 280 officials from various security sectors across multiple ministries in Europe. Altogether, the CTFP sponsored more than 380 government officials across USEUCOM AOR through bilateral, regional, and global METs, as well as in-resident and master's degree programs.

The four MET engagements were held in Jericho (West Bank), Bosnia and Herzegovina, and Greece. These engagements were specifically tailored to combat terrorist threats, as well as to fill in capability gaps in the USEUCOM AOR.

4. U.S. Northern Command (USNORTHCOM)

In FY 2015, CTFP funding assisted USNORTHCOM to accomplish its regional objectives through tailored CbT educational and training activities. The CTFP sponsored nearly 80 international military and civilian students from the USNORTHCOM AOR to receive METs, master's degree courses, and in-resident education and training courses. One student from the USNORTHCOM AOR completed a CTFP-sponsored master's degree program in Counterterrorism Policy and Strategy at the NPS – a graduate degree program designed to strengthened PN capacity to understand more fully terrorist organizations, operations, financing, and the legal framework to combat these activities. Additionally, six international military members participated in the Sovereign Challenge Seminar that focused on how extremist threats can violate a country's sovereignty and encourages countries to develop programs to counter or prevent extremism and enhance security within the global environment.

5. U.S. Pacific Command (USPACOM)

CTFP funding enabled USPACOM to achieve its desired end-state through tailored CbT educational and training activities. In FY 2015, CTFP-sponsored activities strengthened

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alliances and partnerships of its regional network of CbT experts committed to U.S. efforts against transnational threats. In the USPACOM AOR, more than 430 international officials attended CTFP-sponsored training programs. In addition to the working groups and mobile programs, USPACOM also had two partner-nation officials earn master's degrees from NPS in Monterey, California. The programs were aimed at continuing to bolster the region's counterterrorism forces. Among these programs were the Federal Bureau of Investigation National Academy Associates Asia-Pacific Re-trainer Conference; Cooperation against Trans-National Threats (CATT); International Intelligence Fellows Program (IIFP); and the Counterterrorism Incident Response and Lessons Learned Workshop.

6. U.S. Southern Command (USSOUTHCOM)

In FY 2015, more than 1,200 mid- to senior-level military officers and government officials from USSOUTHCOM attended CTFP courses throughout multiple education venues in the continental United States (CONUS) and in regional centers. Of those, 29 attended senior professional military education courses with six earning master's degrees and four attending the Homeland Defense Short Course at NDU, Fort McNair.

7. Continuing Engagement

In keeping with its mission to build a network of CbT professionals in PNs, re-engaging CTFP alumni is a key element in building long-term CbT partnerships - a priority noted frequently by the Secretary of Defense and other U.S. Government leaders. Many of these alumni have taken on increasingly prominent positions - including chiefs of their military services -since attending CTFP strategic-level courses.

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IV. Performance Criteria and Evaluation Summary:

By offering graduates new opportunities after their foundational course, graduates are encouraged to remain connected with their fellow CTFP alumni and their schoolhouses. In many cases, this provides an entrée for senior U.S. Government and military leaders to discuss sensitive CbT issues.

The program's success and maturity have resulted in the development of a continuing engagement strategy. Implementation began through providing resources and enabling partner institutions to maintain and grow their educational relationships with past participants. This "phase two" of the CTFP allows DoD to realize the value of its investment more fully. In FY 2015, the CTFP conducted 14 continuing engagement events bringing together 422 alumni and enabling them to build upon previous coursework, continue to develop, stay involved in the network, and receive support in their continued CbT efforts.

B. FY15 CHALLENGES: Changing global priorities and an uncertain budget environment were the biggest challenges for FY15

II. BUDGET YEAR FY 16 PLANS AND OBJECTIVES:

In FY16, CTFP will continue to be a valuable tool for DoD and will continue to support U.S. efforts to provide targeted international combating terrorism education to our partners. Combating terrorism education and training programs will continue to prove to be an effective strategic tool in the struggle against violent extremism. The programs plans for FY 2016 will be to maintain the initiatives of previous years and expand and operationalize the global network of CbT professionals through targeted continuing education events. Specifically, the CTFP will continue to develop its global, online

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presence through the Global ECCO platform which will help maintain connectivity with alumni. Additionally, in early 2016 the CTFP plans to run a cyber-media program for Asia designed to help Asian countries counter terrorist use of cyber space to recruit and train new members.

III. BUDGET YEAR FY 17 PLANS AND OBJECTIVES:

In FY 2017, the Program will target expansion into areas of the world that will continue to experience an equal expansion of terrorist threats. In order for the Program to stay ahead of the evolving threats resources must be dedicated to developing, and fielding new training programs and courses. In FY 2017, it is anticipated that it will be able to maintain the numbers of foreign military and security officials to attend CTFP-funded programs (~3,000 to ~3,200) through sustained program funding; though it may be impacted by increased operating costs to support training and travel. This may be offset with the continued expansion and utilization of virtual education opportunities and programs.

Partner Outreach and Collaboration Support (POCS), formerly: Regional International Outreach - Partnership for Peace Information Management System (RIO-PIMS)

I. FY 15 ASSESSMENT:

FY 15 ACCOMPLISHMENTS: The following systems operations and maintenance items were accomplished on the 17 GlobalNET collaboration Suite Instances to support the

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five Regional Centers for Security Studies, Partnership for Peace (PfP) associates, and additional DoD educational institutions and building partnership programs - currently with over 62,550 users.

- Provided internet hosting in a Risk Management Framework (RMF) commercial Cloud facility, for the GlobalNET platform (17 DoD and partner) communities including monitoring for intrusions, malware, system performance, and uptime
- Provided 24/7 email help desk support for operational issue support
- Provided software changes in response to change requests
- Provided configuration management support
- Provided software fixes; delivered patches
- Reviewed application exception logs and user trouble reports
- Performed troubleshooting
- Developed work-arounds and patches for critical problems
- Performed system administration and preventative and corrective maintenance.

Continued to provide contractor support to assist stakeholder communities regionally based. The personnel provide day to day assistance and coordination on GlobalNET platform usage and training, and assist organizations in the implementation of the platform.

Continued to resource local commercial internet service for nine Partner institutions in eight countries in the USCENTCOM and USEUCOM AORs. The service allows these Ministries of Defense to coordinate with the regional Combatant

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Commands in an efficient and timely manner on mutual defense and national issues and concerns.

Continued to provide information technology equipment and support for communication and collaboration purposes to PfP Partner activities at the Military Partnership Directorate-Supreme Headquarters Allied Powers Europe, NATO's Euro-Atlantic Disaster Response Coordination Centre, and USEUCOM/USCENTCOM coordinators located US embassies.

Continued operations and maintenance support to the Regional Center Person/Activity Management System (RCPAMS).

- **FY 15 CHALLENGES:**

No challenges were experienced during FY15, with Team Civic Actions operational support of the GlobalNET collaboration platform in its operational environment; nor the internet service, equipment and support, nor RCPAMS.

II. BUDGET YEAR FY 16 PLANS AND OBJECTIVES:

Continue to provide the GlobalNET and RCPAMS platform operations and maintenance support as detailed below:

- Provide internet hosting for the GlobalNET platform, and RCPAMS including monitoring for intrusions, malware, system performance, and uptime in a certified facility
- Provide email help desk support for all operational issues for 24/7 support

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- Provide software changes in response to change requests
- Provide configuration management support
- Provide software fixes; deliver patches
- Review application exception logs and user trouble reports
- Perform troubleshooting
- Support the systems and assist users who are having performance issues.

Provide support personnel to work with institutions and partners globally during courses, seminars, outreach events, and the civic Actions development team.

Continue to support equipment and internet requirements:

- Limited equipment and operations support to the Military Partnership Directorate Division (MPD) at the Supreme Headquarters Allied Powers Europe (SHAPE), and for the COCOM coordinators in the EUCOM and CENTCOM AORs.
- Internet service to eight Ministries of Defense/Defense Universities/Peace Keeping Units in Central Asia and Eastern Europe.

III. BUDGET YEAR FY 17 PLANS AND OBJECTIVES:

Continue to provide the systems operations and maintenance support for the GlobalNET and RCPAMS detailed below.

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- Provide internet hosting for RIO-PIMS GlobalNET system and RCPAMS including monitoring for intrusions, malware, system performance, and uptime
- Provide email help desk support for all operational issues for 24/7 support
- Provide software changes in response to change requests
- Provide configuration management support
- Provide software fixes; deliver patches
- Review application exception logs and user trouble reports
- Perform troubleshooting.

Provide support personnel to work globally with institutions and partners during courses, seminars, and outreach events.

Provide limited IT equipment and operations support to the Military Partnership Directorate (MPD) at the Supreme Headquarters Allied Powers Europe (SHAPE), and equipment for the COCOM coordinators in EUCOM and CENTCOM AORs.

Internet service to eight Ministries of Defense/Defense Universities/Peace Keeping Units in Central Asia and Eastern Europe.

DSCA Administrative Operations

The DSCA administrative operations fund salaries and operating expenses of the personnel who provide program and financial management for the DoD-funded security cooperation

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programs, along with the Humanitarian Assistance, Foreign Disaster Relief, and Mine Action program management costs. In addition, this program funds costs for Defense Finance and Accounting Service accounting support and Information Technology systems support.

Defense Institution Reform Initiative

- Established in 2010, the Defense Institution Reform Initiative (DIRI) is DoD's primary security cooperation tool to support a partner nation's efforts to develop its defense institutions' capacity to decide, plan, resource, and manage relevant military capabilities and oversee and direct their use in a legitimate manner.
- DIRI engages with partner nation Ministries of Defense (MoDs), joint/general staffs, and service headquarters to develop the processes, policies, relationships, and plans necessary for effective direction, development, management and sustainment of a nation's armed forces. DIRI works with USG and partner nation (PN) stakeholders to identify projects that meet shared strategic priorities - often addressing institutional gaps that are preventing the realization or sustainment of security cooperation investments; strengthening high-level relations between OSD and Ministries of Defense (MoD); and advancing the principles of transparency, accountability, and rule of law.
- DIRI is a low cost, small footprint, high impact program: the program's annual budget funds approximately 16 concurrent country projects tailored to address DOD priority issues. DIRI methodology for project design and execution is based in best

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practices identified by the security cooperation and security sector reform communities and operationalized and validated over the past five years of DIRI experience.

I. FY 2015 Assessment

A. FY 15 Accomplishments

The DASD for Security Cooperation directs the countries where DIRI works, based on the Guidance for Employment of the Force, input from OSD-P regional offices, and the Geographic Combatant Commands. Highlights of DIRI work in FY15 include:

- Acting as the lead on DoD support to the Africa Security Governance Initiative (SGI), a White House interagency initiative designed to improve oversight and management of security institutions and enhance citizen security in six African partners: Kenya, Mali, Niger, Ghana, Tunisia and Nigeria. (SGI is widely cited as the lead initiative operationalizing Presidential Policy Directive 23 on Security Sector Assistance and DIRI support has entailed collaboration on the development of new interagency approaches for SSA.)
- Providing the analysis and engagement plans needed to respond to Hill requirements that State Department and DoD incorporate sustainment and defense institution building into training and equipping requests made for African countries through the Counter Terrorism Partnership Fund (CTPF). Congress desires comprehensive programs that will ensure equipment delivered can be converted into capabilities that will be effectively employed and sustained by the recipient nation.

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- Continuing strong support for defense institution building in the Western Hemisphere, a priority highlighted in the US National Security Strategy, the President's Central American Strategy, OSD-P WHA policy guidance, and SOUTHCOM operational objectives). This includes working to support the Colombian Minister of Defense, General Command, and Service HW's as they seek to sustain previous security gains and supporting Guatemalan and Salvadoran efforts to manage their defense sectors more effectively, efficiently, and transparently.
- Strong support for Indonesia and Thailand as part of the Department's rebalance to the Asia-Pacific. DIRI's work with the Indonesians has supported the Ministry of Defense and TNI in considering the challenges of the rapid changes needed to Indonesia strategy, defense planning, joint operational concepts, and resource allocation to implement the new President's maritime vision and convert civilian policy guidance into effective and affordable military capabilities as part of a broader modernization effort.
- Sustained engagement with the Lebanese Armed Forces HQ and operational commands to support their efforts to plan more effectively to field and sustain the billions of dollars in equipment and training they are receiving from international funds.

By the end of FY15, DIRI will have conducted 95-100 highly tailored partner nation engagements with over three thousand participants in 21 countries worldwide. Depending on the country, DIRI often directly participates in and supports the objectives of bilateral working groups between OSD and counterpart Ministries of Defense, between the US Joint Staff and counterparts, and even between Service HQs.

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Country-specific examples of DIRI support for PN defense institution building (DIB) efforts follow:

AFRICOM

In addition to DIRI support for SGI throughout the FY and planning support for CTPF at the end of the FY, DIRI concluded projects in Botswana, Ghana, and Liberia and initiated a State Department-funded Trans-Sahara Counterterrorism Partnership (TSCTP) effort to assess defense institution building needs in Cameroon, Chad, and Mauritania.

Kenya: DIRI led interagency development of the Joint Country Action Plan (JCAP), a strategic framework developed jointly with partner governments that will guide bilateral cooperation under SGI. DIRI also contributed expertise to the border management focus area, the Government of Kenya's top priority for SGI, resulting in the establishment of an interagency border management coordination structure that will play a critical role in improving border security and reducing Al Shabaab attacks in Kenya

Niger: DIRI led interagency development of the JCAP and contributed significant expertise to the JCAP team in the areas of national security strategy and policy, defense planning and resource management, human resource management and logistics. At the end of FY15, DIRI was leading interagency design of a comprehensive program that will improve the Government of Niger's ability to effectively govern its security forces and respond to critical terrorist threats along and within its borders.

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Mali: DIRI led development of the defense section of the JCAP, resulting in a plan to improve the ability of the MOD and Malian Armed Forces to align limited human and financial resources with pressing operational requirements.

In **Ghana, Tunisia and Nigeria**, DIRI has provided defense expertise for initial high level consultations that will shape future cooperation as SGI in these countries progresses from initial scoping to project design and implementation in FY16.

CENTCOM

Lebanon: The DIRI team traveled to Beirut five times during FY15 and participated in the Joint Staff Talks at the Pentagon in April. The overall effort supports LAF HQ as they seek to effectively implement the CENTCOM-supported Capabilities Development Plan. The LAF's DIRI-supported Strategic Planning team has been able to identify "strategic consistencies" to guide LAF planning (a first according to an EU representative, who stressed the challenges posed by the confessional nature of the political system in Lebanon). The LAF team has also identified future scenarios of concern; risk assessments; mission areas and definitions; operational challenges; mitigation options; and recommendations, which (once approved by leadership) are expected to inform force modernization efforts now underway.

The acquisition line of effort is intended to address the inability of the Lebanese system to procure items. (The defense sector was only able to spend \$5 million of \$100 million allotted to them for capability development.) Lebanese processes for acquisition (including procurement, contracting) and budgeting have been mapped and potential

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improvements identified for action. (An unplanned spin-off from this line of effort but one demanded by the LAF is the creation of much needed job descriptions for nearly all positions within the LAF HQs.) In addition, the team is addressing the need for a new system for producing the valid technical specifications necessary for all equipment procurement, since inadequate specification has foiled nearly every procurement attempt in the past. DIRI leveraged the need for patrol carriers (a \$200M+ line in the CDP) within the land border regiments (LBRs) to successfully introduce the intermediate concepts of "key performance parameters" that pull in operator expertise; and "requests for information" that aim to collect data from potential vendors in the development of much improved "technical specifications."

Broader DIRI support to build the institutional capacity to identify, plan, and budget for the enablers required to field and sustain effective capabilities is underway. This builds on relationships built to date and the new and productive communications channels developed within the LAF as a result of DIRI work. These have enabled unprecedented collaboration between various staff directorates within the LAF HQs; between the LAF HQs and MoD; between the LAF HQs and operational units; and between the LAF and other parts of the Lebanese government. As one of the most senior officers in the LAF stated, 'DIRI is helping us get out of the past, better understand the present, and more fully consider and plan our future.'

EUCOM

Most DIB work in the EUCOM AOR is led by the Wales Initiative Fund Defense Management team. Kosovo was the notable exception in FY15.

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Kosovo: From 2012-2014, DIRI supported the Ministry of the Kosovo Security Force (MKSF) in leading an inter-ministerial Strategic Security Sector Review (SSSR) focused mainly on developing recommendations for the transformation of the Kosovo Security Force into an effective, affordable defense force that contributes to regional stability. Although SSSR implementation has been delayed by delays in passage of key legislation, in FY15 DIRI supported a number of important steps that will be essential for successful KSF transformation over the next ten years. Accomplishments include the establishment of a full time Transformation Department in the Ministry and an MKSF/KSF Commission to oversee SSSR implementation, the development of detailed implementation plans and the development of key staff processes to manage implementation.

PACOM

As part of the rebalance toward the Asia-Pacific region, DIRI deepened its existing projects in Indonesia and Thailand in FY15, and supported a PACOM exchange with India on Logistics.

Indonesia: The DIRI team traveled to Jakarta seven times in FY15 helping Ministry of Defense (MoD), military (TNI), and Embassy Jakarta achieve Defense Institution Building (DIB) objectives. Arrival of Ministry of Defense Advisor (MoDA) has deepened and broadened DIB achievements. DIRI's work with MoD's Planning Directorate (Renhan) demonstrated best practices in defense management and highlighted linkages between strategy, joint capability planning, defense resource management, and data management. Using best practices, Renhan then built Indonesia's first-ever, top-down, jointly

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planned, resource constrained, mid-term (5 year) Defense Strategic Plan(DSP) (Renstra II) 2015-2019.

As President of Indonesia Widodo took office in Oct he announced a sweeping new "maritime vision". DIRI capacity building efforts with Kemhan helped MoD and TNI consider the challenges of rapid changes to Indonesia strategy, defense planning and resources to implement the Presidents vision and supported the integration of a maritime emphasis into their defense White Paper. More importantly, the MoD recognized gaps in defense planning systems that will need to be addressed if civilian policy guidance is to be converted into operational results. As a result, MoD Secretary General (number three senior MOD leader) agreed DIRI should expand to four projects across MoD and TNI to address interrelated defense gaps across three Kemhan directorates - Defense Strategy; Defense Planning; and Defense Industry. In addition, the Navy and Air Forces have expressed interest in work on Readiness and Operational Cost Analysis and the Joint Staff is exploring the development of Joint Operational Concepts, all efforts which will support the development of effective capabilities. DIRI's FY 15 accomplishments have also led to Indonesian requests for continued Defense Institution Building support into 2016 and beyond, which will support the implementation of an updated bilateral defense agreement under negotiation by both countries.

Thailand: The DIRI team traveled to Bangkok five times, participated in the Royal Thai Army's bilateral planning meeting with the US Army Pacific Component in Hawaii November 2014 and met with a Royal Thai Army (RTA) logistics team in Washington, DC in May 2015 in support of USG objectives to professionalize the force and contribute to overall defense reform. On the human resource management front, the DIRI team provided technical support to a MoD-led, collaborative, transparent effort to update their special pay regulations

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for the armed forces. Currently, DIRI is supporting RTA on Life Cycle Costing (LCC) analysis beginning on three candidate systems: the HUMMV, the CH-47D and the M60A3. This includes field visits to RTA units to further investigate and understand operations and infrastructure costs for these systems.

SOUTHCOM

Defense institution building resonates with key partners in the region and is a central emphasis of the US National Security Strategy for the Western Hemisphere. The return on investment of existing DIRI projects and stakeholder interest in DIB has allowed for important advances in FY15 in integrating DIB into the bilateral relationship and institutionalizing it in security cooperation planning. Most notable is the success of DIRI support for the Guatemalan Ministry of Defense, which facilitated an increasingly robust OSD-P (WHA) relationship with the Ministry, resulting in the first Bilateral Working Group (BWG) meeting held in May 2015. The BWG, in turn, created a mechanism designed to ensure better coordination of security cooperation efforts between Guatemala and the DOD. In Colombia, the current MILGP CDR is emphasizing DIB in his Country Cooperation Plan; US Army South has provided key support to human resource management efforts with the Colombian Army that DIRI is leveraging; and DIRI has worked to support the integration of numerous stakeholders (e.g., SOUTHCOM J4) and providers into logistics efforts in country.

Colombia: The DIRI efforts in Colombia helps to safeguard over \$9 billion in USG investments in the Colombian Public Forces by ensuring that past and ongoing investments in equipment and force structure can be resourced and sustained over time. This is done through DIRI's support to the Colombian Ministry of National Defense (MND) as they focus on identifying medium-term equipment recapitalization costs, evaluating the affordability

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of the current force structure, and developing integrated capability and resource planning solutions to address known shortfalls in both. During 2015 DIRI supported MND efforts to: 1) develop and implement necessary program budgeting and readiness reporting processes; 2) integrate capability planning with affordable materiel and non-materiel solution proposals; 3) evaluate and cost defense support activity requirements common to all Public Forces; and 4) begin working with the Colombian Military (COLMIL) to develop affordable and implementable force modernization plans.

Work also included support for the MND/COLMIL as they revamp their logistics system to increase effectiveness and find efficiencies through joint action, as well as improving standardization of personnel life-cycle management practices across the Public Security Forces. As the peace process materializes and the end of war taxes increases fiscal pressures, the MND will need to use its increasing defense management capability to make hard decisions to ensure a future force that is affordable and well suited to shifting missions domestically, while continuing to play a leadership role regionally.

Guatemala: During FY15, DIRI continued to support the establishment of the partner nation security and defense sector strategic planning and programmatic capacity to improve transparency, accountability, and effectiveness of core functions such as budgeting, capability planning, logistics, and human resources. The MND's new defense management framework, called SIPLAGDE (Integrated Defense Management and Planning System), is now driving key MND decisions that include the adoption of the MND's new Regional Command force laydown, which begins aligning the defense sector's operational structure with national defense objectives; and incorporation of USSOUTHCOM's security cooperation support into the SIPLAGDE planning cycle.

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President Otto Perez Molina complimented SIPLAGDE for its accountability and transparency standards, and directed the MND to support the GTM Ministry of Interior and his National Security Staff efforts to adopt key elements of this management framework. Implementation of the reformed senior Professional Defense Management Education (PDME), a joint DIRI-Perry Center initiative, is in full swing with the incoming class of the Superior War Course being the second to receive the new instruction - of which half is devoted to classes on SIPLAGDE. The GTM Chief of Staff is also finalizing SIPLAGDE-driven plans that propose a limited Base Realignment and Closure process; development of an integrated C4/ISR framework to support both operations and logistics requirements; personnel policy reforms that will guide long-term structural changes in the Pension System and creates a new personal system that best supports new force design requirements; and development of an Integrated Logistics System (ILS) that creates a national defense procurement and acquisition center, a consolidated logistics management process, a defense-wide network of preventive maintenance facilities; and articulation of an MND-wide Defense Technology Policy that orients requirements, establishes efficient procedures and guides national defense procurement/acquisition processes.

El Salvador: After hearing about successful Guatemalan reform efforts, the Ministry of National Defense (MND) of El Salvador asked the US Ambassador and DOD for DIRI support. This began in March 2015 and with DIRI support, the Salvadoran MND core reform team has finished an intense analytical effort to identify key policy, legal, and defense management gaps including the need for a broader national security and strategy policy formulation framework to collaboratively address strategies, missions and objectives; defense legal environment 'gray areas' regarding the military's authority to participate in internal security operations; and supporting a modernized force structure with properly apportioned roles, capable of performing required missions, and able to do so within allocated national resources.

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The Salvadoran MND's core team established necessary working groups to drive FY16 work. This includes groups working on an Integrated Decision Framework/Normative Architecture; Defense Policy; Force Design and Organization. Program Budgeting; and Doctrine and Education. The short term intent is to respond to Ministry of Finance requirements for a results-based budget by June 2016, which will require analyzing and costing future mission areas, capability requirements, the current force structure, and acquisition priorities in order to develop program recommendations that are integral part of the budget development process.

Chile:

DIRI's support in FY15 for joint work by the MOD (Sub-Secretariat of the Armed Forces) and respective Armed Forces staffs on Life-Cycle Costing (LCC) resulted in completion and ongoing use of a standardized sector-wide LCC methodology that is now codified in a directive signed and promulgated by MINDEF Burgos. The Chilean Ministry of Finance has fully embraced this new methodology. In addition, work has begun on the development of a standardized budget framework that will serve as a key interim step for development of a more sophisticated results-based budgeting framework that can support complicated capability cost estimates needed for future Sub Secretariat of Defense (SSDEF)-led capability planning efforts. DIRI has provided support to SSDEF efforts to develop a strategic and capability planning process in FY15 and will deepen this line of effort in FY16.

B. FY 2015 Challenges

DIRI conducted fewer sustained country projects in FY15 than in preceding years as a result of the ongoing OSD-P prioritization process. As projects drew to a close at the end of FY 14 and throughout FY15, new programming was put on a hold. This had the most

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impact on the Asia-Pacific, where only two projects were underway and no new projects were started. This hold on project was offset somewhat by presidential initiatives for Central America and Africa, which permitted new projects to be scoped and initiated in El Salvador and 7 African countries. However, since most of the new projects in Africa were to take place within the interagency/ SGI context (requiring National Security Council approval), the initiation of those projects was more time consuming than is usually the case.

II. FY 2016 Plans and Objectives

Support for CTPF planning and subsequent execution of institutional capacity building in key African countries will be a priority effort in FY16, along with ongoing support for the interagency Security Governance Initiative in Africa. Work in the Asia-Pacific is expected to increase significantly, assuming partner nation interest. Given the importance of defense institution building to broader DoD and USG objectives for Colombia and Central America, DIRI support will continue - and will continue to focus on integrating DIB more fully into country cooperation plans and institutionalizing it as a key part of security cooperation planning in the hemisphere.

DIRI will also continue its work on assessments and monitoring and evaluation in support of program objectives as well as broader State Department and DOD objectives for effective and integrated security sector assistance and security cooperation. Finally, DIRI will continue to develop and disseminate best practices and lessons learned in support of the development of a Community of Interest on Defense Institution Building and will continue to collaborate, as directed, in leading the development of a Community of Practice.

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III. FY 2017 Plans and Objectives

The forthcoming OSD-P guidance on DIB countries will shape planned FY2017 country activities, per new Defense Planning Guidance. Actual partner nation engagements in FY17 will be dependent on FY16 developments and emerging policy priorities.

The Defense Institute of Security Assistance Management (DISAM)

The Defense Security Cooperation Agency (DSCA) provides program management, financial management and program implementation for the Regional Centers for Security Studies, Wales Initiative Fund/Partnership for Peace Program, Combating Terrorism Fellowship Program, Regional International Outreach, Defense Institute of Security Assistance Management, Global Train and Equip Program, Ministry of Defense Advisors Program, Defense Institution Reform Initiative, Increasing Partner Capacity Building in Rule of Law Context, Global Theater Security Cooperation Management Information System, Building Partnership Capacity - Yemen and East Africa Authorities, Global Security Contingency Fund, Coalition Support Funds, and Lift and Sustain Support. The DSCA also provides program management and program implementation support to the Humanitarian Assistance, Foreign Disaster Relief, and Humanitarian Mine Action programs, which are funded in a separate appropriation.

The DSCA's performance measures support implementation of the defense strategy. By focusing on coalition and alliance requirements; defense institution building; security sector reform; planning, training, exercises and education of personnel from allied and friendly nations; and various DoD programs that support access, interoperability, and the

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building of partner capacity to support peacekeeping, search and rescue, and humanitarian operations; DSCA helps to effectively link DoD's strategic direction with those of allies and friendly nations.

I. FY 2015 Assessment

FY 15 ACCOMPLISHMENTS:

- a. Maintained the SC workforce trained at 89.9% (as of 13 August 2015).
- b. Constant integration of critical building partnership capacity and other Title 10 partner-relations building programs into appropriate DISAM courses. We emphasize to the CCMD, JCS, and Service HQ desk officer course (Security Cooperation Management Action Officer course or SCM-AO) and the Security Cooperation Officer (SCO) course (Security Cooperation Management Overseas or SCM-O). Curriculum addresses the utility of programs that aid in Building Partner Capabilities such as 2282, Counter-Narcotics, Humanitarian Assistance, and The Global Security Contingency Fund and the proper planning and implementation of these programs as part of theater security cooperation or other campaign plans. Recent senior leadership visits have validated these additions to the courses.
- c. Enhanced online learning opportunities with revised SCM Familiarization and International Programs Security Requirements (IPSR) Online Courses reaching over 4,000 students. Developed and posted on the DISAM website several stand-alone modules of instruction (learning guides) for training and/or reference for the SC workforce.
- d. O&M student funding. A total 2,453 student throughput for IPSR, MTCR, and SCM-AO. (Student count 1505 for IPSR - OL, 240 for IPSR-3, 119 for MTCR, 589 for the AO). (Data as of 8-25-14)

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- e. Continued the upgrade of our audiovisual technology to allow for more access to SC educational tools and resources not previously accessible through existing systems. We are working the security measures to permit us to provide the U.S. military officers headed overseas to receive critical classified blocks of instruction starting in 2016 to better prepare them to support U.S. national priorities as directed by DOD and CCMDs.
- f. Received security authorities for DCEPS - ATO (Mar 2015), SAN - IATO (Oct 2015 & Jul 2015), SORN - DISM - Pending (60 Day Notice, SSNR and PIA are approved), SORN - SAN - Pending (60 Day Notice, and PIA are approved), and Net Support - AF approval (Aug 2015).
- g. Completed renovation to get full use of the space and better workflow of the leadership and administrative responsibilities of DISAM.

FY 15 CHALLENGES:

- a. Decrease in funding required cancellation of International Programs Security Requirements class supporting contract in the summer of 2015 resulting in no classroom offerings for at least a portion of 2015-2016. Online training continues to be available.
- b. Working with WPAFB on currency of the Host Tenant Support Agreement (HTSA); they are reducing services while increasing cost. Establishing direct contracts for formerly base provided services.
- c. Adapting time critical legislative and policy changes to our curriculum to meet real-time processes and procedures.
- d. Ensuring we are maximizing the resident, online and onsite courseware opportunities and attendance.

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- e. Awaiting final decisions on moving IA workforce into SC workforce with impacting policy and IT changes.
- f. Continuing the evolution of IT infrastructure to meet additional training requirements in conjunction with Authorities to Operate meeting system security requirements.

II. BUDGET YEAR FY 16 PLANS AND OBJECTIVES:

- Support DSCA SC Workforce Managers in facilitating community efforts.
- Continue to educate the O&M SC workforce by resident, online and onsite education. Add additional on-line and resident courses to meet continually changing requirements.
- Maintain the currency of all DISAM course content by incorporating time critical legislative and policy changes to our curriculum to meet real-time processes and procedures as well as fully deploying courses to each Geographic CCMD at least once in 2016 as well as maintaining current offerings. Explore the opportunity for a Security Cooperation Office simulation for graduation from the "Overseas" course.
- Implement the upgraded International Affairs (IA) Professional Development and Security Cooperation (SC) Workforce Databases to better support the SC workforce and DOD needs.
- Expand academic partnerships with other institutions and organizations.
- Broaden online opportunities - largely by means of stand-alone modules of instruction (learning guides). Plan to complete an international military visitor briefing.

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III. BUDGET YEAR FY 17 PLANS AND OBJECTIVES:

- Continue to meet the challenges imposed by the SC Community efforts in order to improve the education of the SC workforce.
- Add additional on-line and resident courses to meet continually changing requirements. Plan for the IPSR online course update to permit targeted IPSR training by student needs.
- Continue to provide excellent support to the SC academic mission in a budget restrained environment.

Increasing Partner Capacity Building in Rule of Law Context

I. FY 2015 ASSESSMENT:

A. FY 15 ACCOMPLISHMENTS:

O&M D-W funding supported the development and implementation of some 40 legal engagements aligned with priorities in the 2014 QDR, the Guidance on Employment of the Force (GEF) and the Geographic Combatant Commanders' (GCC) Country Campaign Plans. In FY 15, DIILS was actively engaged in all GCC areas of responsibility.

DIILS' strength continues to be the modest investment required to execute strategically agile, programmatically flexible, timely, sustained engagements in support of evolving security cooperation priorities. DIILS leverages Active Duty and

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IV. Performance Criteria and Evaluation Summary:

Reserve JAG officers, as well as U.S. Government civilian legal experts as instructors for these events at minimal cost (travel and per diem).

In the Pacific, DIILS launched a Defense Institution-Building (DIB) initiative in Mongolia at the request of OSD Policy to develop a cadre of judge-advocates who could deploy globally with that country's peacekeeping units. DIILS continued human rights discussions with the Burmese military, conducted at the request of OSD Policy, aimed at eroding long-standing government bias and human rights violations against ethnic minorities. In Cambodia, DIILS has opened discussions with the military aimed at building awareness and ultimately compliance with international human rights norms. DIILS conducted, in partnership with Australia's Asia Pacific Centre for Military Law (APCML) and the New Zealand Defence Force, a fourth annual multilateral workshop on Maritime Security in the Western and Central Pacific. It promoted best practices and the removal of impediments to regional cooperation in disaster preparedness and the protection of marine resources that are key elements of the security and stability of these island nations.

In Africa, DIILS continued its engagements with Botswana in support of that nation's efforts to update the body of legislation that undergirds the defense sector. In support of U.S. Africa Command, DIILS participated in several regional discussions with Gulf of Guinea countries, designed to facilitate the implementation of a regional maritime security code of conduct.

In South America, DIILS opened engagements with Trinidad & Tobago (TTO), designed to (1) support the development of a cadre of military judge-advocates who can support military operations - especially in cooperation with U.S. authorities, and (2) build

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IV. Performance Criteria and Evaluation Summary:

Defense maritime security capacity. These two tracks of engagement focused on supporting homeland security objectives by enabling this island nation to enhance operations against trafficking and violent extremist organizations.

In the Middle East, DIILS engaged Lebanon on border security and refugee law in order to facilitate those nations' role in hosting refugees from the conflict in Syria. DIILS also conducted a CONUS planning visit for the UAE to discuss future engagement in maritime and border security.

B. FY 15 CHALLENGES:

DIILS was unable to execute all Defense Institution-Building O&M requirements because of insufficient staff, vacant billets, and factors within partner nations, some of whom were unable to engage because of domestic instability, disease, embassy workload, and personnel turnover.

II. BUDGET YEAR FY 16 PLANS AND OBJECTIVES:

DIILS plans to prioritize engagement in accordance with OSD Policy DIB guidance in the final stages of approval as of this writing. Planned events in the PACOM area include: (1) continued engagement with, in support of that nation's request for U.S. assistance to build a cadre of JAGs who can deploy with units participating in coalition PKO; (2) continued human rights and international humanitarian law dialogue with Burma at OSD request; (3) continuing multilateral and related bilateral workshops to enhance international cooperation and promote the development

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IV. Performance Criteria and Evaluation Summary:

of more robust partner legal frameworks for maritime domain awareness and maritime security in the nations of the Western and Southern Pacific; (4) discussing security-sector legislative and regulatory modernization with Cambodia; opening engagement with Indonesia, Thailand and Malaysia on maritime security, defense-sector transparency and human rights compliance.

In Africa, DIILS engagement will enable the Botswanan military to implement the results of their effort to modernize military laws and regulations. DIILS will continue to support AFRICOM efforts to enhance regional military cooperation in the area of maritime security, particularly in the Gulf of Guinea. DIILS will also continue to support the President's Africa Security Governance Initiative through engagement in Kenya (human rights and civilian authority over the military), Mali (management of professional military education for judge-advocates, development of a military justice system, and implementation of an inspector-general capability), and Tunisia (strengthen defense institutions, enhance border security, professionalize the officer and NCO corps). In Nigeria, DIILS will focus on military justice capacity-building and trafficking in persons and corruption.

In the Middle East, DIILS plans to continue engagement with Lebanon to build defense sector capacity to address border security issues and accommodate refugees from the conflict in Syria. DIILS plans to conduct maritime and border security engagements with UAE to enhance that country's capacity to combat illegal trafficking and migration.

In Latin America, DIILS will engage with Belize and Trinidad & Tobago to build military legal capacity to support military operations.

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IV. Performance Criteria and Evaluation Summary:

In Europe, DIILS plans to launch engagements with the Baltic States to support legislative reforms attendant to responding to increased Russian aggression in the region.

III. BUDGET YEAR FY 17 PLANS AND OBJECTIVES:

Funding in FY 2017 provides for the continuation of development and global implementation of legal engagement with a focus on U.S. strategic priority partners in PACOM and AFRICOM, fulfilling the requirement for sustained engagement with international partners that is necessary for the comprehensive implementation of long-term defense institution building within security sector reform. It also addresses the challenges of doctrinally incorporating stability operations within persistent conflicts, with a focus on establishing effective partnerships in support of U.S. national interest and goals.

DIILS O&M, D-W engagements, cost-effectively implemented in priority countries, are critical to the department's success in building partner legal capacity in the defense sector and achieving stability -- in lieu of engaging U.S. forces.

Authority to Build the Capacity of Foreign Security Forces (2282)

The foreign security forces capacity building programs are designed to build the capacity of foreign security forces to conduct counterterrorism operations and to participate in

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IV. Performance Criteria and Evaluation Summary:

or support on-going allied or coalition military or stability operations that benefit the national security interests of the United States. The authority builds on the very successful 1206 Program and seeks to ensure the success of these Department of Defense capacity building efforts by including a cross fiscal year authority which allows for the delivery of a full operational capability. The authority is timely, strategy-driven, integrated across diplomacy and defense, and measurable.

I. FY 2015 ASSESSMENT:

A. FY 15 ACCOMPLISHMENTS:

The 2282 Program provides Combatant Commanders with the resources to enable partner nations to participate in counterterrorism operations and stability operations. In FY15, the 2282 Program was used to support 49 individual Department of Defense and Department of State approved programs valued at more than \$532M. These programs ranged from support to African partners in Somalia to EUCOM partners supporting operations in Afghanistan. 2282 is an incredibly dynamic and valuable tool for the department

II. BUDGET YEAR FY 2016 PLANS AND OBJECTIVES:

In FY16, the 2282 Program will be used to address Combatant Command identified priorities to support partner nations in conducting counterterrorism operations and stability operations. The Department of Defense and the Department of State will

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IV. Performance Criteria and Evaluation Summary:

approve each program. The Department of Defense will notify all programs to congress.

III. BUDGET YEAR FY 17 PLANS AND OBJECTIVES:

In FY17, the 2282 Program will be used to address Combatant Command identified priorities to support partner nations in conducting counterterrorism operations and stability operations. The Department of Defense and the Department of State will approve each program. The Department of Defense will notify all programs to congress.

Ministry of Defense Advisors Program

The Ministry of Defense Advisors (MoDA) Program deploys U.S. Department of Defense (DoD) civilians to help foreign partners improve ministerial defense capabilities, such as personnel and readiness, strategy and policy, acquisition and maintenance processes, and financial management. Following a two year MoDA pilot program in Afghanistan, the FY12 NDAA granted DoD temporary global authority to deploy civilian advisors to support security cooperation and defense institution building activities worldwide. The authority expires in FY17 but OSD(P) has requested that it be made permanent.

I. FY 2015 ASSESSMENT:

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IV. Performance Criteria and Evaluation Summary:

The MoDA program met expectations in FY15 by maintaining support to the DoD mission in Afghanistan; maintaining advisors in Bosnia, Georgia, Montenegro and Kosovo; supporting a Defense Education Enhancement Program (DEEP) engagement in Mongolia; deploying new advisors to Indonesia, Ukraine, and Vietnam; and developing requirements in a number of other countries.

A. FY 15 ACCOMPLISHMENTS:

In FY15 MoDA successfully recruited, trained, and deployed 70 civilian advisors in support of RESOLUTE SUPPORT Mission Headquarters (HQ RS), which absorbed the ministerial development mission from Headquarters ISAF. After responding to significantly changed requirements, MoDA achieved a fill rate of over 90% late in the fiscal year with 73 advisors on the ground in Afghanistan.

Feedback from HQ RS has been consistently positive. Commander, RS (COMRS) and his senior staff consistently characterize MoDA as the asset most critical to RS mission success. Key indicators of achievement include: increasing Afghan capacity in the Ministries of Defense and Interior to direct and manage defense resources professionally, effectively and efficiently without external support; and advisor effectiveness in improving ministerial capacity to enhance U.S. national security.

Throughout FY15, in coordination with ODASD(SC), the MoDA program continued to evaluate global nominations and develop individual MoDA country requirements. The program recruited, trained, and deployed individual advisors to Indonesia, Ukraine, and Vietnam; and is currently working to fill additional advisor requirements for ASEAN, Botswana, Georgia, Uzbekistan, and several other countries. The program

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IV. Performance Criteria and Evaluation Summary:

continues to maximize cost efficiency by leveraging the current Afghan-centric training capability for broad cultural, organizational, and security training, while tailoring other aspects of the training for global advisors.

B. FY 15 CHALLENGES:

The main challenge to the program stems from uncertain funding, a lack of personnel billets, coordination challenges, and the temporary nature of the current authority, which makes key stakeholders hesitant to commit organizational resources. However, MoDA continues to gain traction and is becoming increasingly integrated into COCOM and country team security cooperation planning.

II. BUDGET YEAR FY 2016 PLANS AND OBJECTIVES:

In FY16, the MoDA team will maintain a balanced program management capability, including government as well as contractor support, based on operational experience. Lessons learned in FY15 will be applied to MoDA program planning and coordination; as will U.S. and NATO planning for Afghan operations post-2016 and anticipated increases in FY16 Global MoDA requirements.

In accordance with current U.S. and NATO planning for FY16, MoDA will provide approximately 82 trained DoD civilian advisors to support ongoing assistance mission requirements in Afghanistan. Advisors will be recruited, trained, and deployed in three cycles, January to March, April to June, and July to September, with up to 28 advisor candidates per cycle as required.

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IV. Performance Criteria and Evaluation Summary:

Concurrently, Global MoDA will maintain and expand support to building partner capacity missions worldwide. The program will provide administrative and reach back support to the six advisors deployed in FY15, conclude the advisor mission in Montenegro, and expand the program to a target of 10 deployed global advisors by the end of FY16. Although the distribution of supported countries will depend heavily on the absorptive capacity of partner nations, the program will balance resources across the COCOMs in accordance with global priorities established by OSD(P) and the COCOMs to the greatest extent possible. Additionally, as the program expands, the program office will continue to evolve the training program to make greater use of broader Departmental resources.

III. BUDGET YEAR FY 2017 PLANS AND OBJECTIVES:

If the MoDA authority is extended beyond FY17 or made permanent, increasing awareness and integration of the program into COCOM planning processes will result in significantly increased demand and continued expansion of the Global MoDA program. MoDA will maintain support provided to Afghanistan and the planned Defense Security Cooperation Management Office as required.

Global Theater Security Cooperation Management Information System (G-TSCMIS) Program

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IV. Performance Criteria and Evaluation Summary:

G-TSCMIS is an Office of the Secretary of Defense initiative to develop and deploy a centrally-hosted web-based tool to facilitate management and oversight of the Department of Defense's (DoD) security cooperation portfolio. G-TSCMIS provides decision makers, planners and other users with the ability to plan for, synchronize, assess, view and report the status of security cooperation (SC) efforts in the context of DoD objectives and resources.

G-TSCMIS will consolidate, improve upon and ultimately replace over 20 legacy stand-alone SC management systems used by the military services, defense agencies, and combatant commands. DoD components without a SC management system, such as OSD and the Joint Staff, will gain access to such a system for the first time via G-TSCMIS. G-TSCMIS release 2, iteration 3 has been fielded to the combatant commands and military services. G-TSCMIS releases 3-5 will provide additional required functionality. OSD and the Joint Staff will begin to use G-TSCMIS starting with release 3.

The G-TSCMIS program is an evolutionary rapid information technology acquisition pilot program, as described in FY2010 National Defense Authorization Act (NDAA) Section 804 that provides users with greater capability through iterative releases that are developed and implemented over time. The Department of Navy (DoN) was assigned acquisition lead for the effort by Deputy Secretary of Defense (DEPSECDEF).

II. BUDGET YEAR FY 2016 PLANS AND OBJECTIVES

Continue development of Release 2 software. This will include CSITs for Iterations 1 and 2, and user community participation.

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IV. Performance Criteria and Evaluation Summary:

Conduct/complete government IV&V testing, IA testing, and IT with operational test agency participation for risk reduction. User stories and scenarios will be developed to support testing.

As each software iteration is tested and verified, installation of that iteration with all necessary IA and maintenance fixes to G-TSCMIS software will be conducted at the two data centers for operational use.

Develop new training guides and courseware to reflect major upgrades to G-TSCMIS user interface in Release 3 Iteration 2.

Complete efforts with JS J6 to finalize all Release 4 functional and architectural requirements in support of the Release 4 Build Decision and define contract strategy for software development of remaining requirements.

Finalize applicable contracting documentation to support the Release 4 Request for Proposal (RFP) and begin source selection activities.

III. BUDGET YEAR FY 2017 PLANS AND OBJECTIVES

Complete development and fielding of Release 3 software and begin development and fielding of Release 4 software after contract award. This will include contractor, government and user community testing. User stories and scenarios will be developed to support testing.

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IV. Performance Criteria and Evaluation Summary:

Complete source selection activities for Release 4 software development and conduct Release 4 Build Decision to commence development of new capabilities.

Applicable acquisition, training, and contractual documentation to be updated and finalized to support Release 3 Fielding Decision and training efforts, Release 4 Build Decision, and contract award efforts.

Funding provides support for DSCA program management and DoN Program Office (Navy PMW 150) sustainment support.

DSCA, as resource sponsor, will provide headquarter-level program oversight and manage program funding and reporting requirements to ensure the timely and effective delivery of G-TSCMIS throughout DoD.

The Director, DSCA, is the G-TSCMIS resource sponsor and chairs the G-TSCMIS Governance Council. DSCA will work closely with other Governance Council Members who include the Joint Staff J5 and J6 directorates; the Office of the Deputy Assistant Secretary of Defense for Security Cooperation; and the (U.S. Navy) Program Executive Office for Command, Control, Communications, Computers and Intelligence - and the broader DoD security cooperation Community of Interest to develop, deliver, and maintain a system that is operationally valuable to DoD.

The Program Office will support:

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IV. Performance Criteria and Evaluation Summary:

(1) The G-TSCMIS Help Desk, which runs 24/7 to meet the needs of the worldwide DoD security cooperation community, including combatant command HQ staff and security cooperation personnel assigned to U.S. embassies overseas. Help Desk personnel establish new user accounts, assist users in troubleshooting problems, and generate software trouble reports when problems are identified.

(2) Hosting the NIPRNET (Charleston) and SIPRNET (New Orleans) versions of G-TSCMIS, as well as configuration management associated with G-TSCMIS, including configuration identification, control, accounting and auditing.

(3) Information assurance and cyber security associated with G-TSCMIS. This includes testing, development of findings and coordination efforts conducted by the Navy Electronic Data Center (NEDC -- Charleston and New Orleans) and SPAWAR Systems Center Atlantic (SSC LANT). Info assurance is a continuous requirement, and the workload is increasing as G-TSCMIS grows, connecting to additional authoritative data sources and DoD/USG users outside the .mil network (such as DoD personnel assigned to U.S. embassies).

The South China Sea Maritime Security Initiative (MSI)

The Maritime Security Initiative represents a fundamental, steady-state component of DoD's contribution to the U.S. rebalance to the Asia-Pacific. MSI is also a manifestation of Secretary Carter's May 30, 2015 announcement at the Shangri-La Dialogue to improve the maritime security of our partners and allies in the South China Sea (SCS) region.

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IV. Performance Criteria and Evaluation Summary:

I. FY 15 ASSESSMENT

Developing the Plan: Over the past six months (FY15), the Department established a multifunctional working group to develop a five year, capability-based approach. DoD assessed capability gaps for each MSI partner and cross-walked existing authorities and ongoing maritime security and maritime domain awareness programs by country. Initial MSI efforts will include providing detailed assessments, socializing key initiatives at the strategic-level, and making discrete purchases of equipment to create the foundation for future MDA, interoperability, and information-sharing efforts. Our goal is to use FY 17 to demonstrate the communications architecture and recently-fielded capabilities through exercises and engagements in the multinational fora while expanding our interactions with other countries.

II. BUDGET YEAR FY 16 & FY 17 PLANS AND OBJECTIVES

Defining Success: Our success will be defined by creating enduring capabilities and laying the foundation for a more capable, interconnected region, better suited to the new security environment. Key to this success is long-term USG and partner nation commitments to develop, maintain, and use this capacity and expanded cooperation to greater effect in the region.

Building Initiative: The Department will rely on the authorities granted in the FY2016 NDAA sec. 1263 authority (South China Sea Initiative) to train, equip, and provide other support to eligible countries (Philippines, Vietnam, Indonesia, Malaysia, and Thailand) in an effort to help them sense, share, and contribute to maritime security and maritime

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IV. Performance Criteria and Evaluation Summary:

domain awareness. The Secretary has also committed \$425M over the fiscal year development plan (FY16-20), with an initial investment of \$50M available in FY16 toward this effort. As policy, MSI will be used to provide enabling support to existing and future partner capabilities and provide niche platforms, when appropriate. MSI activities should complement or enhance other SC tools and will rely on State Department increases in Foreign Military Financing (FMF) as a reliable source of major end items supportive of broader U.S. efforts aimed at strengthening maritime security in the region.

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V. <u>Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
<u>Civilian End Strength (Total)</u>	<u>351</u>	<u>381</u>	<u>380</u>	<u>30</u>	<u>-1</u>
U.S. Direct Hire	326	368	367	42	-1
Total Direct Hire	326	368	367	42	-1
Foreign National Indirect Hire	25	13	13	-12	0
Memo: Reimbursable Civilians Included	18	32	32	14	0
<u>Civilian FTEs (Total)</u>	<u>351</u>	<u>381</u>	<u>380</u>	<u>30</u>	<u>-1</u>
U.S. Direct Hire	326	368	367	42	-1
Total Direct Hire	326	368	367	42	-1
Foreign National Indirect Hire	25	13	13	-12	0
Memo: Reimbursable Civilians Included	18	32	32	14	0
Average Annual Civilian Salary (\$ in thousands)	140.4	136.6	137.5	-3.8	.9
 <u>Contractor FTEs (Total)</u>	 <u>55</u>	 <u>45</u>	 <u>45</u>	 <u>-10</u>	 <u>0</u>

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VI. OP 32 Line Items as Applicable (Dollars in thousands):

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2015</u>	<u>FY 2015/FY 2016</u>		<u>FY 2016</u>	<u>FY 2016/FY 2017</u>		<u>FY 2017</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	43,865	537	1,884	46,286	703	-534	46,455
199 Total Civ Compensation	43,865	537	1,884	46,286	703	-534	46,455
308 Travel of Persons	22,453	382	6,561	29,396	529	821	30,746
399 Total Travel	22,453	382	6,561	29,396	529	821	30,746
696 DFAS Financial Operation (Other Defense Agencies)	1,260	70	-30	1,300	-52	152	1,400
699 Total DWCF Purchases	1,260	70	-30	1,300	-52	152	1,400
771 Commercial Transport	552	9	-272	289	5	213	507
799 Total Transportation	552	9	-272	289	5	213	507
901 Foreign National Indirect Hire (FNIH)	2,875	35	-1,537	1,373	21	1	1,395
912 Rental Payments to GSA (SLUC)	860	15	25	900	16	34	950
914 Purchased Communications (Non-Fund)	519	9	675	1,203	22	79	1,304
915 Rents (Non-GSA)	2,567	44	-330	2,281	41	-121	2,201
917 Postal Services (U.S.P.S)	1	0	17	18	0	0	18
920 Supplies & Materials (Non-Fund)	1,150	20	724	1,894	34	-610	1,318
921 Printing & Reproduction	103	2	251	356	6	157	519
922 Equipment Maintenance By Contract	6	0	750	756	14	26	796
923 Facilities Sust, Rest, & Mod by Contract	0	0	316	316	6	21	343
925 Equipment Purchases (Non-Fund)	88	1	986	1,075	19	53	1,147
926 Other Overseas Purchases	1,669	28	-1,697	0	0	0	0
932 Mgt Prof Support Svcs	11,358	193	-7,113	4,438	80	1,998	6,516
933 Studies, Analysis & Eval	1,709	29	37	1,775	32	-1,807	0
960 Other Costs (Interest and Dividends)	29	0	71	100	2	-92	10
964 Other Costs (Subsistence and Support of Persons)	52	1	-53	0	0	0	0
987 Other Intra-Govt Purch	2,558,169	43,489	-2,205,805	395,853	7,125	-11,956	391,022
989 Other Services	10,119	172	4,378	14,669	264	-5,402	9,531

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		Change			Change		
	FY 2015	<u>FY 2015/FY 2016</u>		FY 2016	<u>FY 2016/FY 2017</u>		FY 2017
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
990 IT Contract Support Services	5,704	97	-5,227	574	10	-8	576
999 Total Other Purchases	2,596,978	44,135	-2,213,532	427,581	7,692	-17,627	417,646
Total	2,665,108	45,133	-2,205,389	504,852	8,877	-16,975	496,754

* The FY 2015 Actual column includes \$2,142,631 thousand of FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

* The FY 2016 Estimate column excludes \$1,627,000 thousand of FY 2016 OCO Appropriations funding (PL 114-113).

* The FY 2017 Estimate column excludes \$1,412,000 thousand for OCO.

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Fiscal Year 2017 President's Budget

Defense Security Services (DSS)



February 2016

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**Defense Security Service
Operation and Maintenance, Defense-Wide
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**Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
Budget Activity (BA) 4: Administrative and Service-Wide Activities**

	FY 2015 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2016 <u>Enacted</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2017 <u>Estimate</u>
DSS	559,281	9,014	-21,809	546,486	9,444	-17,219	538,711

I. Description of Operations Financed:

The Defense Security Service (DSS) supports national security and the warfighter through its industrial security oversight, education, and insider threat missions. The DSS oversees the protection of the U.S. and foreign classified information and technologies in the hands of industry under the National Industrial Security Program (NISP) on behalf of the Department of Defense and 30 other Federal agencies. The DSS is responsible for providing security oversight, counterintelligence coverage and support to almost 10,000 cleared companies (comprising over 13,500 industrial facilities and approximately 1.2 million cleared contractors), and accreditation of more than 55,000 workstations across multiple and differing classified networks that process classified information and 160 Secure Internet Protocol Router Network (SIPRNet) nodes. The DSS NISP oversight role includes responsibility for the majority of the cleared contractors in the United States to include determination, issuance, and oversight of facility security clearances and making determinations that contractor employees are eligible to access classified information. This oversight role includes:

- Conducting required NISP assessments to deter, detect, and identify loss or compromise of classified information and ensure corrective actions;
- Accrediting classified contractor computer systems to allow industry to perform on classified programs;

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I. Description of Operations Financed (cont.)

- Completing Foreign Ownership, Control and Influence (FOCI) mitigation agreements and properly analyzing, evaluating and providing oversight to cleared firms under FOCI agreements;
- Increasing International Security training and personnel needed to facilitate timely secure shipment of commercially sold classified export controlled materials to and from U.S. cleared contractors and 65 foreign countries;
- Providing proactive training and support to DSS field personnel, industry, and government agencies; and
- Liaison with government Special Access Program (SAP) customers, and increase/improve analysis of SAP security issues.

The DSS serves as the functional manager for the DoD Security Professional Development program. The DSS provides security education, training, and professional development services for the DoD Security Professional Development program, other U.S. Government personnel, contractor employees, and representatives of foreign governments, as required.

DSS executes elements of the DoD Insider Threat program to include Continuous Evaluation, the DoD Insider Threat Management and Analysis Center (DITMAC) and other Insider Threat activities.

Defense Security Service
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I. Description of Operations Financed (cont.)

a. Industrial Operations and Policy Program:

<u>Dollars in Thousands</u>		
<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
<u>Actual</u>	<u>Enacted</u>	<u>Estimate</u>
\$104,421	\$107,069	\$108,996

The Industrial Operations and Policy Program consist of two directorates: the Industrial Security Field Operations (ISFO) and the Industrial Policy and Programs Directorate (IP).

The ISFO directorate provides oversight and assistance to cleared industrial facilities and assist management and security staff to ensure the protection of U.S. and foreign classified information. ISFO's mission essential tasks include:

- Serving as "first responder" to Industry for industrial security matters and providing needed advice and assistance to mitigate security vulnerabilities;
- Ensuring security of cleared Industry's Information Systems processing classified information;
- Conducting Command Cyber Readiness Inspections to ensure security of cleared Industry SIPRNet connections;
- Enhancing security awareness among external and internal customers;
- Assessing security posture of cleared Industry to detect, deter and mitigate security vulnerabilities;
- Monitoring FOCI mitigation instruments to ensure protection of classified and export controlled technology;
- Adjudicating personnel security clearances for cleared industry.

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I. Description of Operations Financed (cont.)

The IP directorate interprets policy and provides guidance for the NISP; mitigates FOCI for U.S. companies with classified contracts; manages the security oversight functions of DSS' direct and indirect support to the Special Access Program community; supports cyber threat sharing by the Defense Industrial Base (DIB) Cyber Security Task Force and the DIBNet communication system; and ensures secure international transfers of classified commercial sales. The IP directorate also exercises authority and responsibility for personnel security investigations workload projections, tracks program performance for Industry and DoD components, and provides financial analysis and operations research support to DSS and other DoD offices.

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I. Description of Operations Financed (cont.)

b. <u>Personnel Security Investigations for Industry (PSI-I):</u>	<u>Dollars in Thousands</u>		
	FY 2015	FY 2016	FY 2017
	<u>Actual</u>	<u>Enacted</u>	<u>Estimate</u>
	\$275,902	\$266,098	\$255,237

The DSS facilitates security clearance requirements and costs for personnel security investigations for industry (PSI-I) personnel in support of all DoD components and 30 other federal agencies participating in the National Industrial Security Program (NISP).

Cleared contractor personnel employed on classified projects are in support of multiple Executive Branch Agencies, requiring a need for a centrally funded program to provide economy of scale cost savings for the federal government. The PSI-I budget is based on total number of anticipated investigations, by type of case, and the corresponding Office of Personnel Management (OPM) Federal Investigation Notice (FIN) rate, and adjusted to include additional costs on a case by case basis for Reimbursable Security Investigations (RSI). The DSS administers requests for initial and periodic reinvestigations for contractor personnel to include Single Scope Background Investigations (SSBI) for Top Secret/SCI, National Agency/Local Agency/Credit checks (NACLC) for Secret and Confidential clearances. Reinvestigations include Top Secret Periodic Investigation (TSPR) and Access National Agency Check with Inquiries (ANACI) for Secret/Confidential Investigation which may expand as necessary to resolve issues identified in the course of investigation. In FY 2016, the ANACI investigations replaces the NACLC and effective FY 2017, the Federal investigation Standard (FIS) will require Secret reinvestigations on a 5-year cycle. Due to OPM Data breaches, OPM increased the cost of Industry background investigations by 10.5%

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I. Description of Operations Financed (cont.)

in FY 2016. Additional increases are possible and are largely dependent on the outcome of the Administration's review and reform of the security investigation process. This program also includes funding for credit monitoring for the contractor employees whose data was compromised as part of the OPM breach.

**Defense Security Service
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I. Description of Operations Financed (cont.)

c. <u>Center for Development of Security Excellence (CDSE):</u>	<u>Dollars in Thousands</u>		
	FY 2015	FY 2016	FY 2017
	<u>Actual</u>	<u>Enacted</u>	<u>Estimate</u>
	\$24,219	\$27,247	\$25,098

The DSS Center for Development of Security Excellence (CDSE) is DoD's provider of security education, training, awareness, and certification for DoD personnel, DoD contractors under the NISP, employees of other Federal agencies, and selected foreign governments. CDSE provides over 100 security courses and products, using a variety of platforms to include virtual, instructor-led and eLearning courses, security shorts, webinars, and performance support tools. CDSE provides entry level to advanced training for DoD's security professionals. Areas of concentration include: information security, industrial security, personnel security, physical security, special access programs, and special topics areas such as insider threat, active shooter, etc. Courses range from short format eLearning to full semester graduate level courses. Educational courses and a growing number of training courses have received the American Council on Education's College Credit Recommendation Service ACE College Credit (ACE CREDIT). CDSE provides comprehensive training that addresses security requirements for industry personnel under the National Industrial Security Program and additionally provides awareness courses and products for DoD and industry cleared personnel (i.e. derivative classification, insider threat, protecting your identity, etc.). CDSE operates the nationally accredited Security Professional Education Development (SPED) Certification Program that consists of three core certifications, four specialty certifications, and one professional credential. As the premier provider of security education, training, and certification CDSE prepares personnel

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I. Description of Operations Financed (cont.)

across the DoD and Industry for significant roles in protecting critical assets, operations, and the National Security.

d. Counterintelligence Program (CI):

<u>Dollars in Thousands</u>		
<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
<u>Actual</u>	<u>Enacted</u>	<u>Estimate</u>
\$28,166	\$26,400	\$26,875

The DSS provides CI support to the National Industrial Security Program (NISP). The DSS CI mission is to "identify SUBJECTs of investigations, operations, or operational Sources within the cleared National Industrial Base (NIB)." That means providing support to cleared facilities and cleared contractor personnel. The DSS CI mission works with a full range of U.S. Government Departments, the Military Services and Agencies as follows:

- Mitigate risk, perpetrated in the cyber-domain, cleared facilities, classified programs and cleared contractors
- Identifies known and suspected collectors engaged in illegal or suspicious acts related to defense technology and refers information to federal investigative and operational agencies for exploitation.
- Identifies vulnerabilities and threats (internal and external to DSS) and facilitates the exchange of security and CI-related information between DSS components. Educates cleared contractor employees of potential threat.
- Informs cleared NIB, U.S. Government agencies and officials of the Foreign Intelligence Entity (FIE) of threats to the U.S. DoD technology in their charge.

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I. Description of Operations Financed (cont.)

- Publishes: Annual Trends; Quarterly Trends; FIE's Cyber Activity Bulletins; Company Assessments; Technology and Program Assessments; Target Country Assessments; FIE Cyber Threat advisories; Intelligence Information Reports and analysis based on reports of suspicious contacts.
- Supports federal law enforcement agencies targeting intelligence operators, terrorists and criminals attempting to steal U.S. Defense technology; the Defense Intelligence Agency's Campaign and Castle programs; the U.S. Intelligence Community, the FBI Strategic Partnership Program; and several Annual reports to Congress.

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I. Description of Operations Financed (cont.)

e. Insider Threat

<u>Dollars in Thousands</u>		
<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
<u>Actual</u>	<u>Enacted</u>	<u>Estimate</u>
\$35,862	\$38,399	\$40,859

The DoD Insider Threat program will provide an integrated capability to monitor and audit information for insider threat detection and mitigation. The program will gather, integrate, review, assess, and respond to information derived from CI, security, cybersecurity, civilian and military personnel management, workplace violence, anti-terrorism risk management, law enforcement, the monitoring of user activity on DoD information networks, and other sources as necessary and appropriate to identify, mitigate, and counter insider threats. Funds key insider threat initiatives including Continuous Evaluation (CE), the Defense Insider Threat Management and Analysis Center (DITMAC), and associated activities. CE systems and analysis will provide automated record checks of trusted data sources on cleared personnel to supplement periodic reinvestigations for security clearances. The DITMAC will play a key role in combating insider threat activity across the DoD by enabling information sharing and collaboration, analysis, and risk mitigation across Components to address current and emerging threats to DoD personnel, assets and information.

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I. Description of Operations Financed (cont.)

Operational Support Activities

1. Management HQ Activities:

<u>Dollars in Thousands</u>		
FY 2015	FY 2016	FY 2017
<u>Actual</u>	<u>Enacted</u>	<u>Estimate</u>
\$36,113	\$35,553	\$35,103

The DSS Headquarters enables mission execution through management of strategic priorities common to all initiatives within the agency and ensures direct service support to field operations. These functions provide critical management support devoted to keeping the daily operations of DSS aligned with the agency's motto of "mission first, people always". The support consists of financial management, acquisitions, human capital management, legal advice and assistance through the general counsel and inspector general, public affairs, security, maintenance of facilities, strategic management, logistical, property management, and EEO.

2. Office of the Chief Information Officer (OCIO):

<u>Dollars in Thousands</u>		
FY 2015	FY 2016	FY 2017
<u>Actual</u>	<u>Enacted</u>	<u>Estimate</u>
\$54,598	\$45,720	\$46,543

OCIO leads the DSS information enterprise by defining a shared vision, setting and enforcing agency policy, and driving the standard for the information infrastructure that supports security oversight and education missions. The OCIO Team delivers cutting edge IT services to DSS as part of a comprehensive catalog of outcome driven capabilities. In addition to enterprise applications, mobile IT solutions, and secure communications, the OCIO provides a full range of support and troubleshooting services to the community. The

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I. Description of Operations Financed (cont.)

OCIO's vision includes partnering with agency and industry leaders to strategically integrate data driven solutions to ensure mission success.

II. Force Structure Summary:

N/A

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III. Financial Summary (\$ in thousands)

	FY 2016						
			Congressional Action				
	FY 2015	Budget				Current	FY 2017
A. <u>BA Subactivities</u>	<u>Actual</u>	<u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Enacted</u>	<u>Estimate</u>
Center for Development of Security Excellence Counterintelligence Program	24,219	28,717	-1,470	-5.1	27,247	27,247	25,098
Industrial Operations and Policy	28,166	27,182	-782	-2.9	26,400	26,400	26,875
Insider Threat Management HQ Activities	104,421	108,954	-1,885	-1.7	107,069	107,069	108,996
Office of Chief Information Officer	35,862	19,361	19,038	98.3	38,399	38,399	40,859
PSI for Industry	36,113	36,392	-839	-2.3	35,553	35,553	35,103
Total	54,598	46,490	-770	-1.7	45,720	45,720	46,543
	275,902	241,300	24,798	10.3	266,098	266,098	255,237
	559,281	508,396	38,090	7.5	546,486	546,486	538,711

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III. Financial Summary (\$ in thousands)

	Change <u>FY 2016/FY 2016</u>	Change <u>FY 2016/FY 2017</u>
B. <u>Reconciliation Summary</u>		
Baseline Funding	508,396	546,486
Congressional Adjustments (Distributed)	38,298	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-208	
Subtotal Appropriated Amount	546,486	
Fact-of-Life Changes (2016 to 2016 Only)		
Subtotal Baseline Funding	546,486	
Supplemental		
Reprogrammings		
Price Changes		9,444
Functional Transfers		
Program Changes		-17,219
Current Estimate	546,486	538,711
Less: Wartime Supplemental		
Normalized Current Estimate	546,486	

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III. Financial Summary (\$ in thousands)

	<u>Amount</u>	<u>Totals</u>
C. <u>Reconciliation of Increases and Decreases</u>		
FY 2016 President's Budget Request (Amended, if applicable)		508,396
1. Congressional Adjustments		38,090
a. Distributed Adjustments		
1) OPM Data Breach Credit Monitoring Contract	24,300	
Distributed Congressional Adjustments to FY17.		
2) Insider Threat	10,000	
3) Transfer from RDTE, DW, line 225	9,200	
4) Personnel Security Investigations	498	
5) Overestimation of Civilian FTE	-5,700	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8037 - Indian Lands	-208	
FY 2016 Appropriated Amount		546,486
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2016 Baseline Funding		546,486
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2016 Estimate		546,486
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2016 Normalized Current Estimate		546,486
6. Price Change		9,444
7. Functional Transfers		
8. Program Increases		1,769
a. Annualization of New FY 2016 Program		
b. One-Time FY 2017 Increases		
c. Program Growth in FY 2017		
1) Insider Threat	1,769	
Increased funding will be used to expand continuous		

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
evaluation of automated records checks and requisite data analysis. (FY 2016 Baseline: \$38,399 thousand; +0 FTEs)		
9. Program Decreases		-18,988
a. Annualization of FY 2016 Program Decreases		
b. One-Time FY 2016 Increases		
c. Program Decreases in FY 2017		
1) PSI-I Reduction	-14,628	
Decrease due to the continuous evaluation initiative anticipated to close the gap in providing a cost effective and innovative approach to security clearance background investigations. Review is being conducted of PSI-I inventory in an effort to reduce the level and number of classified contract personnel clearance requirements.		
(FY 2016 Baseline: \$266,098 thousand)		
2) CDSE	-2,639	
Decrease in funding is due to the restructuring of several acquisition contract efforts by consolidating training and educational requirements for courseware development and training evaluation.		
(FY 2016 Baseline: \$27,247 thousand; +0 FTEs)		
3) HQ	-1,090	
Decrease is the reduction of management headquarters civilian FTEs and the reduction in overhead costs to include GSA vehicle fleet and consolidation of field office locations. (FY 2016 Baseline: \$35,553 thousand; -5 FTEs)		

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III. Financial Summary (\$ in thousands)

<u>C. Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
4) Civilian Pay	-631	
Decrease is due to two less compensable workdays. (FY 2016 Baseline: \$112,536 thousand)		
FY 2017 Budget Request		538,711

**Defense Security Service
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget**

IV. Performance Criteria and Evaluation Summary:

1. National Industrial Security Program (NISIP)

NISIP Performance Measure #1: Facilities of Interest (FIL) Assessments Completed.

Comments: The 13,500 cleared facilities are geographically dispersed across the United States and range from small consulting firms with part-time, inexperienced security managers to large manufacturing and research and development plants in the United States with professional security staffs, but possessing large amounts of highly classified information and hugely complex security requirements. The geographic dispersion of the work and widely varying complexity of the cleared industry facilities provides DSS a unique challenge to meet industry's security requirements or provide the required expertise and oversight. ISFO prioritizes its mission responsibilities based on a Facilities of Interest List (FIL) incorporating the value of a contractor's program, seriousness of known threats, and vulnerabilities to security programs.

	FY 2015 Assessments Completed	Facilities Overdue Assessments	Facilities Not Overdue Assessments	Total Amount of Facilities	% Assessments Completed/Not Overdue	Goal	Below Goal
FIL1	1,129	326	1,395	1,721	81%	100%	19%
FIL2	1,522	770	1,888	2,658	71%	100%	29%
FIL3	658	970	792	1,762	45%	80%	35%
FIL4	1,135	3,140	3,763	6,903	55%	80%	25%
Total	4,444	5,206	7,838	13,044	60%	92%	32%

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IV. Performance Criteria and Evaluation Summary:

NISP Performance Measure #2: Average Information System Accreditation Cycle Time

Comments: This output performance measure displays the average number of days for the DSS to issue an accreditation that enables a contractor information system to process classified information. Accreditation cycle time for each system processed is determined by comparing the date an information system security plan is received by the DSS to the date the DSS issues an accreditation for that system. The actual average number of days it takes to complete an accreditation is calculated by taking the combined number of calendar days it takes to complete all of the accreditations divided by the number of accreditations completed.

Average Information System Accreditation (days)	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015
Monthly # Accredited	339	299	259	268	303	265	279	316	317	266	248	439
Actual Days Average/Target	31/30	27/30	24/30	31/30	25/30	23/30	25/30	25/30	27/30	25/30	31/30	15/30
# Accredited Over 45 days	83	64	38	57	36	38	38	53	60	35	45	37

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IV. Performance Criteria and Evaluation Summary:

2. Center for Development of Security Excellence (CDSE)

CDSE Performance Measure #1: Requested FY 2015 Course Iterations Scheduled

Comments: This performance measure is used to compare the number of classroom course iterations requested by the security community versus available resources.

Requested FY2015 Course Iterations Scheduled	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015
Cum Monthly Schedule	2	8	13	18	22	31	37	45	48	53	62	68
Requested Total for FY2015	68	69	69	69	69	70	70	70	72	72	73	73
% of Scheduled vs. Requested	3%	12%	19%	26%	32%	44%	53%	64%	67%	74%	85%	93%

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IV. Performance Criteria and Evaluation Summary:

CDSE Performance Measure #2: Required Active Course Inventory.

Comments: This output performance measure provides the actual number of Training and Education active courses (Virtual and Instructor Led Training, eLearning and Short Format Learning courses) in inventory compared with the total number of active courses required by the security community.

Requested FY2015 Course Iterations Scheduled	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015
Cum Monthly Schedule	164	165	166	167	168	168	168	168	171	181	184	194
Requested Total for FY2015	198	201	203	205	209	211	213	214	215	218	222	222
% of Scheduled vs. Requested	83%	82%	82%	81%	80%	80%	78%	79%	80%	83%	83%	87%

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IV. Performance Criteria and Evaluation Summary:

3. Counterintelligence (CI):

CI Performance Measure #1: Annual Rate of Identification (efficiency/output).

DSS CI Identifies threats to classified information and technology resident in the cleared U.S. industrial base and articulates that threat to stakeholders. Based on data accumulated over the past four fiscal years, DSS estimates approximately 2500-4000 foreign entities or others attempt to exfiltrate classified information and technology per year - attempts that warrant investigative or operational action by U.S. law enforcement and intelligence agencies or offer opportunities for exploitation against countries of interest targeting cleared industry when and IF identified. In FY14-FY15, approximately 6-20% of investigated incidents involve potential insider threats. The remaining 80+% are attempts to gain access to sensitive or classified U.S. technologies by foreign entities. DSS CI's annual rate of identification attempts to measures CI's ability to efficiently and effectively assess and refer actionable information leading to investigative SUBJECTs, operations, or operational Sources to LE/CI organizations. DSS' FY15 rate of identification was 6.34 known or suspected collectors per CI resource. DSS CI's FY16 efficiency rate remains 5.0 - 6.0.

Comments: In support of DSS CI's mission as referenced above, the CI Directorate also assists cleared industry in recognizing and reporting foreign contacts, incidents and collection attempts and in applying threat-appropriate countermeasures; provides threat information to cleared industry; assists DoD Components and 30 other federal agencies ensure the protection of critical research and technology resident in cleared industry; and refers all cases of CI or criminal interest to the appropriate DoD or U.S. law

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Fiscal Year (FY) 2017 President's Budget**

IV. Performance Criteria and Evaluation Summary:

enforcement or intelligence agency for investigative or operational action and exploitation.

	FY 2015				FY2016 - **Projection			
	Dec 2014	Mar 2015	Jun 2015	Sep 2015	**Dec 2015	**Mar 2016	**Jun 2016	**Sep 2016
Rate of ID per Avg Available CI Resource*	5.65	5.28	5.76	6.34*	6.22	6.34	6.47	6.59
Number of SUBJECTs and Sources Identified (most recent 12-months)	880	843	927	1020*	1001	1021	1042	1062
Number of SUBJECTs and Sources identified FYTD	174	411	713	1020*	256	531	795	1062
Average Available (FTE) CI Resource	156	160	161	161	161	161	161	161

* Calculating the Rate of Identification: The annual rate of identification is calculated monthly as of the last day of each month. To calculate the rate, divide the k/s collectors identified for the most recent 12-month period (as of the last day of a month) by the "average available" CI resources for the same month. "Average available resources" is the average number of FTEs & CTRs assigned to CI over the same 12-month period.

** PROJECTION: Projections for number of k/s collectors identified for most recent 12-month period and FYTD were calculated using a straight line projection based on k/s collectors identified per month for prior 24 months. Average available resources are held constant for FY16 levels. These rates indicate that w/out dramatic improvements to our technology and automated processes and/or increase in FTEs, the number of k/s collectors identified and rate of ID is expected to plateau.

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V. <u>Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
<u>Civilian End Strength (Total)</u>	856	875	870	19	-5
U.S. Direct Hire	856	875	870	19	-5
Total Direct Hire	856	875	870	19	-5
<u>Civilian FTEs (Total)</u>	819	875	870	56	-5
U.S. Direct Hire	819	875	870	56	-5
Total Direct Hire	819	875	870	56	-5
Average Annual Civilian Salary (\$ in thousands)	142.7	128.6	130.6	-14.1	2.0
 <u>Contractor FTEs (Total)</u>	 99	 99	 99	 0	 0

Note: Does not include GDIP.

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VI. OP 32 Line Items as Applicable (Dollars in thousands):

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2015</u>	<u>FY 2015/FY 2016</u>		<u>FY 2016</u>	<u>FY 2016/FY 2017</u>		<u>FY 2017</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	116,257	1,424	-5,145	112,536	1,709	-631	113,614
121 PCS Benefits	627	0	-627	0	0	0	0
199 Total Civ Compensation	116,884	1,424	-5,772	112,536	1,709	-631	113,614
308 Travel of Persons	5,365	91	116	5,572	100	0	5,672
399 Total Travel	5,365	91	116	5,572	100	0	5,672
696 DFAS Financial Operation (Other Defense Agencies)	1,782	100	-615	1,267	-51	74	1,290
699 Total DWCF Purchases	1,782	100	-615	1,267	-51	74	1,290
771 Commercial Transport	90	2	417	509	9	0	518
799 Total Transportation	90	2	417	509	9	0	518
912 Rental Payments to GSA (SLUC)	3,704	63	5,240	9,007	162	0	9,169
914 Purchased Communications (Non-Fund)	6,471	110	1,050	7,631	137	0	7,768
917 Postal Services (U.S.P.S)	24	0	7	31	1	0	32
920 Supplies & Materials (Non-Fund)	1,555	26	-2	1,579	28	0	1,607
921 Printing & Reproduction	133	2	0	135	2	0	137
922 Equipment Maintenance By Contract	21,548	366	-30	21,884	394	0	22,278
923 Facilities Sust, Rest, & Mod by Contract	2,150	37	-3	2,184	39	0	2,223
925 Equipment Purchases (Non-Fund)	29,092	495	-12,027	17,560	316	0	17,876
932 Mgt Prof Support Svcs	38,092	648	5,143	43,883	790	0	44,673
934 Engineering & Tech Svcs	3,069	52	1,252	4,373	79	0	4,452
957 Other Costs (Land and Structures)	891	15	-1	905	16	0	921
987 Other Intra-Govt Purch	323,949	5,507	-18,772	310,684	5,592	-16,662	299,614
989 Other Services	4,482	76	2,188	6,746	121	0	6,867
999 Total Other Purchases	435,160	7,397	-15,955	426,602	7,677	-16,662	417,617
Total	559,281	9,014	-21,809	546,486	9,444	-17,219	538,711

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Defense Threat Reduction Agency (DTRA)



February 2016

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**Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
Budget Activity (BA) 4: Administration and Service-Wide Activities**

	FY 2015 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2016 <u>Enacted</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2017 <u>Estimate</u>
DTRA	407,501	6,158	-1,517	412,142	6,620	29,384	448,146

I. Description of Operations Financed:

The Defense Threat Reduction Agency's (DTRA's) mission is to safeguard the United States and its allies from global weapons of mass destruction (WMD) threats by integrating, synchronizing, and providing expertise, technologies, and capabilities.

The threat to the Nation's security presented by WMD is immediate, persistent, growing, and evolving. Both state and non-state actors threaten the United States by seeking to develop, proliferate, acquire, or use WMD. The President's and the Secretary of Defense's strategic guidance in "Sustaining U.S. Global Leadership: Priorities for 21st Century Defense" highlights countering WMD (CWMD) as a primary mission for the military. The "National Strategy to Combat Weapons of Mass Destruction" lays out objectives focused on cooperative efforts to shape the security environment and to take early action against adversaries. Furthermore, the "Department of Defense Strategy for Countering Weapons of Mass Destruction" seeks to ensure that the United States and its allies and partners are neither attacked nor coerced by actors with WMD. It outlines three end states: no new WMD possession; no WMD use; and minimization of WMD effects. Finally, the Quadrennial Defense Review (QDR) prioritizes missions (ways) to protect national security interests. Maintaining a secure and effective nuclear deterrent and CWMD are numbers one and six of the eight priorities listed in the QDR. CWMD is in the forefront of national and defense priorities and is DTRA's sole focus.

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I. Description of Operations Financed (cont.)

DTRA is the Department of Defense's (DoD's) designated Combat Support and Defense Agency for CWMD. In this role, DTRA executes national CWMD missions and develops capabilities to counter future WMD threats, while synchronizing interagency and international efforts across the full spectrum of nonproliferation, counterproliferation, and consequence management activities. Additionally, the Director, DTRA, is dual-hatted as the Director, United States Strategic Command (USSTRATCOM) Center for CWMD (SCC-WMD). The SCC-WMD supports the development of DoD doctrine, organization, training, material, leadership and education, personnel, facilities, and policy solutions to CWMD challenges. The SCC-WMD synchronizes CWMD-related planning efforts across the DoD components. DTRA and SCC-WMD are critical partners with USSTRATCOM's Standing Joint Force Headquarters for Elimination (SJFHQ-E); all are co-located at Fort Belvoir. DTRA's FY 2017 budget request sustains the Department's investment in protecting the Nation and its allies from WMD threats.

DTRA's Operation and Maintenance budget request responds to warfighter needs and supports its responsibilities and national commitments with a focus on: support to the Combatant Commands (CCMDs); arms control treaty obligations; international cooperative efforts to interdict WMD; nuclear deterrence support; operational support to research and development across the chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) spectrum; and support to other U.S. Government agencies. This budget request is aligned with the Agency's strategic plan which guides resource allocations and decisions across the mission portfolio.

DTRA's budget request is identified in the following four subactivity groups:

- 1) Nonproliferation Activities;
- 2) WMD Combat Support and Operations;

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I. Description of Operations Financed (cont.)

- 3) USSTRATCOM Center for Combating WMD; and
- 4) Core Mission Sustainment

Narrative Explanation of Changes:

DTRA rebalanced the overall portfolio to align with strategic direction and minimize risk. The FY 2017 Operation and Maintenance budget request reflects an overall increase of +\$36.0 million when compared to the FY 2016 current estimate. This net adjustment includes a price adjustment of +\$6.6 million; program increases of +\$32.6 million and program decreases of -\$3.2 million.

The FY 2017 DTRA budget request reflects reductions in transportation, rents, utilities, conferences, and management headquarters consistent with Departmental efficiencies. The Agency remains focused upon the quality of services that we provide to our customers.

The FY 2017 DTRA budget request aligns resources across the Agency's portfolio to satisfy those imperatives critical to achieving national CWMD objectives. Our proposed budget enables the Agency to meet stakeholder expectations such as: support and enhance the Nuclear Enterprise; develop and provide timely CWMD expertise, capabilities, and solutions; promote and enable CWMD external and internal unity of effort; and provide integrated and actionable CWMD situational awareness. In the face of rapidly growing and evolving threats, DTRA will continue to work to achieve the right balance across our mission portfolio and assure support for the highest priorities.

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I. Description of Operations Financed (cont.)

	<u>\$ in thousands</u>		
	FY 2015	FY 2016	FY 2017
	<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
A. <u>Nonproliferation Activities</u>	55,441	66,726	70,338

As an integral part of the U.S. National Security Strategy and an essential element of nonproliferation efforts, arms control activities enhance confidence in treaty and agreement compliance through effective inspection, monitoring, and verification. In addition, arms control activities contribute to a more stable and calculable balance of world power. The United States seeks to reduce the threat from WMD in a number of ways, particularly through treaty and non-treaty efforts to control, safeguard, and eliminate existing weapons and to verify and monitor compliance with agreements intended to prevent the proliferation of nuclear weapons. As the focal point for U.S. treaty implementation, DTRA executes current arms control treaties and agreements and prepares for new initiatives. DTRA is increasingly involved in shaping the international security environment through on-site activities in post-conflict stabilization operations because of its arms control experience. DTRA's inspectors provide the Secretary of Defense with first-hand evidence that international commitments are fulfilled through the verifiable reduction of the world's stockpiles of nuclear, chemical, and conventional weapons (which includes the training and equipping of law enforcement and border guard personnel in the Former Soviet Union, Eastern Europe, Baltics, Balkans, South Asia, Southeast Asia, and Africa). DTRA's arms control mission directly enhances U.S. security interests.

The three primary objectives of DTRA's arms control activities are to:

- conduct U.S. Government inspections of foreign facilities, territories, or events;

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I. Description of Operations Financed (cont.)

- coordinate and conduct the escort of inspection teams for inspections or continuous monitoring activities in the United States and at U.S. facilities overseas; and
- acquire and field technology capabilities required to implement, comply with, and allow full exercise of U.S. rights and prerogatives under existing and projected arms control treaties and agreements.

Implementation of existing arms control agreements is an important nonproliferation element of the Administration's national security policy. DTRA trains, equips, organizes, deploys, and exercises operational control over inspection, monitoring, and escort teams, thus ensuring the U.S. Government can exercise its full treaty rights for on-site inspection and protect U.S. treaty rights with respect to inspected sites or activities. DTRA also installs, operates, maintains, and sustains U.S. nuclear detonation verification and monitoring radionuclide and waveform stations as part of the U.S. contribution to the Comprehensive Nuclear-Test-Ban Treaty Organization's International Monitoring System. DTRA provides technical advice to U.S. Government elements concerned with developing, implementing, or evaluating compliance with arms control treaties and agreements.

DTRA continues its efforts to carry out the inspection, escort, and monitoring provisions of the New START Treaty, the Plutonium Production Reactor Agreement, the Conventional Armed Forces in Europe Treaty, the Vienna Document 2011, the Open Skies Treaty, the Chemical Weapons Convention Treaty, and Comprehensive Nuclear-Test-Ban Treaty (when ratified).

DTRA executes other missions requiring its unique skills, organization, and experience, including the International Counterproliferation Program; support for the Dayton Peace

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I. Description of Operations Financed (cont.)

Accords; Biological Weapons Convention; Confidence and Security Building Measures; the International Atomic Energy Agency Integrated Safeguards; and the Technical Equipment Inspection Program.

DTRA's budget submission for nonproliferation arms control activities provides support for the full range of treaty implementation requirements and reflects the latest revision to treaty entry-into-force dates as well as projections for FY 2017 inspection and compliance requirements.

TREATY/AGREEMENT ASSUMPTIONS

TREATY/AGREEMENT

ENTRY-INTO-FORCE

New START Treaty	5 Feb 2011
Plutonium Production Reactor Agreement	23 Sept 1997
International Atomic Energy Agency Integrated Safeguards	6 Jan 2009
Comprehensive Nuclear-Test-Ban Treaty	TBD
Conventional Armed Forces in Europe Treaty	17 Jul 1992
Vienna Document 2011	1 Dec 2011
Dayton Peace Accords	14 Dec 1995
Open Skies Treaty	1 Jan 2002
Chemical Weapons Convention	29 Apr 1997
International Counterproliferation	1 Dec 1996
Biological Weapons Convention	26 Mar 1975

START/Nuclear Missions

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I. Description of Operations Financed (cont.)

DTRA's START/Nuclear Missions are conducted under the auspices of the New START Treaty, Plutonium Production Reactor Agreement, International Atomic Energy Agency Integrated Safeguards, and the Comprehensive Nuclear-Test-Ban Treaty. This strategic program supports the non-proliferation pillar and overall CWMD mission by conducting on-site inspections and monitoring by the U.S. Government in accordance with strategic/nuclear arms control agreements; performing activities associated with on-site inspections; and monitoring by foreign inspectors at U.S. facilities. The program includes funding for mission costs, mock/training inspections, and essential support requirements. It includes inspections of United States and Russian strategic weapons facilities under the New START Treaty. It supports monitoring activities of United States and Russian shutdown reactors and Russian plutonium oxide storage facilities under the Plutonium Production Reactor Agreement. The program funds DoD Host Team missions that ensure protection of DoD equities during International Atomic Energy Agency Integrated Safeguards inspections conducted in the United States. The program also provides on-site inspection support to the Comprehensive Nuclear-Test-Ban Treaty Organization and conducts annual exercises in the United States and the Republic of Korea with the Korean Arms Verification Agency.

Conventional Weapons Missions

Conventional weapons missions are conducted under the auspices of three international treaties and agreements. These include inspection, escort, and liaison missions supporting the Conventional Armed Forces in Europe Treaty carried out by 29 countries. Russia suspended operations of the treaty activities for an unspecified duration; however, Russia has the legal right to resume and continue treaty verification operations at any time. The U.S. Government has a binding legal and political commitment to immediately fulfill its treaty implementation and compliance responsibilities in the

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I. Description of Operations Financed (cont.)

event Russia resumes operations. In addition, the program covers confidence and security building measures conducted under the Vienna Document 2011, which has 57 partner nations, and the Dayton Peace Accords. Resources also provide operational support activities, including Site Assistance Visits, mock inspections, treaty training, language training, and weapons recognition training. Prior to FY 2017, the program included funding for the Arms Control Enterprise System; this is identified as a separate program beginning in FY 2017.

Arms Control Enterprise System

The Arms Control Enterprise System (ACES) is a mission essential information system for facilitating compliance with legally and politically binding arms control treaties and agreements. ACES provides asset accountability, notification processing, and data management support for the following conventional and strategic treaties and agreements: Conventional Armed Forces in Europe Treaty, Vienna Document 2011, Open Skies Treaty, New START Treaty, Global Exchange of Military Information, United Nations Transparency in Armaments, the Wassenaar Arrangement, and on-going notifications for the Intermediate-Range Nuclear Forces Treaty. ACES generates the finished product for annual treaty data exchange reports for the Conventional Armed Forces in Europe Treaty, the Vienna Document, Global Exchange of Military Information, and the New START Treaty. ACES provides detailed asset reports and uses complex algorithms for maintaining accurate asset inventories for treaties/agreements for similar equipment but with different equipment categorizations. The program manages and executes the Inspection Planning Module database application to aid in meeting U.S. Government treaty obligations. The Inspection Planning Module provides passport/visa management for arms control inspectors and escorts, treaty inspector list management, treaty training administration, and mission planning. This program was funded under Conventional Weapons Missions prior to

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I. Description of Operations Financed (cont.)

FY 2017.

Open Skies Missions

The Open Skies Treaty is multilateral and involves 34 signatory nations, including many European states, the Republic of Belarus, the Russian Federation Group of State Parties, the United States, and Canada. It involves reciprocal over-flights of states using specific aircraft with specified sensors. DTRA plans and prepares for receiving and conducting Open Skies observation missions; conducting and participating in aircraft and sensor certification inspections; and essential training and support requirements. Example missions include those conducted over the Russia/Ukraine border in 2014. This program has also been called upon to support humanitarian operations efforts following Hurricane Katrina and the devastating earthquake in Haiti.

Chemical Weapons Convention Missions

The program accomplishes DTRA's DoD-directed Chemical Weapons Convention (CWC) treaty implementation responsibilities in support of CWC compliance requirements by DoD entities. DTRA provides DoD host team leadership and DTRA national escort team oversight for the Organisation for the Prohibition of Chemical Weapons inspections, to include short-duration inspections of chemical weapons and other treaty-relevant facilities, continuous destruction monitoring operations at Pueblo, CO, and Blue Grass, KY, and oversight visits by the Executive Council and senior Technical Secretariat staff of the Organisation for the Prohibition of Chemical Weapons. The program provides interagency liaison and planning support between the DoD CWC Treaty Manager, the Joint Staff, Office of the Secretary of Defense (OSD), Department of State, Military Services, and the Organisation for the Prohibition of Chemical Weapons. The program supports training and

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I. Description of Operations Financed (cont.)

readiness/preparatory activities for CWC inspections, including exercises with the Military Services and implementing a DoD-level training program for CWC Challenge Inspections.

International Counterproliferation

The DoD International Counterproliferation Program is congressionally mandated and operates globally, building partnership capacity to prevent, deter, detect, interdict, and/or investigate the trafficking of WMD and dual-use items across land, maritime, and air borders. This program directly advances the national capacity of host nation participants to regionally or bilaterally interdict WMD proliferation and WMD terrorism threats and incidents through focused training and exercises developed for international civilian law enforcement components, counterterrorism units, border security/customs agents, public health officers, export licensing administrators, and ministerial executives who oversee agencies that have a CWMD function. Tactical, operational, and executive events focus on process improvements for interagency crisis response mechanisms, cross-agency information sharing, cross-border investigations, and national concept of operations strategic planning. The program directly supports a number of Intermediate Military Objectives of Global Combatant Commands' Theater Campaign Plans and, by extension, Guidance for Employment of the Force.

Technical Equipment Inspections

The Technical Equipment Inspection Program is a one-of-a-kind U.S. Government security program established in response to the potential hazards posed by foreign-owned and controlled inspection equipment being introduced in U.S. facilities during arms control inspections. The program is designed to ensure that all equipment used during arms

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I. Description of Operations Financed (cont.)

control activities meets the agreed treaty specifications and parameters and will not present a safety hazard. This is done via equipment certification, equipment inspection, technical consultation, analyses, on-site support, and training. Arms control treaties supported include the Open Skies Treaty, the New START Treaty, the International Atomic Energy Agency Integrated Safeguards, the Chemical Weapons Convention, and the Comprehensive Nuclear-Test-Ban Treaty.

Arms Control Treaty Training

The Arms Control Treaty Training Program serves as the U.S. Government's sole source for all arms control treaty training. Students attend training from DTRA, U.S. Government agencies, and U.S. facilities subject to inspection. This program provides training for the New START Treaty, the Open Skies Treaty, the Conventional Armed Forces in Europe Treaty, the International Atomic Energy Agency Integrated Safeguards, and the Chemical Weapons Convention. The program also contracts for additional training needed for both the personal safety and knowledge of arms control inspectors, to include: the Radiological Worker Safety Class, Graphite Moderated Reactor Seminar, and the Rocket Motor Production Course. The program ensures U.S. Arms Control Treaty inspection and escort teams are trained and certified prior to worldwide deployment.

Language Training

The Language Training Program provides centralized support for the overall on-site inspection mission by funding military linguist recruiting, in-house and contracted language training, and linguistic support to the New START Treaty, the Plutonium Production Reactor Agreement, the Open Skies Treaty, the Conventional Armed Forces in Europe Treaty, the Vienna Document of 2011, and the Dayton Peace Accords. The program is

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I. Description of Operations Financed (cont.)

responsible for the recruitment of professional military linguists, their training at the Defense Language Institute, and their day-to-day mission support of arms control operations from three different locations. In-house Russian language instructors provide daily treaty-specific, technical, and global language training to over 100 professional military linguists and Foreign Area Officers and play a central role in ensuring language professionals are able to carry out their vital mission. In addition, the program conducts external language immersion courses for languages other than Russian to ensure DTRA has the proper unique language professionals to support its expanding regional focus.

Nuclear Arms Control Technology (NACT)

The Nuclear Arms Control Technology Program installs, operates, and sustains the waveform and radionuclide nuclear detonation detection stations and the U.S. radionuclide laboratory comprising the majority of the U.S. portion of the International Monitoring System. The laboratory and detection stations deliver data to the U.S. monitoring and verification community and enable U.S. compliance with the terms of the Comprehensive Nuclear-Test-Ban Treaty in support of U.S. and DoD nonproliferation objectives. NACT directly provides for WMD monitoring and nonproliferation requirements validated by the Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)) and ensures these monitoring capabilities are certified for operations and available when and where required.

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I. Description of Operations Financed (cont.)

	<u>\$ in thousands</u>		
	FY 2015	FY 2016	FY 2017
	<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
B. <u>WMD Combat Support and Operations</u>	172,447	169,688	187,968

DTRA provides combat and warfighter support to the Chairman, Joint Chiefs of Staff (CJCS), the Combatant Commanders, and Military Services as they engage the threat and challenges posed to the United States, its forces, and allies by any WMD to include chemical, biological, radiological, nuclear, and high-yield explosive weapons. DTRA supports the essential WMD response capabilities, functions, activities, and tasks necessary to sustain all elements of operating forces within their areas of responsibility at all levels of warfare - strategic, operational, and tactical. DTRA also supports DoD with programs that provide oversight for DoD nuclear matters; providing expert and responsive DoD nuclear mission support to OSD, Joint Staff, CCMDs, and the Military Services. DTRA successfully collaborates with the National Nuclear Security Administration and other interagency partners and programs, supporting the viability and credibility of the U.S. Strategic Deterrent, the forward deployed deterrent, and their transformation into the 21st century. Additionally, DTRA's operational programs are closely tied with its research, development, test, and evaluation programs that provide technical support to DoD components and other organizations in areas related to WMD and designated advanced weapons.

Within the WMD Combat Support and Operations subactivity group, the demand for combat and warfighter support to the CCMDs continues to increase because of the threat of WMD attacks against the United States, its partners and interests, and U.S. counterterrorism

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I. Description of Operations Financed (cont.)

operations. This subactivity group integrates the requirements of the national strategies, Quadrennial Defense Review, the Joint Strategic Capabilities Plan, the Nuclear Posture Review, Guidance for the Employment of the Force, and the Unified Command Plan. Moreover, DTRA has placed emphasis on meeting emerging threats and leveraging strategic planning principles to assist in the long range planning efforts for DTRA's combat support mission and providing a starting point for future operational endeavors. DTRA is continuing to expand combat support missions to be dual-purposed, synergistic, and closely aligned with joint operational efforts, providing a foundation for transformational initiatives within the WMD arena. DTRA executes a number of programs within the WMD Combat Support and Operations subactivity group.

Balanced Survivability Assessments

The Balanced Survivability Assessments (BSA) teams conduct mission survivability assessments of critical and vital U.S. and allied national/theater mission systems, networks, architectures, infrastructures, and assets. The assessments focus on mission continuity against a broad spectrum of threats, including accidents, natural disasters, technological failure, information system attacks, terrorists, radio frequency weapons, sabotage, and WMD. The assessment teams identify mission vulnerabilities and recommend ways to mitigate or eliminate them. They also provide senior U.S. Government and DoD leaders and managers with a long-term investment strategy for risk management. The assessments provide an all-hazards assessment capability to support survivability of key systems and facilities that provide support to OSD, CCMDs, and other DoD and federal agencies. Examples include support to: USSTRATCOM's diverse roles in Global Command and Control; Space Operations; Global Strike; Countering WMD; Integrated Missile Defense; Information Operations, Intelligence, Surveillance and Reconnaissance; and Strategic Deterrence. The assessment teams also provide technical support such as the review of

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I. Description of Operations Financed (cont.)

planning activities for new facilities to ensure that mission survivability is considered prior to construction and conduct smaller assessments that focus on specific survivability issues. Additionally, DTRA supports 2010 Post-Minot Nuclear Surety efforts by ensuring up to 50% of assessments conducted each year evaluate nuclear related sites and networks such as nuclear command and control facilities; critical communications networks; nuclear weapons operational organizations; nuclear weapons storage facilities; and strategic ballistic missile warning and defense sites and systems. The customers are responsible for the appropriate funding and implementation of the BSA recommendations.

DoD Red Team

The DoD Red Team performs vulnerability analyses of DoD and non-DoD strategic assets, operations, and facilities relating to Continuity of Government, strategic command, control, and communications, and mission essential assets and infrastructure. The DoD Red Team provides a unique assessment capability simulating an independent, multidisciplinary adversary and performs all assessments entirely from an adversarial perspective. The Team emulates adaptive, networked adversaries, including terrorists, hostile state Special Operations Forces and their proxies, and Foreign Intelligence Entity activities that include insiders with placement and access. The DoD Red Team gives the supported CCMD or Defense Agency a unique assessment as it provides a true "outside looking in" perspective. Unlike other assessments, the DoD Red Team uses no insider information; only the customer's senior leadership and a few trusted agents are aware of the effort. Utilizing the full spectrum of identified adversarial capabilities limited only by legal requirements and restrictions mandated by the customer, these assessments provide a ground truth perspective of the customer's protection programs while adhering to a strict non-attribution policy. DoD Red Team assessments provide a means to evaluate and test protection strategies for mission assurance, including force

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I. Description of Operations Financed (cont.)

protection, defense critical infrastructure protection, cyber security, counterterrorism, and emergency response from violent extremist groups and aggressor states. DoD Red Team assessments provide foundational data necessary to develop effective operational risk management programs to ensure appropriate security within a resource constrained environment. The customers are responsible for the appropriate funding and implementation of the Team's recommendations.

Joint Mission Assurance Assessment Program

The Joint Mission Assurance Assessment Program (JMAAP) is a risk-based assessment program that replaced the legacy Joint Staff Integrated Vulnerability Assessments program. The JMAAP originates in the Deputy Secretary of Defense approved Mission Assurance Strategy that focuses on the protection, continued function, and resilience of DoD capabilities and assets to support the Department's Mission Essential Functions. The JMAAP provides direct support to the Joint Staff, CCMDs, Military Services, and Defense Agencies in compliance with statutory and regulatory DoD Mission Assurance Assessment requirements. The JMAAP provides a risk-to-mission focused assessment of military installations, task critical assets, and missions worldwide. JMAAP teams are comprised of active duty military and DoD civilians with expertise in assessing assets/missions against a broad spectrum of hazards and threats. The assessment process includes analysis, pre-site survey, vulnerability assessment, and risk response planning. Additional support to CCMDs and Military Services includes mobile training teams to train personnel on the DoD methodology to conduct mission assurance assessments, technology development for physical security equipment, reach-back, and other protection-related technologies, such as blast migration systems. Starting in FY 2016, DTRA is mandated to conduct up to 40 JMAAPs per fiscal year.

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I. Description of Operations Financed (cont.)

Nimble Elder

The Nimble Elder Program provides the CCMDs with Technical Support Groups (TSGs) who are either forward deployed or able to rapidly deploy across the globe to provide the CCMDs and other U.S. Government agencies with the capability to counter WMD threats by utilizing low visibility chemical, biological, radiological, and nuclear (CBRN) search. DTRA's TSGs provide equipment, training, scientific on-site subject matter expertise, and direct operational assistance to CCMDs' designated search forces. The TSGs bring a 24/7 reachback capability through the DTRA/SCC-WMD/SJFHQ-E Joint Operations Center with a linkage to multiple U.S. Government laboratories (additional subject matter expertise). DTRA is also adding a chemical and biological search capability to the TSGs' toolkit, expanding its ability to counter WMD.

Stockpile Logistics

The Stockpile Logistics Program provides support to the OSD, Joint Staff, CCMDs, Military Services, National Nuclear Security Administration, and North Atlantic Treaty Organization for day-to-day activities necessary to maintain an effective nuclear deterrent. The program provides nuclear weapons expertise in the areas of maintenance, safety, technical procedures, discrepancy resolution, Nuclear Weapons-Related Materiels, logistics, policy, and technical matters. The program develops and maintains the Defense Integration and Management of Nuclear Data Services (DIAMONDS), which is the sole DoD level nuclear weapons reporting system for all nuclear weapons sustainment records. The prime function is to account for, track, and inventory the U.S. nuclear weapon, component, and assembly stockpiles, and DIAMONDS is the DoD nuclear weapons stockpile database of record. This critical system contains accurate, near real-time nuclear

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I. Description of Operations Financed (cont.)

weapon stockpile data and provides the capability to perform world-wide nuclear Stockpile Emergency Verifications, an emergency inventory capability. DIAMONDS supports the DTRA Director's role as the Executive Agent for three main functions: manage the U.S. nuclear stockpile and provide nuclear weapon data to the President, Congress, and Joint Staff; manage the Unsatisfactory Reporting System to resolve nuclear weapons related discrepancies; and manage the Joint Nuclear Weapons Publication System for the preparation and distribution of electronic technical publications.

Nuclear Surety

The Nuclear Surety Program provides expertise related to nuclear policy, safety, security, planning, studies, weapon systems, and use control project officer groups and provides reports for DoD in partnership with the National Nuclear Security Administration. The program serves as the focal point for nuclear deterrence, policy and planning, forces, and modernization and provides senior leader focus in multiple nuclear enterprise-related forums (e.g., Nuclear Weapons Council and associated subordinate committees), USAF oversight, and Congressional/Executive Branch studies and reports. The Nuclear Surety Program provides maintenance and improvements to nuclear surety through nuclear and physical security efforts, Mighty Guardian force-on-force exercises, control, modeling and simulation for the Center of Excellence, out-of-cycle testing, and Nuclear Security Enhancement Programs.

Defense Nuclear Weapons School

The Defense Nuclear Weapons School (DNWS) Program, formerly Defense Threat Reduction University, provides specialized training in U.S. nuclear weapons, incident response, and counterproliferation with emphasis on operational support. DNWS develops and

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I. Description of Operations Financed (cont.)

orchestrates the delivery of essential WMD training and knowledge management efforts for DoD. It executes courses to familiarize the U.S. nuclear enterprise on the national nuclear weapons stockpile, nuclear surety inspections, and the nuclear weapons program. Additionally, DNWS provides training to the global nuclear community in nuclear weapons accident and incident response procedures and to customers in CBRN modeling and simulation. DNWS operates the only DoD live radioactive field training sites. DNWS also maintains an extensive nuclear weapons instructional museum (both classified and unclassified exhibits) to enhance the comprehensive training. DNWS trains students from all levels of DoD, federal and state agencies, and allied countries.

Technical Information Management/Defense Threat Reduction Information Analysis Center

The Technical Information Management/Defense Threat Reduction Information Analysis Center (DTRIAC) Program supports the preservation and archiving of all scientific and technical information related to nuclear test and other CWMD-related programs. DTRIAC also acquires, digests, analyzes, evaluates, synthesizes, stores, publishes, and disseminates scientific and technical data pertaining to all of DTRA's mission areas to support other DoD and Government agencies, the Military Services, and other entities with valid and verified needs for the information.

Defense Nuclear Surety Inspection Oversight

The Defense Nuclear Surety Inspection Oversight (DNSIO) Program provides the CJCS with an independent assessment of Air Force and Navy nuclear inspection teams' compliance with DoD and Joint Staff Nuclear certification and inspection requirements. The DNSIO assessment aids in maintaining the highest standards of integrity and objectivity within the Nuclear Weapons Enterprise and supports public confidence that the Nation's nuclear

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assets are, and will remain, safe, secure, and reliable. The DNSIO team also conducts Personnel Reliability Program (PRP) staff assessment visits to provide assurance of PRP oversight at the nuclear-capable CCMDs and training and development for a wide array of customer needs.

Readiness and Exercises

The Readiness and Exercises Program establishes and executes the combined DTRA/SCC-WMD Joint Training Program to ensure CWMD force readiness to accomplish our joint mission essential tasks via annual Joint Staff sponsored Tier 1 exercises of CCMD numbered war plans in coordination with U.S. Government Interagency and Allied Military forces. The Joint Training Program supports the Joint Force Quarterly Review, as required by the FY 2014 National Defense Authorization Act, the Joint Training Information Management System, the Joint Lesson's Learned Information System, and monthly readiness reporting via the Defense Readiness Reporting System. The Program also supports DTRA/SCC-WMD and SJFHQ-E civilian and military personnel readiness for crisis and contingency operational deployments, training and logistics, conducts technical reviews of all CJCS Joint Publications, and serves as a Technical Review Authority for three CWMD-related Joint Publications.

Joint Operations Center and Technical Reachback

The WMD Combat Support and Operations sub-activity group also supports the 24/7 Joint Operations Center (JOC) and Current Operations. The JOC monitors and manages the day-to-day CWMD operations, collects WMD knowledge, and displays and distributes this knowledge to the CWMD community through various information technology collaborative tools. The JOC is the single point of entry for all CWMD operational and Technical Reachback

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requests for information, to include Interagency Modeling and Atmospheric Assessment Center support.

Joint Operations Center and Technical Reachback products/capabilities include:

- Monitoring and participating in CWMD exercises and real-world missions, focusing on capturing and incorporating lessons learned;
- Providing CBRN decision support capability for CBRNE planning, operations, and post-event analysis, including near real-time operational analysis and access to specialized WMD subject matter expertise capability, to CCMDs, DoD, other U.S. Government elements, and first responders;
- Fielding a National CWMD Technical Reachback Enterprise; and
- Utilizing high performance computers to continue providing DoD customers with decision support for CBRNE scenarios.

Technical Reachback is a cadre of specialized CBRNE subject matter experts operating DTRA computational tools that provides a decision response and support capability for deliberate, crisis, and immediate planning and operations. Support includes CWMD/CBRNE collateral effects analyses for target nomination and post-CBRNE event analyses to CCMDs, OSD, Joint Staff, Intelligence Community, command elements, federal, state, and local government/first responder organizations in accordance with DoD directives. Reachback subject matter experts coordinate with the JOC and continuity of operations sites.

Technical Reachback also has combat deployable Technical Support Teams to provide direct responses that address the majority of requests for information coming into the JOC. Technical Reachback performs most of these requests requiring modeling for all planning, operational, and exercise scenarios related to CBRNE. In November 2014, the Vice

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Chairman of the Joint Chief of Staff designated Technical Reachback to start transformation into the National Counter WMD Technical Reachback Enterprise as a single entry point for CBRNE, CWMD, and nuclear, biological, and chemical Reachback support for the Nation.

Nuclear Exercises

DTRA serves as the DoD-lead for managing the Nuclear Weapon Accident Incident Exercise (NUWAIX) Program and provides national-level NUWAIX planning and execution support to the Geographic Combatant Commands (GCCs) and appropriate federal, state, local, and international agencies. DTRA's role is directed by DoD Directives (3150.08, 3150.10, and 5105.62); USD(AT&L); and CJCS tasking through yearly Joint Chiefs of Staff-coordinated worldwide exercise schedules. DTRA provides and arranges collective training for DoD nuclear weapon incident Initial Response Forces and Response Task Forces and other DoD Component nuclear or radiological incident response forces; provides integration with interagency response elements; and coordinates with the GCCs on curriculum content to ensure training remains consistent with current theater nuclear response contingency plans. DTRA also serves as Executive Secretary and provides administrative support for the Nuclear Weapons Accident/Incident Response Subcommittee, a standing subcommittee under the Deputies Committee of the Nuclear Command and Control System Committee of Principals.

CBRN Military Advisory Team

The CBRN Military Advisory Team (CMAT) Program provides DoD directed deployable elements which advise and assist the Joint Force (CCMDs, Joint Task Forces, and other designated activities) during CBRN incidents to include associated prevention, protection,

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mitigation, response, and recovery efforts. CMATs provide CBRN technical expertise, CWMD doctrinal and planning support, consequence of execution assessments, and CBRN hazard prediction analysis capabilities to determine worst case and/or most likely effects and assist with developing courses of action for resolving CBRN situations.

CBRN Preparedness Program

The CBRN Preparedness Program (CP2) is DoD's lead program for developing foreign partners' capabilities to prevent, protect against, mitigate, respond to, and recover from CBRN incidents. CP2 supports CCMDs by informing them of partners' CBRN response capabilities and requirements. Leveraging coordination with foreign partners, CP2 activities reduce the requirements for a U.S. response to assessed needs and compatible equipment. This support enables a response that is faster, more effectively targeted, and capable of integration into an all-hazard response. The program supports partners by developing their capabilities, initiating national training programs, and synchronizing their interagency CBRN response efforts. CP2 increases the likelihood that partners will be able to assist other countries within their region, thereby decreasing the requirement on CCMDs in the event of a CBRN incident. To accomplish the mission, CP2 has two operational goals: 1) CCMDs are afforded increased flexibility to provide more effective and efficient consequence management assistance; and 2) partners are prepared to respond to a CBRN incident. Operational goals will be achieved through engagement and focused analyses, instruction, facilitated discussions, and exercises conducted by subject matter experts from within DTRA, U.S. Government agencies, and international and non-governmental organizations.

Foreign CBRNE Exercise Program

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DTRA serves as the Program Manager for the Foreign CBRNE Exercise Program (formerly the Foreign Consequence Management Exercise Program), as directed by DoD Instruction 2000.21. This program creates a series of exercises that prepare CCMDs to respond to a foreign WMD attack or accidental release. The program focuses primarily on three scenarios: 1) mitigating the effects of a WMD attack or accidental release that impacts U.S. forces or installations overseas; 2) providing assistance to the affected foreign nation following a WMD attack or accidental release; or 3) responding to situations where DoD is the lead, for example, in a combat zone or where a host government does not exist.

Additionally, the program provides tailored Countering Weapons of Mass Destruction - Terrorism (CWMD-T) exercise support (subject matter experts, academics, and training) to GCCs, Theater Special Operations Commands, Crisis Response Forces, and other designated commands in order to increase U.S. capability to respond to CWMD-T threats. The supported exercises and training occur both in the United States and overseas and emphasizes WMD crisis response. No other DoD agency or command provides this level of support to exercises or training across the spectrum of a terrorist organization acquiring and attempting to employ CBRNE weapons.

Human Survivability

The Human Survivability Program supports the Nuclear Test Personnel Review (NTPR) Program, confirming the participation of Atomic Veterans in nuclear testing and radiological events and providing radiation dose assessments. DTRA provides subject matter expertise for the dose reconstructions. The NTPR program provides DoD support for the Department of Veterans Affairs and the Department of Justice radiogenic disease compensation programs.

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	<u>\$ in thousands</u>		
	FY 2015	FY 2016	FY 2017
	<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
C. <u>U.S. Strategic Command (USSTRATCOM) Center</u> <u>for Combating Weapons of Mass Destruction</u>	12,553	11,191	10,331

The "National Defense Strategy to Combat Weapons of Mass Destruction" describes WMD in the hands of hostile states and non-state actors as one of the greatest security challenges facing the United States. The strategy reinforces the need of DoD to continue to develop an integrated and comprehensive approach to counter the WMD threat. Furthermore, the "Department of Defense Strategy for Countering Weapons of Mass Destruction" seeks to ensure the United States and its allies and partners are neither attacked nor coerced by actors with WMD. It outlines three end states: no new WMD possession; no WMD use; and minimization of WMD effects. To help mitigate and address the threat outlined in these strategies, the Secretary of Defense designated DTRA's Director to serve in an additional capacity as the Director, U.S. Strategic Command Center for Combating WMD (SCC-WMD), under the authority, direction, and control of the Commander, USSTRATCOM. Together, DTRA and SCC-WMD provide access and connectivity to CWMD expertise critical for strategic, deliberate, contingency planning and operational support, to include:

- participating in and supporting real-world events, training, and exercises;
- working closely with USSTRATCOM partners to establish a means for training,

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I. Description of Operations Financed (cont.)

assessing, and exercising capabilities to counter WMD;

- maintaining global WMD situational awareness benefitting both the Combatant Commands and the DTRA/SCC-WMD mission; and,
- synchronizing efforts across DoD and U.S. Government to support national CWMD objectives.

	<u>\$ in thousands</u>		
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
	<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
D. <u>Core Mission Sustainment</u>	167,060	164,537	179,509

DTRA's Core Mission Sustainment Program represents a wide range of functions that provide the necessary resources to support all of the Agency's core mission essential functions (spanning four appropriations within a \$2.6B portfolio). These functions provide the foundation for everything DTRA does to safeguard America and its allies from WMD by reducing the present threat and preparing for future threats. Functions include:

Facilities, Engineering, and Logistics:

- Provides the Agency's space and utilities in the Government-owned McNamara Complex as well as shared support services.
- Provides for installation support and services at all DTRA locations (DTRA facilities at Travis, Eglin, and Kirtland Air Force Bases (AFBs); White Sands Missile Range; Ft. Belvoir (other than the McNamara Complex); Kaiserslautern, Germany; Yokota, Japan; and other various smaller detachments).

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- Provides needed repairs and improvements for the aging infrastructure, primarily at Kirtland AFB (facilities constructed in 1950s - 60s) and Germany (facilities constructed in the early 1900s), which consistently require restoral, maintenance, and repair to remain functional by minimal standards. The majority of facility improvement funding is dedicated to structural repairs, utilities, HVAC and electrical/plumbing systems, and some quality of life or capital improvements.
- Provides for leasing and maintenance of motor vehicles, large load commercial shipping and receiving, commercial transportation (buses, vans, etc.), local travel transportation cards (Smartcards), and mandated mass transit benefit subsidies.

Financial Management:

- Provides contracted services for financial management oversight for the Agency's \$2.6B resource portfolio, including: programming, budget formulation, budget execution, manpower management, civilian payroll/FTEs, Official Representation Fund program, finance and accounting, Financial Improvement and Audit Readiness, Managers' Internal Control Program, financial reporting, financial services, financial system support, account analysis and reconciliation, program/project specific financial support services, and travel and purchase card programs.
- Funds Defense Finance and Accounting Services support, Defense Agencies Initiative, Workers Compensation, local travel, Prompt Payment Act requirements, and Defense Travel System support.

Human Resources: Provides a results-oriented human resource management program that incorporates elements such as strategic workforce planning; tailored use of hiring programs and recruitment and retention initiatives; expanding a Learning Management System for more robust workforce management; establishing long-term relationships with

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I. Description of Operations Financed (cont.)

the academic community; providing leadership and professional development; and enhancing performance management.

Information Technology (IT) Support:

- Maintains and sustains a reliable and cost-effective IT infrastructure that conforms to all DoD IT requirements across the spectrum of connectivity and communication capabilities necessary to meet DTRA mission requirements.
- Provides systems engineering and development necessary to produce the next generation of reliable, maintainable, and secure IT systems and capabilities, including migration to meet mandates of the Federal Data Center Consolidation Initiative and the objectives of the DoD Joint Information Environment.
- Implements an integrated series of robust protections for IT resources through the Agency's Cybersecurity and Information Assurance Program.

Environment, Safety, and Occupational Health:

- Provides support to sustain regulatory compliance, maintain a safe and healthful work environment, and mitigate the severity of activities and operations on personnel and the environment.
- Maintains required radiological license and sources for critical CWMD exercises.
- Supports health screenings/immunizations.

Contracts and Acquisition Management:

- Supports various contracting functions to include establishment and closeout of all DTRA contracts, grants, and other contractual instruments.
- Provides training and acquisition tools for DTRA's acquisition workforce to improve professionalism, proficiency, efficiency, and execute Better Buying Power

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I. Description of Operations Financed (cont.)

Initiatives. Implements Defense Acquisition Workforce Development Fund activities.

Legal Advice and Support:

- Represents the Agency in U.S. Government Accountability Office bid protests and in all matters that go before the Merit Systems Protection Board and the Equal Employment Opportunity Commission.
- Coordinates all military justice and adverse personnel actions with the Military Services' Judge Advocates.
- Provides legal review of contracts for DTRA's entire acquisition portfolio.
- Provides legal review of all Agency support agreements.
- Provides legal advice on fiscal law for all operational programs and exercises, including: all administrative law topics; training in the law of war and military personnel actions/laws; the use of Status of Force Agreements; and all issues concerning collective bargaining unit and unions.
- Provides attorney support for all Nuclear Weapons Incident Response Training exercises, as well as all other operational exercises in which the Agency participates.
- Provides legal advice on intellectual property rights and civilian personnel actions/laws.
- Manages all Freedom of Information Act and Privacy Act request responses.
- Provides mandatory ethics training for the Agency.

Security (Information, Personnel, Physical):

- Prevents/minimizes unauthorized access to DoD classified and controlled unclassified information and safeguards them against espionage, sabotage, terrorism, and criminal activity.

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- Prevents unauthorized access to facilities, control systems, and critical information by validating security clearance eligibility and need-to-know on all individuals, considering background, qualifications, and operational restrictions, prior to granting an individual access to sensitive/protected information and controlled spaces.
- Prevents unauthorized access to personnel, equipment, facilities, and information by integrating physical protective, security, and antiterrorism measures and procedures which include: electronic security systems, surveillance systems, access control systems and procedures, random entry/exit inspections, random anti-terrorism measures, and Force Protection Condition measures.

Audio and Visual Information Services: Provides printing and reproduction services, photography/videography, video-teleconferencing support, visual graphics and design services, and conference center support (to include maintenance of associated equipment).

Core Mission Sustainment includes essential services to advise the DTRA Director and senior leadership, such as Public Affairs, Equal Opportunity, Strategic Planning, Records Management and other administrative services. Activities funded in this subactivity group also provide for the essential management, planning, governance, process improvements, administration of management headquarters functions, and operational and administrative support to the entirety of DTRA.

II. Force Structure Summary:

Not Applicable

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	FY 2016						
	FY 2015 <u>Actual</u>	Budget <u>Request</u>	<u>Congressional Action</u>			Current <u>Enacted</u>	FY 2017 <u>Estimate</u>
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
A. <u>BA Subactivities</u>							
1. Nonproliferation Activities	55,441	66,726	0	0.0	66,726	66,726	70,338
2. Weapons of Mass Destruction Combat Support and Operations	172,447	169,688	0	0.0	169,688	169,688	187,968
3. USSTRATCOM Center for Combating WMD	12,553	11,191	0	0.0	11,191	11,191	10,331
4. Core Mission Sustainment	167,060	168,091	-3,554	-2.1	164,537	164,537	179,509
Total	407,501	415,696	-3,554	-0.9	412,142	412,142	448,146

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B. <u>Reconciliation Summary</u>	Change <u>FY 2016/FY 2016</u>	Change <u>FY 2016/FY 2017</u>
Baseline Funding	415,696	412,142
Congressional Adjustments (Distributed)	-3,000	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-554	
Subtotal Appropriated Amount	412,142	
Fact-of-Life Changes (2016 to 2016 Only)		
Subtotal Baseline Funding	412,142	
Supplemental		
Reprogrammings		
Price Changes		6,620
Functional Transfers		
Program Changes		29,384
Current Estimate	412,142	448,146
Less: Wartime Supplemental		
Normalized Current Estimate	412,142	

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	<u>Amount</u>	<u>Totals</u>
C. <u>Reconciliation of Increases and Decreases</u>		
FY 2016 President's Budget Request (Amended, if applicable)		415,696
1. Congressional Adjustments		-3,554
a. Distributed Adjustments		
1) Overestimation of civilian FTE targets and streamlining management headquarters	-3,000	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8024 - FFRDC	-9	
2) Section 8037 - Indian Lands	-159	
3) Section 8128 - Fuel Savings	-386	
FY 2016 Appropriated Amount		412,142
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2016 Baseline Funding		412,142
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2016 Estimate		412,142
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2016 Normalized Current Estimate		412,142
6. Price Change		6,620
7. Functional Transfers		
8. Program Increases		32,571
a. Annualization of New FY 2016 Program		
b. One-Time FY 2017 Increases		
c. Program Growth in FY 2017		
1) Civilian Personnel Compensation	2,443	
Increase to civilian personnel compensation costs primarily associated with increased benefit costs. (FY 2016 Baseline: \$149,085 thousand)		

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
2) Core Mission Sustainment - Civilian Permanent Change of Station Benefits DTRA historically budgeted for civilian Permanent Change of Station (PCS) costs within the civilian pay and benefits object class. In FY 2017, DTRA breaks those costs out into the Civilian PCS benefits category. (FY 2016 Baseline: \$0 thousand)	297	
3) Core Mission Sustainment - Contract Services Program The increase in funds provides additional contracted services in the areas of business and contractual advice and assistance necessary to support timely/efficient planning and execution of contractual instruments. Funding directly supports the mission via execution of contracts, task and delivery orders, contract modifications, Military Interdepartmental Purchase Requests, and Interagency Agreements. (FY 2016 Baseline: \$1,474 thousand)	294	
4) Core Mission Sustainment - Facilities, Engineering, and Logistics The increase in funds supports Facilities, Engineering and Logistics: Facilities: Provides funding for increased office space costs at the government owned McNamara Complex. Engineering: Provides funding for technical guidance, repairs and oversight on all engineering and construction issues related to Agency controlled real property assets. Logistics: Provides additional funding for warehouse/mailroom contracted services. (FY 2016 Baseline: \$23,889 thousand)	2,087	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
5) Core Mission Sustainment - Financial Management Services The increase in funds provides contracted services to support the Agency's Financial Improvement and Audit Readiness efforts. (FY 2016 Baseline: \$7,820 thousand)	174	
6) Core Mission Sustainment - Human Resources The increase in funding reflects greater investment in Strategic Workforce Planning to enhance mission readiness in operational, joint, functional, technical, managerial, and development areas and Learning Management System to improve the integrity of Human Resource data and eliminate redundant data sets. (FY 2016 Baseline: \$3,570 thousand)	213	
7) Core Mission Sustainment - Information Technology The increase in funding represents greater investment in IT, to include: a) IT Transformation: Funding provides a knowledge management tool capability to enable users to capture, synthesize, and disseminate information in order to optimize decision-making and mission success. This is accomplished through discovery and proactive consolidation of data, subject matter expert knowledge capture, predictive analytics for contingency and continuity planning, and business intelligence services. Funding also provides an Agency-wide IT Governance capability to achieve economies of scale in the management and operation of the Agency's IT portfolio. b) IT Infrastructure - Funding provides contracted	8,472	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
services for storage maintenance and the necessary replacement and upgrade of the CENTRIXS-K infrastructure. Funds enable DTRA to maintain and sustain a reliable and cost-effective IT infrastructure that conforms to all DoD IT requirements across the spectrum of connectivity and communication capabilities necessary to meet DTRA/SCC-WMD mission requirements. Additionally, the increase in purchased communications reflect the Defense Information Systems Network (DISN) revised customer service rates. (FY 2016 Baseline: \$34,204 thousand)		
8) Nonproliferation Activities - Chemical Weapons Convention Increase in funding is to support CWC Mission contracts at Pueblo and Blue Grass chemical weapons destruction facilities in support of DTRA's CWC treaty compliance mission. The requirement is for contracted support related to inspector lodging, vehicle/driver-escort support, on-site escorts, and program management. (FY 2016 Baseline: \$2,327 thousand)	1,538	
9) Nonproliferation Activities - Open Skies Missions The increase in fuel costs and travel is directly related to missions involving certification of the Russian aircraft sensors and test missions of the U.S. OC-135 aircraft as the U.S. upgrades to the digital sensors in FY 2017 and out. (FY 2016 Baseline: \$5,412 thousand)	565	
10) Nonproliferation Activities - Technical Equipment	515	

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C. Reconciliation of Increases and Decreases

Inspections

The increase in funds provides expert technical assistance to identify and acquire appropriate tooling and equipment to verify that sensors are not operated in an unauthorized manner and ensure that digital data is collected in accordance with the Open Skies Treaty. Subject matter experts will also assist in developing the processes and procedures for certification and inspection of digital sensor technology. (FY 2016 Baseline: \$800 thousand)

11) WMD Combat Support and Operations - Balanced

5,110

Survivability Assessments

The increase in funds provides additional contracted support to bring the Balanced Survivability Assessment (BSA) program to full capacity at 12 BSAs per year. Increased funds also provide for 6 additional assessments in support of the DoD Chief Information Officer to establish a dedicated DTRA National Leadership Command Capability (NLCC) Nuclear Command and Control (NC3) assessment team and associated cyber tools to review critical NLCC/NC3 infrastructure. It also funds IT demands in support of BSA activities and Information Operations capability requirements requested by high level customers. (FY 2016 Baseline: \$9,529 thousand)

12) WMD Combat Support and Operations - CBRN Military Advisory Team

825

The increase in funds provides additional, deployable subject matter experts. Funding ensures DTRA can provide CBRN advisory capabilities to DoD components,

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
interagency partners, and operational commanders for anticipated and emergent requirements. (FY 2016 Baseline: \$1,429 thousand)		
13) WMD Combat Support and Operations - CBRN Preparedness Program The increase in funds enables the program to provide support to the Geographic Combatant Commands' respective Theater Special Operation Commands. Funding provides (a) advanced Personal Protective Equipment, Detection, and Decontamination equipment to military and civilian first responders to effectively respond to WMD incidents, (b) CBRN technical expertise and associated travel during exercise scenario planning, Concept Plan development, and during execution of ELLIPSE series exercises, and (c) CMAT certification for new members to participate in operational exercises. This increase aligns with expanded authority provided in Section 1204 of the FY 2014 National Defense Authorization Act. This Section provides authority to conduct activities to enhance the capability of foreign countries to respond to incidents involving weapons of mass destruction. (FY 2016 Baseline: \$16,990 thousand)	2,711	
14) WMD Combat Support and Operations - DoD Red Team The increase in funding provides for three additional field assessments and five analytical assessments in support of the DoD Chief Information Officer to establish a dedicated DTRA National Leadership Command Capability (NLCC) Nuclear Command and Control (NC3) assessment team and associated cyber tools to	1,149	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
review critical NLCC/NC3 infrastructure. (FY 2016 Baseline: \$5,073 thousand)		
15) WMD Combat Support and Operations - Joint Operations Center	233	
The increase in funds will provide upgrade and maintenance support for contingency satellite radios. (FY 2016 Baseline: \$4,092 thousand)		
16) WMD Combat Support and Operations - Nuclear Enterprise	4,892	
The FY 2017 budget request reflects DTRA's stand-up of a Nuclear Enterprise Directorate to support: sustainment of current and future nuclear deterrent capabilities; implementation of nuclear enterprise review recommendations; and nuclear enterprise recapitalization efforts. This Directorate provides operational and technical advice and support to DoD and U.S. Government stakeholders and cooperates with allies directly and through various fora. Programmatic increases include the following:		
a) Nimble Elder: Funding increase provides additional low visibility detection equipment for Technical Support Groups to improve force protection, greatly reducing risk of mission compromise and enhancing the ability to detect radiological and nuclear threats.		
b) Nuclear Exercises: Funding increase enables the projected expansion outside the continental United States to assist North Atlantic Treaty Organization nations with planning/executing one to two nuclear and radiological national-level response exercises		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases

Amount

Totals

involving U.S. nuclear weapons.

c) Stockpile Logistics: Funding increase provides contracted services (an additional 2.4 FTEs) to support nuclear stockpile accountability. Funding enables DTRA to maintain 100% accountability of all nuclear weapon assets in the DoD as mandated by OSD. Funding increase also provides for hardware and software updates required for the Defense Integration and Management of Nuclear Data Services (DIAMONDS) system to achieve accreditation through the DoD Information Assurance Certification and Accreditation Process.

d) Nuclear Surety Program: Funding increase provides additional advisory and assistance expertise related to nuclear policy and planning in support of internal and external stakeholders. (FY 2016 Baseline: \$26,800 thousand)

17) WMD Combat Support and Operations - Readiness and Exercises

530

The increase in funds provides contracted services to conduct prioritized Countering WMD training and provide exercise support to Functional and Geographic Combatant Command Tier I, II, and III level exercises. (FY 2016 Baseline: \$615 thousand)

18) WMD Combat Support and Operations - Technical Information Management/Defense Threat Reduction Information Analysis Center (DTRIAC)

523

The increase funds contracted support due to the upgrade of the Scientific and Technical Information Archival and Retrieval System to enable migration to

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
the cloud. This initiative will allow for metadata and full-text searching of documents contained in the DTRIAC collection and provide better interfaces with other government databases. (FY 2016 Baseline: \$2,512 thousand)		
9. Program Decreases		-3,187
a. Annualization of FY 2016 Program Decreases		
b. One-Time FY 2016 Increases		
1) Civilian Personnel Compensation (Two Less Compensable Days)	-1,138	
This decrease reflects two fewer days of compensation for civilian employees in FY 2017. (FY 2016 Baseline: \$149,085 thousand)		
c. Program Decreases in FY 2017		
1) Civilian Personnel Compensation	-146	
Decrease of -1 direct civilian FTE between FY 2016 and FY 2017 is the continuation of reductions DTRA began in FY 2015 to assist the Department in its topline reduction. (FY 2016 Baseline: \$149,085 thousand; -1 FTEs)		
2) Core Mission Sustainment - Defense Agencies Initiative	-204	
The decrease reflects a reduction in contracted support for the Defense Agencies Initiative support team. Over time, DTRA users have become more familiar with the system and rely less on the support contractors for assistance. (FY 2016 Baseline: \$1,139 thousand)		
3) Nonproliferation Activities - International Counterproliferation	-546	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
The decrease reduces the number of courses being offered to our international partners and cuts support to the COCOM's by reducing the number of engagements. (FY 2016 Baseline: \$7,686 thousand)		
4) Nonproliferation Activities - Nuclear Arms Control Technology	-497	
The decrease in contracted services reflects the completion of several International Monitoring System (IMS) station installation efforts. (FY 2016 Baseline: \$8,415 thousand)		
5) U.S. STRATCOM Center for Combating WMD - Threat Intelligence and Assessment	-496	
The decrease is due to the lower than projected award value of the CWMD Awareness System contract. (FY 2016 Baseline: \$3,487 thousand)		
6) WMD Combat Support and Operations - Defense Nuclear Surety Inspection Oversight	-160	
The decrease in travel is associated with a reduction in the number of teams due to a change in mission from the former Defense Nuclear Surety Inspections program to the current Defense Nuclear Weapons Inspections Oversight program. (FY 2016 Baseline: \$639 thousand)		
FY 2017 Budget Request		448,146

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IV. Performance Criteria and Evaluation Summary:

A. Nonproliferation Activities

New START Treaty, Plutonium Production Reactor Agreement, and International Atomic Energy Agency Integrated Safeguards

<u>Type of Mission</u>	<u>Number of Missions</u>		
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
New Start Treaty			
Inspection Activity	18	19	19
Escort Activity	18	20	20
Mock Missions	4	4	4
Plutonium Production Reactor Agreement			
Inspection Activity	7	8	5
Escort Activity	2	2	2
Mock Missions	0	0	0
International Atomic Energy Agency Integrated Safeguards	14	14	14

DTRA will continue to support the U.S. Government goals and objectives for implementation of these treaties and agreements and comply with all mandated requirements. For FY 2017, DTRA anticipates conducting 19 New START Treaty inspections and exhibitions in Russia. DTRA plans to escort Russian inspectors 20 times while they inspect U.S. strategic facilities. Additionally, DTRA inspectors and escorts will conduct at least four mock/training exercises in order to prepare DTRA and other U.S. site personnel for New START Treaty inspections. DTRA will monitor reactors or stored plutonium oxide during five monitoring visits to Russia. DTRA escorts will support Russian Plutonium Production

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IV. Performance Criteria and Evaluation Summary:

Reactor Agreement monitors at two U.S. inspectable sites during the year. Finally, DTRA personnel will deploy to U.S. sites 12 times to serve as the DoD host team representative during International Atomic Energy Agency Integrated Safeguards inspections and 2 times for Complementary Access inspections. Activities are in accordance with the applicable Treaty or Agreement and U.S. policy directives and guidance. Their successful conduct and the resulting findings help determine compliance with the agreed Treaty/Agreement requirements.

These efforts ensure: New START Treaty mandated limits of strategic arms are met; Russian plutonium producing reactors are shut down and Russian Federation produced Plutonium Oxide is accounted for; and International Atomic Energy Agency Integrated Safeguards standards are met at U.S. facilities.

Conventional Weapons Missions

<u>Type of Mission</u>	<u>Number of Missions</u>		
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
Conventional Weapons			
Inspection Activity	51	33	35
Escort Activity	23	30	33
Mock Missions	7	10	10

The FY 2017 projected workload accounts for the Vienna Document 2011 inspections and escorts, which have active participation from Russia and all other signatories; Dayton Peace Accord activities that the U.S. Government is required to conduct; Conventional Armed Forces in Europe Treaty missions that still have active Ukrainian and Belarusian participation; and treaty, language, and weapons recognition training for inspectors and

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IV. Performance Criteria and Evaluation Summary:

United States European Command (USEUCOM) components that will face inspections from other treaty and Vienna Document 2011 signatories. Inspection and escort activities are determined by quota allocation meetings that are held shortly before the beginning of each treaty year.

In addition, Conventional Weapons Missions' workload plans are evaluated for the possibility of Conventional Armed Forces in Europe Treaty verification operations in the Russian Federation. The FY 2017 projected workload takes into account the possibility of resuming the treaty activities should the Russian Federation lift its suspension. (The Russian Federation has the legal right to resume and continue treaty verification operations at any time, so DTRA plans for that possibility, while taking some risk where prudent, by not entirely budgeting for the full level of Russian Federation treaty activities.) DTRA is committed to fully executing treaty requirements in the event the Russian Federation lifts its suspension of treaty activities. DTRA inspectors and escorts continue to be fully engaged in inspecting and escorting teams from the remaining 29 State Parties of the Treaty.

The Russian Federation's illegal annexation of Crimea and Sevastopol and its destabilizing actions in Eastern Ukraine have profoundly strained Russia's relationship with the United States and many of its regional partners. As a result, conventional weapons inspectors also conduct short notice Chapter III, Risk Reduction, and Chapter X, Regional Measures Vienna Document 2011, inspections in Ukraine to provide transparency on Russian activity and demonstrate support for Ukraine. These missions add to the projected workload of the quota allocations during the treaty year and are not included in the budgeted plan.

These efforts contribute to the destabilization of conventional arms stockpiles and reduced risk of conventional offensive strikes in Europe and to a more stable and

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IV. Performance Criteria and Evaluation Summary:

calculable balance of world power.

Arms Control Enterprise System

	<u>Number of Activities</u>		
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
Treaty Notifications	2,171	2,300	2,300

DTRA will continue to support U.S. Government goals and objectives in meeting arms control treaty and agreement data reporting and notification requirements; support the Military Services in managing the movement of treaty accountable items; support inspection and escort mission planning; and manage inspector/escort lists through the operation of the Arms Control Enterprise System (ACES). DTRA will support the associated passport and visa requirements, treaty training management, and inspection planning requirements with the Inspection Planning Module (IPM).

For FY 2017, ACES will be used for the management and calculation of data to create the annual treaty data reports for the Conventional Armed Forces in Europe, Vienna Document 2011, and Global Exchange of Military Information agreements. ACES will also be used for the semi-annual New START Treaty database reports that are exchanged with the Russian Federation and for the annual international Transparency in Armaments and semi-annual Wassenaar Arrangement reports. Approximately 2,300 arms control notifications, of over 140 different types, are expected to be created in ACES; almost 5,000 partner nation notifications will be uploaded into ACES to meet conventional and strategic treaty/agreement requirements and provide a historical reference source. The IPM will be used for the generation of official treaty inspector lists for the Open Skies, Conventional Armed Forces in Europe, and New START treaties.

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IV. Performance Criteria and Evaluation Summary:

Open Skies Missions

<u>Type of Mission</u>	<u>Number of Missions</u>		
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
Open Skies Treaty			
Inspection Activity	16	19	18
Escort Activity	6	21	21
Mock Missions	6	6	6
Certification Missions	0	0	2

DTRA will continue to support U.S. Government goals and objectives for the Open Skies Treaty implementation and comply with all requirements mandated in the Treaty. The FY 2017 projected workload accounts for DTRA conducting 18 overflight missions of targeted Open Skies Treaty partner countries. The FY 2017 projected workload also anticipates that the United States will be targeted up to 21 times for overflight by Russia. This increase is projected due to the introduction of a new Open Skies aircraft/sensor suite. In addition, aircrews and inspectors/escorts will conduct six Joint Trial Flights and two Certification Missions. These missions are necessary to validate standard operating procedures, conduct crew training, and exercise aircraft and sensor suites.

These activities contribute to the destabilization of conventional arms stockpiles and reduced risk of conventional offensive strikes in Europe; provide assistance to allied countries with limited aerial surveillance capabilities to conduct over flights of areas of interest or concern; and contribute to a more stable and calculable balance of world power.

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IV. Performance Criteria and Evaluation Summary:

Chemical Weapons Convention Missions

<u>Type of Mission</u>	<u>Number of Missions</u>		
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
Chemical Weapons Convention (CWC)			
Escort Activity	16	27	36
Mock Missions	7	7	7

The United States has destroyed nearly 90 percent of its originally declared chemical weapons (CW) stockpile. The destruction of the remaining ten percent is scheduled for 2015-2023 at Pueblo, Colorado and Blue Grass, Kentucky. DTRA will support continuous monitoring and Organisation for the Prohibition of Chemical Weapons (OPCW) inspector rotations at both locations, Pueblo FY 2015-2020 and Blue Grass FY 2017-2023, to perform treaty verification inspection of the destruction operations. DTRA's other CWC escort activity workload includes systematic inspections of Pueblo and Blue Grass chemical weapons storage facilities, DoD Schedule 1 facilities, and initial visits and final engineering reviews for destruction facilities preparing to begin operations, and at least one Recovered Chemical Weapons Destruction Facility inspection. In follow-up to the 2015 OPCW Executive Council Visit (ECV) to Pueblo, another biannual ECV visit will occur in 2017 for Pueblo and/or Blue Grass. Additionally, DTRA will support and participate in several DoD and Military Service readiness training/exercises for Challenge Inspections.

International Counterproliferation

<u>Type of Mission</u>	<u>Number of Missions</u>		
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
International Counterproliferation Events	27	28	25

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IV. Performance Criteria and Evaluation Summary:

In September 2011, the Secretary of Defense directed the International Counterproliferation Program (ICP) to expand outside its traditional area of engagement in the Former Soviet Union, Eastern Europe, Baltics, Caucasus region, and Balkans to begin ancillary engagement in 63 countries within Southeast Asia and Africa. The program has incorporated cost-saving efficiency measures such as shifting from bilateral to regional engagement and increasing combined missions (accomplishing policy meetings, assessments, and training during the same trip).

The ICP has also leveraged Counter Weapons of Mass Destruction (CWMD) Cooperative Defense Initiatives funding from several Geographic Combatant Commands (GCCs) in order to support their increased demand for training. This program is undergoing a full curriculum review which is anticipated to result in a significant reduction in the amount (and cost) of equipment provided to partner nations. The program typically conducts 28-34 events per year.

Efforts contribute to:

- USPACOM: Countries receiving ICP support will have improved capability to prevent proliferation along their land and maritime borders. Efforts will improve DTRA and U.S. Government understanding of partner countries' organization and ability to counter illicit smuggling related to WMD.
- USEUCOM: ICP efforts will tangibly improve partners' ability to sustain nonproliferation capacity. Indigenous training capabilities will be strengthened and enduring partnerships will be supported to prevent WMD proliferation activities.
- USAFRICOM: ICP efforts will raise the awareness of proliferation risks and increase partners' commitment to nonproliferation. Efforts will improve DTRA and U.S.

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IV. Performance Criteria and Evaluation Summary:

Government understanding of partner countries' organization and ability to counter illicit smuggling related to WMD.

Technical Equipment Inspections

<u>Type of Mission</u>	<u>Number of Missions</u>		
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
Technical Equipment Inspections	82	120	121

The Technical Equipment Inspections program is designed to ensure that all equipment used during arms control activities meets the agreed treaty specifications and parameters and will not present a safety hazard. DTRA projects 121 equipment inspections will be conducted in the U.S. and during Open Skies missions flown over the Former Soviet Union countries.

Arms Control Treaty Training

<u>Type of Mission</u>	<u>Number of Missions</u>		
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
Arms Control Treaty Training Events	23	31	31

This training is designed for newly assigned DTRA personnel and U.S. Government interagency partners who support on-site inspections, monitoring operations, escort activities, and observations to the specific arms control treaties for which DTRA is responsible. DTRA offers courses to future U.S. inspectors and escorts and other Federal Government offices supporting ongoing arms control missions. For FY 2017, the program will provide courses for the following treaties and agreements: New START Treaty; Open

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IV. Performance Criteria and Evaluation Summary:

Skies Treaty; Conventional Forces in Europe Treaty (Orientation, Inspectors, and Equipment Recognition courses); International Atomic Energy Agency Integrated Safeguards; the Chemical Weapons Convention; and requisite courses for arms control treaty team members, which are not treaty specific. The program approach applies to a wide range of policy and implementation factors including treaty compliance, inspection and escort operations, U.S. policy with respect to treaty implementation, and treaty monitoring and verification.

This program promotes openness and transparency in military activities while enhancing security through confidence and security building measures; promotes predictability and stability by reporting on the reduction and limitation of offensive strategic and conventional arms; and ensures CWC escorts and facilities are ready to accept OPCW Inspections to confirm U.S. compliance with the Chemical Weapons Convention.

Language Training

<u>Type of Mission</u>	<u>Number of Missions</u>		
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
Language Training Events	18	35	35
Recruitment Events	16	10	10

DTRA will support local area and overseas (Russia, Ukraine, Kazakhstan, Republic of Korea) immersion language training for its Russian and Korean linguists and foreign area officers. Throughout the year, approximately 35 courses/sessions are scheduled to provide advanced interpreter training necessary for assigned linguists to maintain established standards. DTRA will also support up to 10 visits by linguist recruiters to

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IV. Performance Criteria and Evaluation Summary:

military bases to interview, select, and schedule qualified Russian linguists for assignment to DTRA.

Nuclear Arms Control Technology

<u>Type of Mission</u>	<u>Data Availability</u>		
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
International Monitoring System			
Seismic and Infrasound Stations	98%	98%	98%
Radionuclide Stations	95%	95%	95%

The Nuclear Arms Control Technology (NACT) program provides for the management and operation of 31 U.S. waveform and radionuclide stations and the U.S. Radionuclide Laboratory, representing the majority of the U.S. contribution to one of the Comprehensive Nuclear-Test-Ban Treaty's (CTBT) verification components, the International Monitoring System (IMS).

Since the treaty is yet to be ratified, stations are not required to meet all CTBT Entry-into-Force (EIF) requirements outlined in the treaty language and CTBT IMS operational manuals. The NACT program runs its stations as close to EIF requirements as reasonably achievable. The program measures station performance annually through assessments against EIF compliance and by comparison of station performance against the global CTBT IMS using the key performance indicator, station data availability. Station data availability is the measure of time the stations are providing useable data to the CTBT International Data Centre. Seismic and Infrasound stations have an EIF data availability performance metric of 98%; Radionuclide stations have an EIF data availability of 95%.

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IV. Performance Criteria and Evaluation Summary:

Radionuclide labs are tested for proficiency annually and the U.S. labs are expected to retain an "A" grade on annual proficiency tests.

Overall, NACT seeks to lead the way for IMS performance and shares operational advances with the CTBT Organization (CTBTO) that manages the global IMS capability, in order to increase global performance. By collaborating with the CTBTO, the U.S. Government gains access to an additional ~280 globally-deployed CTBT monitoring stations and radionuclide laboratories, enhancing the United States' capability to detect proliferation of WMD. Access to this additional data increases U.S. confidence in locating, characterizing, and attributing nuclear explosions by gaining more measurements from locations closer to the source of the explosion.

B. WMD Combat Support and Operations

Balanced Survivability Assessments

	<u>Number of Assessments</u>		
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
Balanced Survivability Assessments	11	10	18

DTRA conducts Balanced Survivability Assessments of U.S. and allied systems focusing on vital and critical national/theater mission systems and recommends mitigation techniques for mission vulnerabilities. The assessments are typically two weeks in length but can vary depending on the size and complexity of the systems assessed.

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IV. Performance Criteria and Evaluation Summary:

This program provides senior U.S. Government and DoD leaders and managers with a long-term investment strategy for risk management through an all-hazards evaluation and provision of detailed recommendations.

DoD Red Team

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
Number of Customers	5	4	4
Number of Analytical Assessments	16	16	21
Number of Field Assessments	7	9	12

DoD Red Team assessments evaluate and test protection strategies for mission assurance, including force protection, defense critical infrastructure protection, cyber security, counterterrorism, and emergency response from violent extremist groups and aggressor states. DoD Red Team assessments provide foundational data necessary to develop effective operational risk management programs to ensure appropriate security within a resource constrained environment.

DoD Red Team assessments provide customers with actionable information to implement risk management strategies for mission assurance to prevent, protect, and mitigate threats to assets and operations critical to National Security and the National Military Strategy. These assessments are instrumental in identifying significant physical, cyber, and OPSEC vulnerabilities in the acquisition process, social media, wireless networks, and security operations associated with National Special Security Events, key critical infrastructure, DoD acquisitions, and strategic military operations and installations.

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IV. Performance Criteria and Evaluation Summary:

Customers use results from the assessments to institute changes to social media usage, improve force protection and mission assurance, modify acquisition processes, create redundancy in supply chain logistics, add resilience to key critical infrastructure, and ensure the viability of Mission Essential Functions.

Joint Mission Assurance Assessment Program

<u>Assessments</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
USEUCOM	7	6	4
USNORTHCOM	36	28	27
USPACOM	6	4	2
USCENTCOM	2	2	1
USSOUTHCOM	2	0	0
USTRANSCOM	0	0	0
USSTRATCOM	0	0	6
USAFRICOM	<u>0</u>	<u>0</u>	<u>0</u>
Total Assessments Conducted	53	40	40
 <u>Other Activities</u>			
Combatant Command Anti-Terrorism Program Reviews	3	3	3
Mobile Training Teams	<u>8</u>	<u>6</u>	<u>6</u>
Total Other Activities	11	9	9
 Total Assessments and Other Activities	64	49	49

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IV. Performance Criteria and Evaluation Summary:

In FY 2016, the Joint Staff Integrated Vulnerability Assessment (JSIVA) program transitions to the Joint Mission Assurance Assessment Program (JMAAP) per direction of the DoD Mission Assurance Senior Steering Group. Prior to FY 2016, the JSIVA teams conducted independent anti-terrorism-specific vulnerability assessments of DoD installations and sites and provided remedies to mitigate the effects of future terrorist incidents.

Nimble Elder

<u>Training/Exercise Events</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
USEUCOM	4	4	7
USPACOM	5	5	8
USCENTCOM	7	5	9
USAFRICOM	6	6	7
USSOUTHCOM	2	2	2
CONUS	<u>1</u>	<u>1</u>	<u>3</u>
Total Events	25	23	36

The Nimble Elder Program, through its Technical Support Groups (TSGs), provides the Combatant Commands (CCMDs) and other U.S. Government agencies with the capability to counter WMD threats. The TSGs conduct specialized training in radiological/nuclear/chemical/ biological WMD search and analysis with the CCMDs' designated forces. Training normally lasts one week. The TSGs also participate in regional/international exercises providing assistance to CCMD designated search forces. Exercises are typically one to two weeks in length but can vary depending on the number of participants, location, and complexity. Planned manning and resource level growth is

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IV. Performance Criteria and Evaluation Summary:

due to the emergent chemical/biological WMD search mission and provides for 23-36 training events/exercises per year through FY 2017.

Stockpile Logistics

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
Number of Key Nuclear Reports Staffed	5	5	6
Number of Nuclear Stockpile Reports Staffed	28	12	12
Number of Unsatisfactory Reports Process	964	720	780
Number of Technical Publication Changes Processed	41	38	44
Number of Weapon Status Reports Processed	823	950	940
Number of Weapon Record Changes Processed	913	1,100	1,180

The workload associated with management of the nuclear weapons stockpile is primarily related to developing policies and procedures to be followed worldwide by CCMDs and the Military Services. This includes monitoring the status of weapons, weapon issues, and components. Operations include providing day-to-day support for automated systems that are used to manage the stockpile during peace, crisis, and war. Tracking nuclear weapons requires 100 percent accuracy to ensure the status and location of all weapons in the DoD nuclear stockpile is known at all times.

Nuclear Surety

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
Reports and Security Environments Assessed	7	5	6

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IV. Performance Criteria and Evaluation Summary:

The Nuclear Surety program provides expertise related to nuclear policy, safety, security, planning, studies, weapon systems, and use control project officer groups and provides reports for DoD in partnership with the National Nuclear Security Administration.

Defense Nuclear Weapons School

<u>Student Projections</u>	<u>Total Student Numbers</u>			<u>Total Contact Hours</u>		
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
In-Resident						
New Mexico	1,557	1,440	1,630	49,668	43,958	52,160
Virginia	330	360	360	16,883	19,920	19,920
Mobile Training Team	1,635	1,593	980	31,719	32,696	29,890
Nuclear Weapons Instructional Museum	3,425	1,780	1,480	9,666	4,954	4,144
Partnership, Training & Education	762	940	950	19,279	24,060	24,225
Distance Learning	<u>12,066</u>	<u>2,972</u>	<u>9,600</u>	<u>263,039</u>	<u>67,871</u>	<u>209,280</u>
Grand Total	19,775	9,085	15,000	390,254	193,459	339,619

The Defense Nuclear Weapons School (DNWS) is a unique entity that provides training in radiological and nuclear weapons; nuclear and radiological incident command and control; incident response; and chemical, biological, radiological and nuclear (CBRN) modeling for DoD and other federal, state, and local agencies. In FY 2015, the school:

- Taught multiple courses via a variety of venues to include In-Resident, Distance Learning, Partnership Training & Education Program, and Mobile Training Teams.
 - o Conducted 69 In-Resident courses
 - o Conducted 85 Partnership Training & Education Program courses
 - o Conducted 9 Distance Learning courses
 - o Conducted 32 Mobile Training Teams

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IV. Performance Criteria and Evaluation Summary:

- Provided Registrar support to multiple courses hosted by DTRA or other outside entities.
 - o Conducted 6 DTRA hosted courses
 - o Conducted 16 Outside Entity courses
- Revised Explosive Ordnance Disposal (EOD) courses in their entirety.
- Utilized Joint Knowledge Online to host three Distance Learning Courses resulting in over 9,600 completions.

This program provides training on the DoD's only live radiological field training site and maintains the Nuclear Weapons Instructional Museum, which displays all weapons that have been or are deployed in the U.S. nuclear stockpile.

Technical Information Management/Defense Threat Reduction Information Analysis Center

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
Online Database Users	600	630	660
Technical Inquiries	1,596	730	1,452
Pages Digitized	79,708	175,000	150,000

DTRIAC manages a vast collection of unclassified and classified knowledge bases. It promotes the use of existing scientific and technical information to meet DoD research, development, test, evaluation, training, logistics, maintenance, and operational requirements. The collection, located on Kirtland Air Force Base, Albuquerque, NM, has more than 3 million records. It is the largest collection in the Information Analysis Center community. These records include more than 400 thousand catalogued text file

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IV. Performance Criteria and Evaluation Summary:

titles; 20 thousand films (more than 10 million feet); 2 million still photos; and other types of records dating from 1944 to present. These records are irreplaceable.

A DTRIAC initiative is the upgrade of the Scientific and Technical Information Archival and Retrieval System. This initiative will allow for metadata and full-text searching of documents contained in the DTRIAC collection and provides better interfaces with other government databases. DTRIAC expects to continue investing in advanced automation efforts and expand the user base and collection.

Defense Nuclear Surety Inspection Oversight

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
Defense Nuclear Surety Inspection Oversight	9	14	11

The oversight of Navy and Air Force Nuclear Surety Inspections provides the Office of the Secretary of Defense (OSD) and Joint Staff with independent assessments of service inspection teams' compliance with inspection directives. The program also provides assurance that Personnel Reliability Programs are properly managed at the nuclear-capable CCMDs.

Readiness and Exercises

	<u>Number of Exercises</u>		
<u>Type of Exercise</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
Joint Training Plan Exercises	7	6	6

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IV. Performance Criteria and Evaluation Summary:

DTRA's Readiness and Exercises Program prepares DTRA/USSTRATCOM Center for Combating WMD (SCC-WMD)/Standing Joint Force Headquarters for Elimination (SJFHQ-E) joint forces to conduct operations in support of the warfighter, as directed by CJCSI 3500.03E. Accordingly, this program conducts individual, staff, and collective joint staff training to ensure mission readiness. The program plans, executes, and assesses CWMD exercise scenarios in support of functional and GCCs' numbered war plans and contingency plans through national-level exercises in coordination with OSD, Joint Staff, Military Services, other U.S. Government departments and agencies, and Allied forces. The Readiness and Exercises Program also manages the DTRA/SCC-WMD Lessons Learned Program, the Defense Readiness Reporting System, and the Deployment Readiness cell to facilitate deployment and re-deployment of personnel supporting CWMD operations; conducts technical reviews of all CJCS Joint Publications; and serves as a Technical Review Authority for three CWMD-related Joint Publications.

Joint Operations Center and Technical Reachback

The Joint Operations Center is the single point of entry for all CWMD operational and Technical Reachback requests for information, to include Interagency Modeling and Atmospheric Assessment Center support. DTRA supports CCMDs and other mission partners with situational awareness/technical intelligence information and subject matter experts available through a 24/7/365 DTRA/SCC-WMD/SJFHQ-E Joint Operations Center and Technical Reachback capability. The center fuses all-source intelligence with information from international nonproliferation arms control monitoring and security cooperation activities to develop timely, tailored products aiding identification, characterization,

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IV. Performance Criteria and Evaluation Summary:

and tracking of existing and emerging CBRN threats worldwide. The table below captures the number of technical support requests anticipated through FY 2017.

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
USEUCOM	30	50	73
USNORTHCOM	125	85	138
USPACOM	130	215	250
USCENTCOM	80	95	100
USSOUTHCOM	5	35	20
USTRANSCOM	4	25	20
USSTRATCOM	125	130	200
USSOCOM	37	44	44
USAFRICOM	24	20	25
Intelligence Community	35	25	75
National Guard	175	220	250
DHS	70	90	30
Joint Staff	125	25	150
OSD	26	35	30
HHS	20	40	24
Air Force	41	440	85
Navy	175	180	180
Marine Corps	15	85	61
Army	59	80	61
Others	<u>825</u>	<u>405</u>	<u>392</u>
Total	2,126	2,324	2,208

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IV. Performance Criteria and Evaluation Summary:

Technical Reachback is a national resource with an expansive customer base (over 22 different customers), that includes all CCMDs; Military Services; numerous National Guard units; the Intelligence Community; various elements within OSD; the Joint Staff; several non-DoD agencies, such as the Federal Bureau of Investigation, Department of Homeland Security, Department of Energy, and Department of State; state and local governments/first responders; NATO; and other allies.

Technical Reachback measures its performance based on the timeliness of responding to RFIs from these customers. Technical Reachback strives to answer all RFIs in a timely manner to meet customer requirements and tracks each RFI and the timeliness of each response. The measure of success is achieving an early or on-time response for at least 95% of all RFIs.

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
# RFIs	2,126	2,324	2,208
On-Time/Early Response	2,126		
Late Response	0		
Timeliness Target - 95%	2,019	2,208	2,098

Nuclear Exercises

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
Nuclear Weapons Accident/Incident Exercises	12	10	12

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IV. Performance Criteria and Evaluation Summary:

DTRA has worked diligently to strengthen the continental U.S. nuclear weapon incident response capability and will continue to maintain this capability while providing emergent emphasis on USEUCOM nuclear weapon accident/incident response capabilities. The number of exercises supported and associated costs are dependent on the location and training objectives.

These efforts allow for the identification of gaps in nuclear weapons accident/incident response capabilities and means and methods to repair those vulnerabilities; and enhanced synergy and operational compatibility between DoD and nuclear weapon accident/incident response mission partners at the federal, state, local, and tribal levels and with NATO Nuclear Program of Cooperation countries.

CBRN Military Advisory Team

<u>CMAT Activities</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
Mobile Training Teams	3	6	10
Command Post Exercises	23	12	20
Table Top Exercises	0	3	3
Domestic Emergency Support Team Training Flights	10	12	12
National Special Security Events	1	6	10
Contingency Operations	1	TBD	TBD

The CBRN Military Advisory Teams (CMAT) Program provides trained, equipped, and organized CBRN advisory capabilities for DoD components, interagency partners, and operational commanders for anticipated and emergent requirements (contingency operations). The CMAT also provides DoD support to the interagency Domestic Emergency Support Team, which is a

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specialized interagency U.S. Government team designed to provide expert advice, guidance, and support to the Federal Bureau of Investigation's Assistant Director in Charge or Special Agent in Charge during a WMD incident or credible threat.

CBRN Preparedness Program

<u>Number of CBRN Preparedness Activities</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
CBRN Preparedness Assess/Strategic Planning	12	15	15
CBRN Preparedness Capability Improvement Courses	48	55	80
CBRN Preparedness Train the Trainer	12	30	30
CBRN Preparedness Regional Course/Seminars	<u>16</u>	<u>16</u>	<u>25</u>
Total	88	116	150

The CBRN Preparedness Program (CP2) recognizes that time, distance, and process creates critical gaps in a CCMD's response capability during the first 96 hours of a chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) incident. Accordingly, the program directly improves the capabilities of partner nations during the early phases of an incident through a robust Building Partnership Capacity strategy. Using engagements, workshops, and exercises, the CBRN Preparedness Program improves the capabilities of partner nations to effectively prevent, protect against, mitigate, and respond to WMD/CBRN incidents. The program coordinates with the CCMDs, the Department of State, and other U.S. Government agencies to assess and identify key partner nations with which to engage. In FY 2015, the program began implementation of the newly approved 2014 National Defense Authorization Act (NDAA) Section 1204 that allows CP2 to train and equip civilian and military first responders. This authority was first granted for the Levant region under NDAA 1204(a) (Iraq, Jordan, Lebanon, and Turkey) and later expanded for

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IV. Performance Criteria and Evaluation Summary:

seven additional countries under NDAA 1204(b) (Kenya, Morocco, Philippines, Ukraine, Albania, Dominican Republic, and Brazil). Additionally, CP2 continued to operate under the traditional Title 10 military-military engagement in Senegal, Moldova, South Korea, and Guatemala.

Foreign CBRNE Exercise Program

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
Number of Foreign CBRNE Exercises	20	20	13
Number of CWMD-Terrorism Exercises	18	7	12

DTRA manages the Foreign CBRNE Exercise Program that provides functional assistance and training for DoD CBRNE exercises for all GCC's. DTRA partners with GCCs, federal, state, and local authorities to plan, design, and conduct CBRNE and CWMD-Terrorism (CWMD-T) exercises using domestic and international scenarios. DTRA assists foreign governments in building CBRNE preparedness capabilities through seminars, workshops, and tabletop exercises. Training, exercises, and seminars incorporate activities that address assistance to military/civilian authorities. The number of exercises and associated costs are mission, location, and size dependent.

This program enhances GCC preparedness and capacity to respond to major CBRNE events and facilitates development of a more robust, skilled, and inter-connected CWMD crisis response capability at all levels, from strategic (CCMD) to operational (Theater Special Operations Command) and tactical (designated response forces), thereby enhancing U.S. capability to respond to CWMD-T threats.

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Human Survivability

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
Cases Processed	800	1,000	800
Cases Pending (Year End)	200	200	100

The workload for the Human Survivability Program, in support of the Nuclear Test Personnel Review Program, involves providing accurate and timely responses to requests for information from atomic veterans, the Department of Veterans Affairs, the Department of Justice, Congress, OSD, CCMDs, and the Military Services for:

- Atomic veteran participation verification and maintaining a register of 550 thousand participants;
- Credible veteran and DoD-affiliated population radiation dose assessments, which include an external, independent review;
- Veteran radiogenic disease studies; and
- Veteran outreach.

C. U.S. Strategic Command (USSTRATCOM) Center for Combating WMD (SCC-WMD)

DTRA and SCC-WMD work together to support USSTRATCOM by providing CWMD capabilities optimizing USSTRATCOM's CWMD synchronization mission, planning efforts and advocacy in order to dissuade, deter, and prevent the acquisition, development, transfer, or use of WMD.

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IV. Performance Criteria and Evaluation Summary:

DTRA and SCC-WMD support the CCMDs and other CWMD mission partners by providing CWMD support to decision makers that includes:

- Developing CWMD plans;
- Determining what CWMD gaps exist and advocating filling the gaps through capability based assessments and requirements assessments;
- Synchronizing operations, actions, and activities across DoD and with interagency partners to facilitate a "whole of government" approach to WMD counterproliferation and interdiction efforts; and,
- Providing situational awareness, finished and actionable intelligence, and technical support.

The products include: an Agency Strategic Plan and a robust strategic planning process with quarterly performance assessments; interagency strategies and strategy-based, regionally focused CWMD plans; analytical studies and plans; capability gap assessments; Joint Capabilities Integration and Development System (JCIDS) requirements documents and assessments; decision tools; plans and processes for global WMD counterproliferation interdiction; Proliferation Security Initiative activities to build, enhance, and exercise whole of government CWMD counterproliferation-interdiction capabilities globally; and global WMD situational awareness.

CWMD Planning Efforts

DTRA/SCC-WMD provides synchronized CWMD strategic, deliberate, operational, and regional planning expertise to the CCMDs, Joint Staff, OSD, DoD components, and other agencies in

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the formulation/execution of CWMD policy, doctrine, and global, regional, theater campaign, contingency, and crisis action planning efforts. Activities include:

- Manage the strategic planning process; allocate resources in accordance with strategic priorities; and review/summarize overarching strategic documents/priorities;
- Develop, staff, coordinate, and implement CWMD plans to include Regional Support Plans, Campaign Support Plans, and Continuity of Operations Plans;
- Develop annexes for the Global Campaign Plan for CWMD and plan, coordinate, and execute the CWMD Global Synchronization Conference;
- Build and deploy three CWMD planning teams with "Be Prepared to Deploy" orders based on CCMD Contingency Plan requirements;
- Plan and facilitate strategic engagement between DTRA/SCC-WMD and the major supported organizations (CCMDs, interagency and international partners);
- Establish, conduct, and maintain liaison between DTRA/SCC-WMD and the CCMDs and subordinate organizations within the CCMDs;
- Review/revise CWMD doctrine to support the Joint Doctrine Development Community and conduct reviews of policy, doctrine, and numbered plans; and
- Provide Joint CWMD training and education.

Capability Based Assessments

On behalf of the Commander USSTRATCOM, DTRA/SCC-WMD supports desired materiel and non-materiel CWMD solutions for the warfighter by assessing current and future CWMD trends and making recommendations on aligning resources addressing prioritized DoD requirements

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IV. Performance Criteria and Evaluation Summary:

and acquisition investments. DTRA/SCC-WMD is responsible for development of CWMD-related JCIDS documents and subsequent staffing through the JCIDS processes. Activities include:

- Assess CWMD requirements, and align and prioritize resources to meet emerging requirements;
- Develop Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities analyses; and
- Analyze and evaluate plans, programs, and budgets in relation to DTRA/SCC-WMD objectives, projected threats, estimated costs, and resource constraints.

Situational Awareness

Provides direct, in-depth, tailored intelligence analysis and daily intelligence products to USSTRATCOM leaders and mission partners critical to their formulation and execution of CWMD policy, doctrine, planning, exercise, and operational efforts. Supports USSTRATCOM and its subordinate unit, the Standing Joint Force Headquarters for Elimination, in providing global situational awareness on WMD issues for DoD's countering WMD efforts in coordination with other CCMDs and other U.S. Government organizations. Activities include:

- Provide Global WMD Entity Analyses for known WMD entities;
- Provide Web presence on the Secret Internet Protocol Router Network (SIPRNET) and Joint Worldwide Intelligence Communications System (JWICS) focused on CWMD;
- Provide subject matter expertise for chemical, biological, and nuclear technical issues;
- Provide Daily CWMD Executive Intelligence Summaries; and

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- Conduct annual Priority Intelligence Reviews for Agency/Center and Chemical and Biological Defense Programs.

Counterproliferation Interdiction

In accordance with Chairman of the Joint Chiefs of Staff Instruction 3520.02B and 5113.03, this program provides direct counterproliferation interdiction operational support and planning assistance to the DoD, other government agencies, and international partners, in order to accelerate national and global efforts to stop illicit trafficking of WMD, their delivery systems, and related materials. This program also fulfills DoD obligations to implement the Proliferation Security Initiative (PSI) by designing and conducting counterproliferation interdiction exercises and activities to strengthen national and international interdiction policies and legal authorities; improve capacity of endorsing states to conduct interdictions; and enhance international cooperation, interoperability, and effectiveness to address national and regional proliferation threats. Activities include:

- Design, plan, and execute 12 multilateral and bilateral PSI events per year, including 4 major exercises;
- Participate in United States Interagency coordination, de-confliction, course of action development, and responses to worldwide nuclear material trafficking cases and WMD-related interdiction and disruption cases;
- Conduct WMD interdiction training, education, and outreach for over 200 DoD personnel annually.

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IV. Performance Criteria and Evaluation Summary:

D. DTRA Core Mission Sustainment

The DTRA core mission sustainment activities include the full-range of essential operational support functions to sustain approximately 2,000 civilian and military personnel operating from 9 sites within the United States and 13 sites overseas, as they pursue worldwide missions in non-proliferation, counterproliferation, consequence management, nuclear weapons support, technology security, arms control, Cooperative Threat Reduction, and the Chemical and Biological Defense Program.

Support functions include:

Facilities, Engineering, and Logistics

Facilities, engineering, and logistics support activities, including leasing of six facilities and maintenance of aging government owned facilities at five separate geographic locations; property accountability, receipt, warehousing, disposition services, cataloguing, and distribution of approximately 130 thousand items monthly with an approximate value of \$188 million; mailroom distribution to include scanning and screening services; approximately 8 thousand domestic and international commercial shipments, including large commercial shipments in support of mission execution; operation and maintenance of 65 leased vehicles; processing of travel requests, assisting and booking worldwide travelers within 30-90 minutes; and over 20 annual civil engineering-related activities to DTRA's mission worldwide.

Financial Management

Financial management for approximately \$2.6 billion per fiscal year from four Defense-wide appropriations, using \$1.3 billion of the DTRA obligation authority and

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\$1.3 billion from the DoD Chemical and Biological Defense Program funding; supports over 500 thousand financial transactions annually.

Human Resources

Human resources management, including the full range of personnel services for approximately 696 military and 1,187 civilian employees to include: employee self-assessment of skills and competencies and further analysis of skills gaps encompassed in Strategic Workforce Planning; update of the Strategic Outreach Plan based on data and analysis from the Diversity Council, Management Directive 715, and recurring Strategic Workforce Plan initiatives to enhance recruitment and retention; revision of Functional Community Workforce Development Guides to ensure alignment with DoD's occupational competency determination to meet training and development objectives; robust training of all supervisors of civilian employees, and employees, on new DoD Performance Management System, grievance system, and application of performance awards.

Information Technology

Information Technology support provides operational requirements and maintenance of the Wide Area Network, Voice Services, Local Area Network, day-to-day operation of automation and equipment for approximately 2,000 Government employees at 22 sites worldwide, and operating the telecommunications center to provide secure and non-secure communications worldwide.

Environment, Safety, and Occupational Health

Environment, Safety and Occupational Health provides support to sustain regulatory compliance; maintain a safe and healthful work environment; mitigate the severity of activities and operations on personnel and the environment; maintain required radiological license and sources for critical CWMD exercises (250 radiation source

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shipments and 110 radiation source surveys); and support health screenings/immunizations (960 medical consultations and 1,500 medical record reviews).

Contracts and Acquisition Management

Comprehensive contract support and acquisition management provides support to meet mission requirements, management of DTRA's Small Business and competition programs, and to manage, train, and support DTRA's acquisition workforce; supports execution of over 2,200 contract actions and 50 acquisition training classes annually.

Legal Advice and Support

Legal Advice and Support provides over 2,789 annual reviews of contract actions for Cooperative Threat Reduction Program, Research and Development activities, and all Operation and Maintenance contracted efforts; legal advice on intellectual property and copyright issues; legal advice on civilian personnel laws, regulations, and actions; advice and coordination on military justice and discipline matters; management of the Agency ethics program training over 1,051 personnel; operation of the Agency Freedom of Information Act and Privacy Act office; and Agency representation in Courts, Boards, and Commissions. These actions result in compliance with relevant legal authorities and minimal disruption due to non-compliance issues.

Security (Information, Personnel, Physical)

Security programs that support approximately 2,500 civilian, military, and contractor personnel operating from 9 sites within the United States and 13 sites overseas. The programs are aimed at neutralizing insider, terrorist, foreign and other threats in order to protect our people, information, operations, and facilities from espionage, unauthorized disclosure, theft, sabotage, and loss. Security programs include personnel,

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information and industrial security, cyber security, physical security, antiterrorism and force protection, operations security, Special Access Programs, Sensitive Compartmented Information Security, Technical Security Countermeasures, and Foreign Disclosure.

Audio and Visual Information Services

Audio and Visual Information Program provides printing and reproduction services, photography/videography/webcast, video-teleconferencing support, visual graphics and design services, and conference center support (to include maintenance of associated equipment); supporting over 8,000 conference room activities and 1,200 video-teleconferencing connections annually; facilitating on average, 75 to 80 photography/videography work orders per month and nearly 75 visual information work orders per month.

Other

Provides Public Affairs, Equal Opportunity, and administrative services for advising the DTRA Director and senior leadership on communications programs and public affairs plans; implementing policies and procedures for discrimination complaint prevention, processing, and adjudication; Alternative Dispute Resolution; Affirmative Employment and Diversity initiatives; Reasonable Accommodations; reporting Agency compliance with the standards of the Equal Opportunity Commission's Management Directive 715; Administration and analysis for Agency/Center policy development and implementation, process improvement events, and integrated staff actions in support of Command Group mission objectives and planning guidance; Serve as the Director's component for protocol and conference oversight, records management, and forms development/management; Manage over 1,100 taskings, 166 issuances, and 750 correspondence actions annually; and Nuclear Weapons Incident Response public affairs-related training for up to 500 interagency personnel.

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<u>V. Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>626</u>	<u>710</u>	<u>696</u>	<u>84</u>	<u>-14</u>
Officer	388	431	423	43	-8
Enlisted	238	279	273	41	-6
<u>Reserve Drill Strength (E/S) (Total)</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>
Officer	1	1	1	0	0
<u>Civilian End Strength (Total)</u>	<u>1,139</u>	<u>1,182</u>	<u>1,187</u>	<u>43</u>	<u>5</u>
U.S. Direct Hire	1,139	1,182	1,187	43	5
Total Direct Hire	1,139	1,182	1,187	43	5
Memo: Reimbursable Civilians Included	104	141	147	37	6
<u>Active Military Average Strength (A/S) (Total)</u>	<u>626</u>	<u>629</u>	<u>617</u>	<u>3</u>	<u>-12</u>
Officer	388	388	381	0	-7
Enlisted	238	241	236	3	-5
<u>Reserve Drill Strength (A/S) (Total)</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>
Officer	1	1	1	0	0
<u>Civilian FTEs (Total)</u>	<u>1,137</u>	<u>1,155</u>	<u>1,160</u>	<u>18</u>	<u>5</u>
U.S. Direct Hire	1,137	1,155	1,160	18	5
Total Direct Hire	1,137	1,155	1,160	18	5
Memo: Reimbursable Civilians Included	102	134	140	32	6
Average Annual Civilian Salary (\$ in thousands)	146.4	146.0	149.8	-0.4	3.8
<u>Contractor FTEs (Total)</u>	<u>425</u>	<u>475</u>	<u>468</u>	<u>50</u>	<u>-7</u>

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The net increase of +5 FTEs between FY 2016 and FY 2017 is a result of +6 reimbursable civilians in support of the Constellation program and a decrease of -1 direct civilian FTE as a continuation of reductions DTRA began in FY 2015 to assist the Department in its topline reductions.

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VI. OP 32 Line Items as Applicable (Dollars in thousands):

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2015</u>	<u>FY 2015/FY 2016</u>		<u>FY 2016</u>	<u>FY 2016/FY 2017</u>		<u>FY 2017</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	150,968	1,849	-3,732	149,085	2,265	1,159	152,509
107 Voluntary Sep Incentives	75	0	-75	0	0	0	0
121 PCS Benefits	435	0	-435	0	0	297	297
199 Total Civ Compensation	151,478	1,849	-4,242	149,085	2,265	1,456	152,806
308 Travel of Persons	12,444	212	302	12,958	233	729	13,920
399 Total Travel	12,444	212	302	12,958	233	729	13,920
696 DFAS Financial Operation (Other Defense Agencies)	2,663	149	-707	2,105	-85	121	2,141
699 Total DWCF Purchases	2,663	149	-707	2,105	-85	121	2,141
702 AMC SAAM (fund)	3,989	0	0	3,989	0	-421	3,568
771 Commercial Transport	624	11	-54	581	10	-153	438
799 Total Transportation	4,613	11	-54	4,570	10	-574	4,006
912 Rental Payments to GSA (SLUC)	91	2	227	320	6	-326	0
913 Purchased Utilities (Non-Fund)	9	0	999	1,008	18	-918	108
914 Purchased Communications (Non-Fund)	3,753	64	-813	3,004	54	2,095	5,153
915 Rents (Non-GSA)	0	0	9,531	9,531	172	-9,703	0
917 Postal Services (U.S.P.S)	65	1	58	124	2	2	128
920 Supplies & Materials (Non-Fund)	2,913	50	-69	2,894	52	198	3,144
921 Printing & Reproduction	65	1	74	140	3	65	208
922 Equipment Maintenance By Contract	771	13	1,250	2,034	37	2,117	4,188
923 Facilities Sust, Rest, & Mod by Contract	3,121	53	1,182	4,356	78	-3,195	1,239
924 Pharmaceutical Drugs	6	0	10	16	1	-1	16
925 Equipment Purchases (Non-Fund)	27,772	472	-8,493	19,751	356	4,030	24,137
932 Mgt Prof Support Svcs	15,703	267	-8,255	7,715	139	2,110	9,964
933 Studies, Analysis & Eval	16,508	281	978	17,767	320	8,848	26,935
934 Engineering & Tech Svcs	66,386	1,129	-55,887	11,628	209	65,356	77,193
937 Locally Purchased Fuel (Non-Fund)	1,048	-77	908	1,879	-154	184	1,909

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		Change			Change		
	FY 2015	<u>FY 2015/FY 2016</u>		FY 2016	<u>FY 2016/FY 2017</u>		FY 2017
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
960 Other Costs (Interest and Dividends)	36	1	0	37	1	-1	37
964 Other Costs (Subsistence and Support of Persons)	7	0	22	29	1	-1	29
986 Medical Care Contracts	674	25	-609	90	3	-1	92
987 Other Intra-Govt Purch	30,695	522	-17,030	14,187	255	34,480	48,922
989 Other Services	30,020	510	93,829	124,359	2,238	-80,313	46,284
990 IT Contract Support Services	36,660	623	-14,728	22,555	406	2,626	25,587
999 Total Other Purchases	236,303	3,937	3,184	243,424	4,197	27,652	275,273
Total	407,501	6,158	-1,517	412,142	6,620	29,384	448,146

DTRA implemented the new Product Service Code (PSC) to object class (OC) mapping mid-year in FY 2014 resulting in budget variances by object class. The first full-year implications are evident in the FY 2015 execution data as presented in the FY 2017 President's Budget. Additionally, the FY 2017 budget year has been revised to reflect the new mapping. For FY 2016, the impact of the PSC to OC mapping will be reflected in the FY 2018 President's Budget submittal.

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Budget Activity (BA) 4: Administration and Service Wide Activities**

	FY 2015 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2016 <u>Enacted</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2017 <u>Estimate</u>
DTSA	32,284	460	820	33,564	515	1,338	35,417

I. Description of Operations Financed: Mission, Responsibilities, and Core Functions

The Defense Technology Security Administration (DTSA) - a Field Activity under the authority, direction, and control of the Under Secretary of Defense for Policy (USDP) - develops and implements Department of Defense (DoD) technology security policies on international transfers of defense-related goods, services, technologies and information.¹ In accomplishing this mission, the DTSA protects the U.S. military's critical technological advantages by controlling and limiting transfer of technology that - in the wrong hands - could prove potentially detrimental to U.S. national security interests. In this regard, the DTSA pays particular attention to transfers that could result in proliferating weapons of mass destruction and their means of delivery, as well as conventional weapons and dual-use technology, which could erode the U.S. warfighter's technological advantage. Related to this, the DTSA plays a crucial role in inhibiting the diversion of U.S.-produced, defense-related goods to terrorists. Equally important, the DTSA plays an essential role in enabling security cooperation with Allies and partners by supporting their interoperability with U.S. Forces or helping them enhance their military capabilities to address national security issues of mutual concern. Finally, in executing the foregoing responsibilities, the DTSA does its utmost to balance the safeguarding of critical defense technologies with fostering the health of the U.S.

¹ Visit <http://www.dtsa.mil/> for more information.

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I. Description of Operations Financed (cont.)

defense industrial base. The DTSA has four core functions. First, it conducts National security reviews of Defense technology transfers. Second, it works closely with allies and partners on cooperative endeavors that have a technology security dimension. Third, it develops and implements DoD policies related to defense technology exports, technology release, and foreign disclosure. Finally, it performs important management functions for the USG and DoD.

National Security Review of Defense Technology Transfers

In partnership with other U.S. government agencies and industry, the DTSA assesses defense technologies and develops measures to prevent diversion or proliferation of technology and information that could prove detrimental to US National Security. The DTSA accomplishes this function in several ways. It assesses the technology security risks of Direct Commercial Sales (DCS) and Foreign Military Sales (FMS) and assists in managing those risks. The DTSA plays a key role in risk management by advising the development of technology control plans and supporting end user checks. The DTSA also makes recommendations on export licenses for DCS (equipment, technology, data, and services).

The DTSA leads or plays a central role in a number of U.S. Government (USG) bodies that identify and manage risks tied to technology security. The DTSA co-leads and provides the executive secretariat for the Arms Transfer and Technology Release Senior Steering Group (ATTR SSG), which conducts high-level decision reviews on sensitive technology. DTSA also plays a leading role in the oversight of technology exports for foreign space launches. In this regard, it develops license provisos and closely monitors launch preparation activities to ensure that illegal technology transfers do not occur. As DoD's representative for the Committee on Foreign Investment in the United States (CFIUS), the DTSA plays a key role in reviewing the defense-critical technology that

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I. Description of Operations Financed (cont.)

could be transferred when U.S. companies are sold to foreign owners. The DTSA also plays an essential role in developing International agreements on technology and information sharing. Further, it reviews all patents involving highly-sensitive or classified technologies. The DTSA assists other agencies in assessing whether foreign purchasers of critical technology are complying with license requirements and supports USG enforcement efforts when license requirements are violated. Finally, the DTSA reviews documents describing sensitive U.S. technology to make sure they are suitable for public release.

International Engagements and Technology Security Cooperation

The DTSA works with international partners to protect critical defense-related technology and information, increase technology security cooperation, and enhance military interoperability. The DTSA performs this function in a variety of ways. The leaders of DTSA conduct regular bilateral engagements with partners and Allies around the world to address technology security issues of mutual importance. Often these engagements are directly tied to cooperative technology security programs, for which the DTSA plays a principal role in representing the USG's national security interests. The DTSA's leaders also support a variety of interagency and intra-departmental bilateral engagements as the USG's technology security subject matter experts.

Representatives from the DTSA are also important and regular contributors to multilateral export control and non-proliferation regimes (i.e., Wassenaar Agreement (WA), Missile Technology Control Regime (MTCR), Nuclear Suppliers Group (NSG), and Australia Group (AG)). Additionally, the DTSA plays a central role in the development and maintenance of key treaties with a trade or technology security dimension, such as the UK/AU defense trade treaties, the Arms Trade Treaty (ATT), and the North Atlantic Treaty Organization (NATO). Elements of the DTSA work routinely with foreign partners to design and maintain viable industrial security programs. Teams from the DTSA regularly conduct National

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Disclosure Policy Committee (NDPC) security surveys in foreign countries to help them with protecting sensitive and classified information. The DTSA also liaises with the combatant commands to advise and assist them with technology security issues as these commands work with partners and Allies in their respective areas of responsibility. Lastly, the DTSA's leaders regularly attend Defense international trade shows to represent the USG's and DoD's interests in technology security and to assess the state of critical defense-related technologies internationally.

DoD Export, Technology Release, and Foreign Disclosure Policy

The DTSA shapes international and domestic policies and regulations that protect defense technology and information while facilitating security cooperation with Allies and partners. It does this in many ways. Its experts regularly contribute to U.S. export control laws, regulations, and policies; export control reform; commodity jurisdictions; commodity classifications; and the USG Entities List. On behalf of the DoD, the DTSA allows technology release waivers when it assesses the potential risk to U.S. national security is acceptable or adequate protective measures can be put in place to reduce risk to an acceptable level.

To get ahead of materiel and technology requirements in a fast-paced operational environment, the DTSA - in cooperation with the Department of State and other DoD components - develops "anticipatory" technology-release policies. The DTSA also plays a unique role in supporting key governmental bodies responsible for oversight of information and technology security. The DTSA leads the development and implementation of National and DoD policies on, and authorities for, the disclosure of classified military information and material. It also provides guidance to DoD components in a variety of ways (e.g., export controls, such as directives, the Defense Federal Acquisition

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Regulation Supplement (DFARS), trade security controls, and demilitarization requirements).

Technology Security Management Functions

The DTSA supports the USG and DoD by performing several management functions that support technology security-related systems. First, it provides the Secretariats for the National Disclosure Policy Committee (NDPC) and Arms Transfer Technology Release Senior Steering Group (ATTR SSG). Next, DTSA oversees all foreign personnel visits and assignments to USG organizations. Finally, DTSA operates and maintains four information technology systems that support the USG and DoD: the USXPORTS interagency export licensing system, the DoD Patent Application Review System (DPARS), the Foreign Visits System, and the National Disclosure Policy System.

Culture

The DTSA's culture promotes world-class performance, innovation, collaboration, responsiveness, and professionalism across a broad and diverse set of responsibilities. DTSA must work closely and effectively with Allies and international partners, other federal agencies, industry, and other DoD components to address multi-dimensional challenges quickly and effectively. Because the DTSA operates at the ever-changing intersection of international security, global trade, and emerging technology, its employees must be - and are - imaginative problem solvers.

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I. Description of Operations Financed (cont.)

History

Established in the mid-1980s as a field operating activity under the Office of the Under Secretary of Defense for Policy, DTSA reviewed and opposed the Soviet Union's requests for technology transfers that would improve its military capabilities. DoD officials considered such transfers - especially of dual-use technologies - a major threat to U.S. national security. With the fall of the Soviet Union, DTSA's role evolved. While retaining its mission to protect the U.S. military's technological edge in the most critical and sensitive areas, DTSA has increasingly been involved in reviewing the transfer of critical technologies to friends and Allies.

Executive Operations:

<u>FY 2015</u> <u>Actual</u>	<u>FY 2016</u> <u>Estimate</u>	<u>FY 2017</u> <u>Estimate</u>
944	987	998

Consistent with U.S. policy, national security objectives, and Federal laws and regulations, the DTSA Director is responsible for protecting the U.S.'s advantages in military technology. She accomplishes this responsibility in three major ways. First, she oversees the development and implementation of the DoD technology security policies for international transfers of defense-related goods, services, and technologies. Second, she supervises the control, and mitigates the risk, of technology transfers that may be detrimental to U.S. security, particularly transfers that would result in the proliferation of weapons of mass destruction and their means of delivery. Finally, she ensures that the DTSA implements policies and processes that promote the health of the United States' defense industrial base.

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I. Description of Operations Financed (cont.)

Technology Security and Foreign Disclosure Office (TSFDO):

<u>FY 2015</u> <u>Actual</u>	<u>FY 2016</u> <u>Estimate</u>	<u>FY 2017</u> <u>Estimate</u>
594	610	622

The Technology Security and Foreign Disclosure Office (TSFDO) expedites the coordination and synchronization of the DoD's high-priority requests for releasing sensitive defense-related technology. The TSFDO ensures transparent, timely, and well-informed guidance and decisions on technology or information transfers using established TSFD processes.

The TSFDO performs a number of critical functions for the Department. First, it serves as the Executive Secretariat for the ATTR SSG, the DoD's senior body for providing guidance and policy on transfers of high-priority, urgently-needed technology to partners and Allies. On behalf of the ATTR SSG, the TSFDO develops and coordinates TSFD decision documents for FMS, DCS, and cooperative AT&L programs with applicable DoD components, Executive Branch agencies, nations, and U.S. companies.

In supporting the ATTR SSG, the TSFDO screens, performs triage, and tracks TSFD actions that merit the attention of the DoD's senior leaders. The TSFDO also identifies important technology transfers and processes associated TSFD actions in advance of need (i.e., develops "anticipatory" policies for the Secretary and Deputy Secretary of Defense). The intent is to "get ahead of the power curve" so that the Department can quickly handle such requirement when they arise. The TSFDO also enables the expedited review of technology transfers by providing guidance to the DoD's TSFD community on staffing release requests through applicable TSFD processes in the most efficient and effective way. Finally, the TSFDO conducts ATTR SSG-authorized TSFD outreach efforts to

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I. Description of Operations Financed (cont.)

engage the DoD TSFD community and keep it abreast of evolving TSFD release considerations.

The TSFDO also performs two unique and specialized functions. It staffs and provides final disposition of Electronic Warfare (EW) information assurance waiver requests required for providing EW capabilities to partners and allies. The TSFDO also supports several Senior Integration Groups (SIGs) that have time-sensitive TSFD review requirements for urgently needed technology in support of ongoing operations.

Policy Directorate (PD):

<u>FY 2015</u> <u>Actual</u>	<u>FY 2016</u> <u>Estimate</u>	<u>FY 2017</u> <u>Estimate</u>
4,950	5,325	5,330

Composed primarily of foreign affairs specialists (civil servants, military reservists, and contractor personnel) with broad and varied backgrounds in international relations, the Policy Directorate (PD) serves the USG, industry, the international community, and academia as the focal point for DoD policy on technology security. The PD also provides strategic analysis of technology transfer trends, issues, and opportunities.

As directed or delegated by law, regulation, DoD Directive, or DoD Instruction, the PD leads the DoD's efforts in a wide variety of technology security and export control matters. In the international arena, the PD provides policy and technical expertise in a number of forums. This is particularly true with respect to the international export control regimes. The PD represents the Department and oversees DoD input in all Missile Technology Control Regime (MTCR), Nuclear Suppliers Group (NSG), and Wassenaar

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Arrangement (Export Controls for Conventional Arms and Dual-Use Goods and Technologies) activities. The PD also leads the Department's efforts in activities related to Section 123 of the Atomic Energy Act, which address U.S. civil nuclear cooperative agreements with other nations. Recently, the Policy Directorate played an instrumental role in ensuring that the DoD's national security interests were adequately addressed in the Arms Trade Treaty.

In August 2009, the President directed a broad-based interagency review of the U.S. export control system, which resulted in the Administration launching the Export Control Reform Initiative (ECR Initiative). The ECR initiative has modernized, streamlined, and synchronized the USG's export control systems. From the earliest stages of this initiative, the PD has been an intellectual leader in this initiative, bringing to bear great initiative, skill, and insight in the revamping of the U.S.'s export control system. The PD has been instrumental in keeping national security and competitiveness as the key determinants in all ECR-related initiatives and decisions.

On behalf of the U.S. Patent and Trademark Office, the PD conducts national security reviews of patent applications for sensitive, and classified defense-related technology. In a related vein, the PD reviews classified foreign patent applications covered under the "NATO Agreement for the Mutual Safeguarding of Secrecy of Inventions Relating to Defense and for which Applications for Patents Have Been Made" and related bi-lateral agreements.

The PD also plays an important role for the Department in contributing to USG decisions on sanctioning violators of U.S. export regulations and helping to determine which business entities (U.S. and foreign companies and individuals) should be restricted from purchasing sensitive or classified defense technology. In a related vein, the PD plays a central role in U.S. export denial consultations with foreign partners.

In addition, the PD is the Office of the Under Secretary of Defense for Policy's lead for all National security reviews for transactions filed with the Committee on Foreign

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Investment in the United States (CFIUS), which involve the sale of U.S. companies (with the capability to make a product or provide a service important to U.S. national security or defense) to a foreign entity. It also spearheads Policy's work in development and implementation of Defense trade treaties. Lastly, on behalf of Policy, the PD conducts National security reviews of international agreements administered by the Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)) for cooperative research.

For the DTSA itself, the PD plays a leading role in several activities. In support of the DTSA's License Directorate, the PD reviews commercial munitions and dual-use export license applications for policy-related concerns and makes recommendations as appropriate. It plans and executes all of DTSA's international engagements (bilateral and multilateral), including the Cooperative Technology Security Program (CTSP). On behalf of DTSA, the PD provides personnel to support Department of State and Commerce end-user checks of export license applicants.

The PD's outreach and liaison responsibilities on behalf of the DTSA are also considerable and varied. First, it conducts a robust program of outreach activities with industry and academia (both U.S. and foreign). The DTSA also has active and robust programs for legislative liaison and public affairs, for which the PD is responsible. The DoD components produce or update a considerable number of issuances (directives, instructions, manuals and directive-type memos) every year. The PD oversees and coordinates the review of all issuances that pertain to technology security, export control, or Defense trade.

The PD's workload and accomplishments for a typical year are considerable. The PD plans, coordinates, and executes more than 100 international engagements, including approximately 15 major multilateral negotiations at the office-director-level and approximately 25 senior-level engagements requiring overseas travel for the DTSA's Director. It also conducts approximately 100 outreach activities with industry and

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I. Description of Operations Financed (cont.)

academia each year. The PD also conducts up to a dozen in-depth, analytical studies on country-specific and worldwide technology acquisition trends, over 6,000 patent security reviews, and over 50,000 end-user checks of entities included in dual-use and munition export license applications (many with multiple end users) in support of day-to-day licensing/technology transfer operations and review.

Technology Directorate (TD):

<u>FY 2015</u> <u>Actual</u>	<u>FY 2016</u> <u>Estimate</u>	<u>FY 2017</u> <u>Estimate</u>
7,199	7,640	7,547

The Technology Directorate (TD) provides the DTSA's principal source of technical insight, advice, and analysis on international transfers of defense-related items and other technology-related matters of national security interest.

The TD technical staff consists of senior engineers and scientists who are recognized experts on highly-sensitive, military technologies that contribute to the U.S.' military advantage. The TD scientists and engineers apply their knowledge and expertise daily to shape DoD technology security policy. The TD supports the DTSA mission in several ways. It identifies technologies that are critical to the U.S.' military advantage and national security. In doing so, the TD annually reviews roughly 17,000 international transfers of military technology, defense articles, and dual-use items in a manner consistent with DoD's technology security objectives and national security interests. In the process of reviewing technology transfers to other countries, the TD is often called upon to recommend solutions to complex technical problems affecting national security. This task requires the TD to document and convey clear and accurate positions on international transfers that protect the U.S.' warfighting edge and mitigate technology security risks.

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To effectively accomplish the DTSA mission in a timely manner, the TD scientists and engineers must be experts on domestic and foreign defense-related technology and capabilities. They must also be highly proficient at applying their technical knowledge in a manner consistent with the USG's policy and regulatory framework as well as a variety of multilateral forums concerned with technology security. The foregoing requires TD's engineers and scientists to integrate contributions from DoD and other USG stakeholders in developing viable technical solutions for managing technology transfer risks. Finally, they must convey their analysis and recommendations on complex technical subjects in understandable terms to a broad audience.

Licensing Directorate (LD):

<u>FY 2015</u> <u>Actual</u>	<u>FY 2016</u> <u>Estimate</u>	<u>FY 2017</u> <u>Estimate</u>
5,323	5,435	5,409

The Licensing Directorate (LD) manages all of DoD's actions related to the U.S. national security review of State Department export and import licensing of defense articles and services, and Commerce Department export licensing of dual-use items involved in direct commercial sales.

Comprised of a Munitions Division and Dual-Use Division, the LD reviews an average of approximately 55,800 munitions and dual-use export license applications per year. The LD anticipates an increase in license volume and complexity based on new cyber regulatory controls and forthcoming Export Control Reform-mandated revisions to the State Department's International Traffic in Arms Regulations (ITAR) and the Commerce Department's Export Administration Regulations (EAR).

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The LD is DOD's lead in the National Security Council's commodity jurisdiction (CJ) process, which determines the proper regulatory jurisdiction for controlled technology and defense services. Further, the LD conducts commodity classification reviews for the Commerce Department to determine the appropriate export control classification number (ECCN) for an item or technology. The LD also spearheads the Department's efforts in developing and drafting U.S. regulatory export control language regarding proposed changes to the ITAR and EAR. Finally, it heads the DoD's efforts in assessing the potential harm of export violations to U.S. national security.

Munitions Licensing Division

The Munitions Licensing Division's (MLD) annual workload is considerable. It processes an average of 26,000 munitions export license applications received from the Department of State (DoS). In accomplishing this huge task, it develops and adjudicates the DoD's final national security decision on munitions-related export license applications for submission to the DoS. Such decisions are based on recommendations provided by the Military Departments, the Joint Staff, and defense agencies.

The MLD drafts, proposes, and provides the Department's position on proposed changes to rules and regulations of the ITAR, to include export control parameters and licensing exemptions (e.g., exports for which U.S. Government approval is not needed), based on recommendations provided by the Military Departments, the Joint Staff, and defense agencies.

The MLD's technical expertise and experience is frequently sought in a variety of projects and forums. For example, the MLD serves as the Department's export licensing

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experts on a variety of technology security teams that address major DoD defense and cooperative programs (e.g., Joint Strike Fighter (JSF) and Missile Defense). These programs require the expertise of the DTSA's subject matter experts - and often considerable time. The MLD also provides the DoD expertise on export licensing in interagency and international forums concerning individual licensing actions, commodity jurisdictional determinations, and violations of the Arms Export Control Act (AECA).

Finally, the MLD plays an important role in adjudicating or otherwise resolving important USG or DoD export control and technology transfer issues. Frequently, it is either not clear whether an item or technology is governed by the State Department's licensing regulations. As a result, the Munitions Division annually develops and adjudicates the Department's final determination of an average of 1,200 Commodity Jurisdiction requests received from DoS. MLD also annually develops and adjudicates the Department's final "harm to national security" decision on an average of 250 notifications of possible export violations received from DoS.

Dual-Use Division

Like the MLD, the Dual-Use Division's (DD) annual workload is substantial. The DD annually processes an average of 29,800 dual-use and Commerce-controlled munitions export license applications received from the Commerce Department. In this regard, the DD develops and adjudicates the Department's final national security position on Commerce-Department-regulated, dual-use and munitions-related export license applications for submission to the Commerce Department based on recommendations provided by the Military Departments, the Joint Staff, and Defense agencies. Many of these technology transfer requests are complicated and difficult. It is not unusual for the DoD and Commerce to disagree on a license's disposition. As a result, the DD annually evaluates and escalates approximately 230 controversial or difficult technology transfer requests to

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the Commerce-Department-led dispute resolution process (Operating Committee (OC) and the Assistant Secretary-level Advisory Committee on Export Policy (ACEP), as appropriate, for senior-level decisions.

Based on recommendations provided by the Military Departments, the Joint Staff and defense agencies, the DD drafts, proposes, and provides the Department's position on dozens of proposed changes to rules and regulations in the Export Administration Regulation (EAR) each year. Each written position includes associated reasons for control, export control parameters, and licensing exceptions (e.g., exports for which USG approval is not needed).

In the interagency and international arena, the DD represents the Department in USG forums that deliberate dual-use and military-related license decisions that fall within the scope of the Australia Group (AG), Missile Technology Control Regime (MTCR), and Nuclear Suppliers Group (NSG). It also plays a key role in commodity classification requests tied to Commerce's Export Administration Regulation (EAR). The DD reviews such requests concerning U.S.-controlled technology, responds to U.S. industry's requests for advisory opinions, and evaluates training tools related to export licensing to ensure these tools are consistent with the EAR. In support of U.S. policies to stem the proliferation of controlled goods and technology to foreign countries and entities of concern, the DD recommends who should be added to the U.S. Government's Entity List. Lastly, the DD develops and disseminates the Department's final decisions on including parties to the USG's Validated End-User Program, which confers favorable treatment to trusted foreign companies.

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The DD also serves the Department by maintaining a comprehensive repository of export information - to include licensing trends, industry technology roadmaps, technical specifications, historical data, and supply chain information. This information is useful for developing export control policy, establishing technology security thresholds, and supporting Federal law enforcement agencies in pursuing violations of export control laws and interdicting illicit exports.

International Security Directorate (ISD):

FY 2015 <u>Actual</u>	FY 2016 <u>Estimate</u>	FY 2017 <u>Estimate</u>
1,617	1,748	1,697

The International Security Directorate (ISD) carries out the responsibilities of the Secretary of Defense for U. S. national policy governing the disclosure of classified military information and material to foreign governments and international organizations. It provides DoD liaison with foreign government officials for this and other purposes. In support of government and commercial international programs, ISD develops security policies and associated arrangements. The ISD also develops and negotiates security arrangements with allied and other friendly governments. The NATO issues are a significant part of the ISD's portfolio. In this regard, the ISD implements NATO security regulations, develops the U.S. position on NATO Security Agreements with Partnership for Peace countries, and leads the formation of the U.S. position on NATO security issues.

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The ISD carries out the foregoing mission and responsibilities in various ways. First, it formulates, coordinates, and publishes National Disclosure Policy (NDP-1). As the executive secretariat for the USG's National Disclosure Policy Committee (NDPC), it runs day-to-day operations for this body and provides administrative support for it.

The ISD also works with foreign governments and international bodies to achieve its mission. To this end, the ISD develops and negotiates general and industrial security agreements with allied and other friendly nations. In addition, it conducts on-site evaluations of foreign government security laws, policies, and practices. It provides liaison between the DoD and security officials of allied and other friendly nations on issues of mutual concern and represents the DoD's security interests in international organizations, meetings and, conferences. Examples of this responsibility include co-chairing the U.S.-Canada Security and Technology Sharing Subcommittee and representing the U.S. at the Multinational Industrial Security Working Group.

For the DoD, the ISD drafts, coordinates, and promulgates policies and procedures governing the conduct of programs that involve the foreign release or sharing of classified military information and material (e.g. foreign visitors, personnel exchanges). The ISD also advises and provides policy advice and guidance to the DoD Components on the security aspects of security assistance, arms cooperation, and other international programs. Lastly, it develops and negotiates special security provisions for international programs (e.g., cooperative research and development, security assistance, and reciprocal procurement).

With respect to interagency issues, the ISD develops and provides policy advice on those sections of the ITAR that deal with security and the export of classified defense

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articles and technical data. Additionally, it develops or provides input on international security to U.S. industrial security policy.

Within the USG, the ISD implements policies and procedures for the protection of NATO classified information. It represents the U.S. at the NATO Security Committee meeting and on NATO working groups. It also exercises policy and operational control over the Central United States Registry, which provides oversight of Information Systems Security (INFOSEC) and document security for all NATO-affiliated agencies and organizations within the United States

One final responsibility merits mention. The ISD provides policy guidance and oversight to the Military Services, the Defense Systems Management College (DSMC), the Defense Security Service (DSS), and the Defense Institute of Security Assistance Management (DISAM) on training courses pertaining to foreign disclosure and international security.

Space Directorate (SD):

	FY 2015 <u>Actual</u>	FY 2016 <u>Estimate</u>	FY 2017 <u>Estimate</u>
Non-Reimbursable	326	340	1,084
Reimbursable	2,800	2,500	1,800

The Space Directorate (SD) protects U.S. space-related technological advantages and prevents the diversion or proliferation of critical technology, which in the wrong hands could prove detrimental to U.S. national security. The SD promotes the U.S. space industry's competitiveness in the international marketplace by providing responsive

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monitoring services that support the U.S. space industry's State-Department-approved export requests. The State Department's jurisdiction under the International Trade in Arms Regulation (ITAR) applies when an exported U.S. satellite or related item(s) will be launched from a foreign launch vehicle.

The SD maintains a qualified and readily available workforce that can respond quickly to industry's demands for monitoring services. SD monitors technical data and defense services associated with approved launches of U.S. satellites by non-U.S. launch vehicles and other rocket-related programs to prevent the unauthorized transfer of critical U.S. space-related technology.

The SD deploys its monitors when the State Department's Directorate of Defense Trade Controls (DDTC) imposes special export controls (SECs) on space-related export authorizations (i.e., licenses and Technical Assistance Agreements). SECs are mandatory when a U.S. satellite (or related items) is exported for launch in a foreign country that is neither a member of NATO nor a major non-NATO ally of the U.S. (or by the nationals of such a country). In cases where SECs are mandated, the applicant must reimburse the U.S. Government for all monitoring costs. In the event of a launch failure (i.e., crash), a separate mandatory license is required for the conduct of investigations and analysis. Licenses for evaluating launch failures in such cases also require reimbursement from industry.

Although SECs are not required under the ITAR for the launch of U.S.-origin satellites and components from or by nationals of a country that is a member of NATO or a major non-NATO ally, such export controls may nonetheless be applied. When DoS' Directorate of Defense Trade Controls (DDTC) imposes SECs on an export authorization, then the DTSA/SD

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will address the given export authorization and accompanying SECs in the manner described above. The DoD, however, bears the costs of implementing these SECs, not industry. Should a launch failure occur in such cases, a separate mandatory license is required for investigation and analysis. Licenses for these kinds of activities do not require reimbursement from industry.

The DTSA plans to convert the SD's reimbursable billets to appropriated fund (non-reimbursable) billets to address the uneven workload between reimbursable and non-reimbursable monitoring of space-launch activities. This change will allow the DTSA to charge fair costs to industry while enabling it to assign converted monitors to appropriated duties within DTSA as needed. This move will give DTSA much greater flexibility in using its workforce to full capacity because full-time reimbursable employees are not allowed to charge industry for performing tasks within DTSA that are not reimbursable or supported by appropriated funds.

Management Directorate (MD):

FY 2015 <u>Actual</u>	FY 2016 <u>Estimate</u>	FY 2017 <u>Estimate</u>
6,221	7,116	7,218

The Management Directorate (MD) plans, directs, and implements services in the areas of financial planning and management, contract management, human capital management, technology integration, security, and general administrative support to ensure DTSA accomplishes its mission. Proper execution of these services ensures DTSA fulfills its technology and information security mission and meets its strategic goals.

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I. Description of Operations Financed (cont.)

The MD's staff helps the DTSA Director with managing the overall alignment, use, and protection of the DTSA's resources. These individuals provide the necessary professional, technical, and administrative guidance and assistance to grow a superior workforce that exceeds critical mission objectives.

The MD has wide-ranging responsibilities. It protects the DTSA's personnel with robust physical and personnel security programs. Using a strict Internal Management Control Program, it safeguards DTSA's resources from fraud, waste and abuse. Based on guidance from the Director, MD plans, programs, and executes DTSA's financial resources. The MD also provides oversight of the DTSA's acquisition and support contract requirements. Maintaining and improving the DTSA's physical plant is still another important responsibility, which the MD executes through its facilities management program. It does so in close collaboration with the Mark Center's building management. Finally, the MD ensures that Information Technology (IT) resources remain connected, secure, and modern.

Administratively, the MD provides guidance to the broader organization by publishing, monitoring, and updating DTSA's administrative instructions, standard operating procedures, and policy memorandums. Additionally, the MD administers DTSA's personnel administration, evaluation, recognition, and support programs for both military and civilian employees.

Security Policy Automation Network (SPAN):

<u>FY 2015</u> <u>Actual</u>	<u>FY 2016</u> <u>Estimate</u>	<u>FY 2017</u> <u>Estimate</u>
5,110	4,363	5,512

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I. Description of Operations Financed (cont.)

The Security Policy Automation Network (SPAN) is a group of automated systems and applications that perform government-wide technology security functions. The DTSA operates and maintains 7 primary SPAN systems.

1. The USXPORTS provides case management and workflow tracking for munitions and dual-use license applications generated by the Departments of State and Commerce and reviewed by the Departments of Defense, Homeland Security, Energy, and the Treasury. The USXPORTS is currently under development as the U.S. Government's single IT system for export license processing.
2. The Spacelink is an IT application that supports the DTSA's statutory Space Monitoring mission. The system provides a web-based, collaborative environment for the DoD and industry to share and review documentation associated with a foreign space launch of U.S. technology (i.e., satellites and/or their components).
3. The Foreign Visits System (FVS) consists of multiple software applications used to request, approve, and confirm visits by foreign nationals to DoD facilities and organizations within CONUS.
4. The Foreign Disclosure System (FDS) provides an IT infrastructure to track approved disclosures of classified military information to foreign governments.
5. The National Disclosure Policy System (NDPS) provides an IT infrastructure to support the functioning of the U.S. Government's National Disclosure Policy

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I. Description of Operations Financed (cont.)

Committee, including records of decisions on exceptions to national disclosure policy.

6. The Export Licensing Information System Advisor (ELISA) provides an electronic mechanism for industry to obtain the current status of dual-use and munitions license applications.

7. The DoD Patent Application Review System (DPARS) provides case management of patent applications for DoD review, workflow tracking, and secrecy order recommendations for U.S. and foreign-filed patent applications. Also, the DPARS creates legally-required, access-acknowledgement forms sent to the U.S. Patent and Trademark Office.

The DTSA uses a contractor to support SPAN in the areas of software development, operations, maintenance and documentation. The contractor also supports SPAN infrastructure requirements, including technical support for networks, server support, mail and messaging, archiving, and database administration. This responsibility also includes SPAN system design and integration for networks and servers, design and implementation of mail and messaging solutions, technical solutions for certification, technical solutions to meet Federal archiving requirements for automated records, and technical personnel for operations in these areas.

Under the President's Initiative for Export Control Reform, the NSC selected the USXPORTS as the IT platform for unifying and modernizing the U.S. Government's electronic export licensing system. To date, the Departments of State and Defense are fully on-line and using the system. Work on merging the Departments of Commerce and Energy into USXPORTS with State and Defense is ongoing and nearing completion. Commerce and Energy are

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I. Description of Operations Financed (cont.)

expected to come on line in the near future. The DTSA continues to upgrade USXPORTS by building enhancements that support the export licensing adjudication processes of the Departments of State, Commerce, and Energy. Future development of the DPARS will require more user-friendly functions, such as conducting advanced searches, converting operators' and users' manuals to a web-based or on-line format, and creating formal Secrecy Order recommendation letters for the Services and the DTSA. Work is also ongoing to automate the connection between the DoD and the U.S. Patent and Trademark Office for the acceptance and auto-creation of cases, as well as the automatic downloading and transmission of access acknowledgement letters to the U.S. Patent and Trademark Office.

II. Force Structure Summary:

Not Applicable.

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III. Financial Summary (\$ in thousands)

			FY 2016				
			<u>Congressional Action</u>				
<u>A. BA Subactivities</u>	<u>FY 2015 Actual</u>	<u>Budget Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Current Enacted</u>	<u>FY 2017 Estimate</u>
Defense Technology Security Agency	32,284	33,577	-13	0.0	33,564	33,564	35,417
Total	32,284	33,577	-13	-0.0	33,564	33,564	35,417

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III. Financial Summary (\$ in thousands)

	Change <u>FY 2016/FY 2016</u>	Change <u>FY 2016/FY 2017</u>
B. <u>Reconciliation Summary</u>		
Baseline Funding	33,577	33,564
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-13	
Subtotal Appropriated Amount	33,564	
Fact-of-Life Changes (2016 to 2016 Only)		
Subtotal Baseline Funding	33,564	
Supplemental		
Reprogrammings		
Price Changes		515
Functional Transfers		
Program Changes		1,338
Current Estimate	33,564	35,417
Less: Wartime Supplemental		
Normalized Current Estimate	33,564	

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III. Financial Summary (\$ 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)		33,577
1. Congressional Adjustments		-13
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8035 - Indian Lands	-13	
FY 2016 Appropriated Amount		33,564
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2016 Baseline Funding		33,564
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2016 Estimate		33,564
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2016 Normalized Current Estimate		33,564
6. Price Change		515
7. Functional Transfers		
8. Program Increases		1,978
a. Annualization of New FY 2016 Program		
b. One-Time FY 2017 Increases		
1) Information Technology Enhancement	1,070	
One time increase provides funding necessary to adequately fund the SPAN IT contract. The contract will be recompeted in FY 2017 at rates higher than previously budgeted. FY 2018 and beyond will be addressed during future budget cycles.		

(FY 2016 Baseline: \$4,363 thousand)

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
2) Civilian Personnel Adjustments	735	
Non-Management Headquarters Activities: Civilian pay increases because 4 reimbursable full-time equivalent positions realign to direct side to support changing mission requirements for monitoring foreign, non-NATO commercial satellite launch activities and increased support for the Nuclear Suppliers Group and Missile Technology Control Regime functions.		
(FY 2016 Baseline: \$23,446 thousand; +4 FTEs)		
c. Program Growth in FY 2017		
1) Operational Costs	173	
Reflects additional financial services, other inter-governmental services and other services. (FY 2016 Baseline: \$5,755 thousand)		
9. Program Decreases		-640
a. Annualization of FY 2016 Program Decreases		
b. One-Time FY 2016 Increases		
c. Program Decreases in FY 2017		
1) Management Headquarters Activities	-342	
As part of the Department of Defense reform agenda, eliminates 2 civilian full-time equivalent positions and resources to maintain civilian staffing at reduced level. Decrease reflects the DTSA's plan for Streamlining Management Headquarters.		
(FY 2016 Baseline: \$5,739 thousand)		
2) Efficiencies	-178	
The reduction reflects less rent, purchased		

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
communications, travel, and supplies and materials. (FY 2016 Baseline: \$5,755 thousand)		
3) Civilian Personnel Compensation	-120	
Decrease in civilian personnel funding due to two less working days in FY 2017. (FY 2016 Baseline: \$23,446 thousand)		
FY 2017 Budget Request		35,417

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IV. Performance Criteria and Evaluation Summary:

Technology Security Actions (TSAs) represent work accomplished by the DTSA. A typical TSA represents a unit of work, which allows for the tracking and analysis of our business activity. On average DTSA processes 140,000 actions annually, such actions actually counted represent the application of resources to achieve all mission, regulatory, statutory goals, and objectives. Some TSAs are devoid of precise performance or time measurement. For example, the development of an International Agreement may take months of work, negotiation, and coordination before actual implementation, where the review of a license is measured and tracked daily.

Percent of Munitions and Dual-Use Licenses referred back to regulatory agencies within statutory timelines. In FY 2016 and FY 2017, DTSA will adjudicate 100% of Munitions and Dual-Use export license applications received from the Departments of State and Commerce within prescribed statutory timelines.

FY 2015	FY 2016	FY 2017
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
100%	100%	100%

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<u>V. Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>9</u>	<u>9</u>	<u>9</u>	<u>0</u>	<u>0</u>
Officer	9	9	9	0	0
<u>Reserve Drill Strength (E/S) (Total)</u>	<u>21</u>	<u>21</u>	<u>21</u>	<u>0</u>	<u>0</u>
Officer	15	15	15	0	0
Enlisted	6	6	6	0	0
<u>Civilian End Strength (Total)</u>	<u>131</u>	<u>136</u>	<u>134</u>	<u>5</u>	<u>-2</u>
U.S. Direct Hire	131	136	134	5	-2
Total Direct Hire	131	136	134	5	-2
Memo: Reimbursable Civilians Included	7	7	3	0	-4
<u>Active Military Average Strength (A/S) (Total)</u>	<u>9</u>	<u>9</u>	<u>9</u>	<u>0</u>	<u>0</u>
Officer	9	9	9	0	0
<u>Reserve Drill Strength (A/S) (Total)</u>	<u>21</u>	<u>21</u>	<u>21</u>	<u>0</u>	<u>0</u>
Officer	15	15	15	0	0
Enlisted	6	6	6	0	0
<u>Civilian FTEs (Total)</u>	<u>131</u>	<u>136</u>	<u>134</u>	<u>5</u>	<u>-2</u>
U.S. Direct Hire	131	136	134	5	-2
Total Direct Hire	131	136	134	5	-2
Memo: Reimbursable Civilians Included	7	7	3	0	-4
Average Annual Civilian Salary (\$ in thousands)	179.0	181.8	181.1	2.8	-0.7
<u>Contractor FTEs (Total)</u>	<u>23</u>	<u>23</u>	<u>23</u>	<u>0</u>	<u>0</u>

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FY 2015 to FY 2016: The program changes reflect full on-boarding of 129 direct funded full-time equivalent (FTE) personnel.

FY 2016 to FY 2017: Program changes reflect net decrease of two FTE by realigning 4 reimbursable billets to the direct side, offset by decreasing 2 FTE from management headquarters activities consistent with department-wide headquarters reductions. Reimbursable activity is paid by industry.

Contractor FTEs (Total): No change.

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VI. OP 32 Line Items as Applicable (Dollars in thousands):

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2015</u>	<u>FY 2015/FY 2016</u>		<u>FY 2016</u>	<u>FY 2016/FY 2017</u>		<u>FY 2017</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	22,200	272	974	23,446	356	-83	23,719
199 Total Civ Compensation	22,200	272	974	23,446	356	-83	23,719
308 Travel of Persons	556	9	140	705	13	-3	715
399 Total Travel	556	9	140	705	13	-3	715
696 DFAS Financial Operation (Other Defense Agencies)	426	24	-16	434	-17	26	443
699 Total DWCF Purchases	426	24	-16	434	-17	26	443
914 Purchased Communications (Non- Fund)	116	2	357	475	9	-6	478
915 Rents (Non-GSA)	2,556	43	244	2,843	51	-139	2,755
920 Supplies & Materials (Non- Fund)	392	7	-18	381	7	-30	358
932 Mgt Prof Support Svcs	138	2	0	140	3	1	144
959 Other Costs (Insurance Claims/Indmnties)	1	0	0	1	0	0	1
960 Other Costs (Interest and Dividends)	1	0	0	1	0	0	1
987 Other Intra-Govt Purch	337	6	6	349	6	114	469
989 Other Services	453	8	-35	426	8	32	466
990 IT Contract Support Services	5,108	87	-832	4,363	79	1,426	5,868
999 Total Other Purchases	9,102	155	-278	8,979	163	1,398	10,540
Total	32,284	460	820	33,564	515	1,338	35,417

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Missile Defense Agency (MDA)



February 2016

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**Missile Defense Agency
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**Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
Budget Activity (BA) 1: Operating Forces
Subactivity Group 11A**

	FY 2015 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2016 <u>Enacted</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2017 <u>Estimate</u>
MDA	402,462	6,665	14,942	424,069	7,524	15,382	446,975

I. Description of Operations Financed:

A. Aegis Ballistic Missile Defense (BMD). Funding provides a wide range of support activities for deployed Aegis BMD ships and Ashore facilities. The three main segments of Operations and Maintenance support include Standard Missile-3 (SM-3) Sustainment, Aegis Weapon System (AWS) Sustainment, and Operational Sustainment for Aegis Ashore facilities.

The SM-3 sustainment program includes the recertification of missiles that have reached their four-year mid-life, repair during recertification, installation of Third Stage Rocket Motor (TSRM) nozzle reliability enhancements into SM-3 Block IB, demilitarization of SM-3 missiles that have reached their end of the eight-year service-life, Ordnance Assessment/Surveillance, modeling and simulation and logistics efforts. Funding also provides SM-3 first destination All Up Round (AUR) transportation post recertification, ballistic barrier maintenance for transportation, system maintenance spares replenishment, and SM-3 operational support to fleet forces. Funding in FY 2017 also includes a one-time cost to standup the Seal Beach Missile Recertification Facility to support future increased SM-3 recertification requirements.

Weapon System sustainment includes system readiness support for all fielded Aegis BMD Weapon System baselines including In-Service Engineering Agent (ISEA), Lifetime Support Engineering Agent (LSEA), and Technical Design Agent support to provide systems engineering services and analysis, integrated logistics support, and technical

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I. Description of Operations Financed (cont.)

documentation maintenance. Funding provides fleet support, identification and resolution of software operability issues with Aegis Combat System elements, correction of Weapon System software deficiencies identified after completion of operational testing, certification/delivery of updated weapon systems capabilities, Reliability, Maintainability & Availability analysis/metrics, review/implementation of maintenance concepts, and analysis/resolution of Diminishing Manufacturing Sources/obsolete material issues.

Operational sustainment support for the Aegis Ashore Hawaii and Romania sites and equipment includes AWS sparing and consumables, facility operations including transportation, power and communications, and Command, Control, Communications, Computers and Intelligence (C4I), ISEA and LSEA engineering. Funds also provide portable Aegis BMD Mission Planning tools for Fleet Maritime Operation Centers, Regional BMD Commanders, and Training Commands which enables off-line planning by senior BMD staffs to develop and revise regional and homeland defense plans, Pre-Planned Responses and Global Force Management requests.

B. Ballistic Missile Defense (BMD) Midcourse Defense Segment. The Ground-based Midcourse Defense (GMD) program is the element of the Ballistic Missile Defense System (BMDS) that provides combatant commanders with a continuously available (24 hours a day, 7 days a week, 365 days a year) capability to defend the Homeland against limited intermediate and long-range ballistic missile threats in the midcourse battle space. The GMD weapon system consists of Ground Based Interceptors (GBI), GMD Fire Control systems (GFC), GMD Communications Network (GCN), In-Flight Interceptor Communications System (IFICS) Data Terminals (IDT) and all of the ground Launch Support Systems (LSS), silos, Silo Interface Vaults (SIVs), environmental control systems, Command Launch Equipment (CLE), firing circuits and safety systems. Funding provides sustainment of fielded GBIs located at Fort Greely, Alaska (FGA) and Vandenberg Air Force Base (VAFB), California; and IDTs located at Eareckson Air Station (EAS), Alaska, FGA, VAFB and Fort Drum, New York.

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I. Description of Operations Financed (cont.)

Funding provides maintenance, repair, training, supply support, sustaining engineering, network operations, integrated logistics support, configuration control, scheduling, execution control, system transitioning and performance reporting functions. Additionally, funding provides Base Operations Support (BOS) for facility sustainment and maintenance at the various GMD sites including utilities, facility maintenance, communications infrastructure support, physical security, grounds maintenance, snow removal and other services required to support the fielded weapon system.

C. Ballistic Missile Defense Systems (BMDS) AN/TPY-2 Radars. Funding provides sustainment of 12 Army Navy/Transportable Radar Surveillance and Control-2 radars including 5 forward-based radars and 7 Terminal High Altitude Area Defense configured radars to include supply support, repair, maintenance, modernization, transportation, parts storage, Special Tools and Test Equipment for the organic depot, recurring and delta training, training device maintenance, engineering support, Interactive Electronic Technical Manual (IETM) updates, software user guide up-dates, software revision certification and depot-level maintenance for the Forward Based Mode (FBM) missile defense unique equipment. Funding also provides Electronic Equipment Unit (EEU) retrofits at Letterkenny Army Depot to enhance radar capability, and provides Upgraded Early Warning Radar (UEWR)/COBRA DANE Radar sustainment which is unique to the Missile Defense mission, which MDA sustains and operates in conjunction with the US Air Force.

D. Terminal High Altitude Area Defense (THAAD). The increase in THAAD program funding provides additional sustainment for the 7th THAAD Battery delivered in FY 2017. Computer programs and updates have transitioned from development to sustainment. Therefore, funding requested has moved from RDT&E to O&M to now sustain fielded THAAD software. As described in the BMDS Transition and Transfer (T2) Annex, the MDA is responsible for the sustainment of the missile defense unique or developmental items, while the U.S. Army is responsible for the operations and sustainment of the common

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I. Description of Operations Financed (cont.)

items. Beginning in FY 2017 THAAD will initiate sustainment for Battery 7 upon hardware delivery including hardware maintenance and Contractor Logistics Support (CLS).

(Funding for conduct of non-recurring New Equipment Training is included in THAAD's FY 2017 Procurement request). MDA funding also provides: 1) Field and sustainment level supply, maintenance, modernization, hazardous materials/waste and disposal, and Depot level maintenance support for THAAD missile defense unique equipment. 2) Spares, repair parts, and maintenance capability at the location of each THAAD battery. 3) Engineering support for the THAAD missile defense unique equipment. 4) Software support for fielded software, to include reviewing deficiency reports, correcting errors, adding incremental capability improvements, and maintaining compatibility with hardware or other system interfaces. 5) Missile transportation and handling from the missile storage location to the site of the THAAD launchers. 6) Interactive Electronic Technical Manual (IETM) and Software user guide updates, and Software revision certification. 7) THAAD training device maintenance. 8) Supply, maintenance and transportation support for recurring equipment training and delta training for fielded units. 9) Special Tools and Test Equipment for the organic depot. 10) Ensures THAAD assets are properly maintained and the crews are trained to meet Combatant Commanders needs.

II. Force Structure Summary:

A. Aegis Ballistic Missile Defense (BMD). The Aegis Ballistic Missile Defense (Aegis BMD) mission is to deliver an enduring, operationally effective and supportable Ballistic Missile Defense capability to defend the nation, deployed forces, friends and allies. The Aegis BMD element of the BMDS capitalizes upon and evolves from the existing United States Navy Aegis Weapons System (AWS) and Standard Missile (SM) infrastructures. Aegis BMD provides a forward-deployable, mobile capability to detect and track Ballistic Missiles of all ranges, and the ability to destroy Short-Range Ballistic Missiles (SRBM),

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II. Force Structure Summary (cont.)

Medium-Range Ballistic Missiles (MRBM), and Intermediate-Range Ballistic Missiles (IRBM) in the midcourse phase of flight and shorter range missile in terminal phase. Aegis BMD also provides a Long Range Surveillance and Track (LRS&T) capability to the BMDS.

B. Ballistic Missile Defense Midcourse Defense Segment. The GMD fielded weapon system is under the command of U.S. Northern Command (NORTHCOM) and is operated by Soldiers from the 100th Missile Defense Brigade (five crews) headquartered at Colorado Springs, Colorado, and its 49th Missile Defense Battalion (five crews) at Fort Greely, Alaska. By the end of CY 2017 MDA will support 44 operationally deployed GBIs located at FGA (40 GBIs) and VAFB (4 GBIs). Each GBI delivers a single Exoatmospheric Kill Vehicle (EKV) to defeat threat warheads in space during the midcourse phase of the ballistic trajectory. The GMD Fire Control System consists of redundant fire control nodes at FGA (two each) and the Missile Defense Integration and Operations Center (MDIOC) (two each). IDTs are currently located at FGA, VAFB, EAS, and Fort Drum, New York.

C. Ballistic Missile Defense Systems (BMDS) AN/TPY-2 Radars. MDA sustains 12 Army Navy/Transportable Radar Surveillance and Control-2 (AN/TPY-2) radars including 5 stand-alone forward-based radars, and 7 radars which are a component of THAAD battery configuration. These services are furnished through Consolidated Contractor Logistics Support (CCLS) contracts. Army force structure for Missile Defense Batteries (MDB) is currently set at 5 batteries with 5 AN/TPY-2 forward-based radars operated at fixed radar sites by 65 Soldiers. The battery is organized to conduct deployments 24 hours a day, 7 days a week, 365 days a year. This operational tempo is currently met by a combination of CCLS and Soldiers operating and maintaining the radar.

D. Terminal High Altitude Area Defense (THAAD). Army force structure for THAAD is currently set at 7 batteries with 6 launchers operated by 95 Soldiers. The battery is organized to conduct 120-day deployments (45 days of entry operations and 75 days of 17-hour/day combat operations). The battery requires support from the Army for

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II. Force Structure Summary (cont.)

communications, security, common supplies, and services. THAAD missile defense unique supplies are routed to a non-theater contractor supply and specialized maintenance chain. To this end, the battery brings with it a 13 person contractor support team with its own complement of equipment. The contractor team will facilitate movement of the battery into a war zone. Interceptors are not considered part of battery force structure and are allocated by commanders in accordance with the mission and threat. Batteries will be doctrinally assigned to the theater Army Air and Missile Defense Command. Engagements will be coordinated through the theater Air Operations Center. With the provision of specialized communications and radar software, the battery will be able to communicate directly with the Ballistic Missile Defense System Command and Control Battle Management and Communications (C2BMC) system making it capable of performing surveillance and tracking missions in addition to its normal active defense engagement mission.

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III. Financial Summary (\$ in thousands)

	FY 2016						FY 2017 <u>Estimate</u>	
	FY 2015 <u>Actual</u>	Budget <u>Request</u>	<u>Congressional Action</u>			Current <u>Enacted</u>		
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>			
A. BA Subactivities								
1. Operational Support	402,462	432,068	-7,999	-1.9	424,069	424,069	446,975	
Aegis Ballistic Missile Defense (BMD)	11,632	46,445	-334	-0.7	46,111	46,111	73,039	
Ballistic Missile Defense (BMD)	150,892	134,477	-966	-0.7	133,511	133,511	129,281	
Midcourse Defense Segment								
Ballistic Missile Defense Systems (BMDS)	177,859	187,486	-1,347	-0.7	186,139	186,139	172,556	
AN/TPY-2 Radars								
Terminal High Altitude Area Defense (THAAD)	62,079	63,660	-5,352	-8.4	58,308	58,308	72,099	
Total	402,462	432,068	-7,999	-1.9	424,069	424,069	446,975	

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III. Financial Summary (\$ in thousands)

B. <u>Reconciliation Summary</u>	Change <u>FY 2016/FY 2016</u>	Change <u>FY 2016/FY 2017</u>
Baseline Funding	432,068	424,069
Congressional Adjustments (Distributed)	-7,500	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-499	
Subtotal Appropriated Amount	424,069	
Fact-of-Life Changes (2016 to 2016 Only)		
Subtotal Baseline Funding	424,069	
Supplemental		
Reprogrammings		
Price Changes		7,524
Functional Transfers		
Program Changes		15,382
Current Estimate	424,069	446,975
Less: Wartime Supplemental		
Normalized Current Estimate	424,069	

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III. Financial Summary (\$ in thousands)

	<u>Amount</u>	<u>Totals</u>
C. <u>Reconciliation of Increases and Decreases</u>		
FY 2016 President's Budget Request (Amended, if applicable)		432,068
1. Congressional Adjustments		-7,999
a. Distributed Adjustments		
1) Decrease of THAAD Batteries sustainment funded early to need	-4,900	
2) Unaccounted program transfer to OUSD (C)	-2,600	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8128 (Fuel Savings)	-332	
2) Section 8037 (Indian Lands)	-160	
3) Section 8024 (FFRDC)	-7	
FY 2016 Appropriated Amount		424,069
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2016 Baseline Funding		424,069
4. Reprogrammings (Requiring 1415 Actions)		424,069
Revised FY 2016 Estimate		424,069
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2016 Normalized Current Estimate		424,069
6. Price Change		7,524
7. Functional Transfers		
8. Program Increases		38,135
a. Annualization of New FY 2016 Program		
b. One-Time FY 2017 Increases		
1) Aegis BMD program	11,900	
Growth provides non-recurring stand-up cost for the Seal Beach recertification facility in order to support future increased Standard Missile-3 (SM-3)		

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
recertification requirements.		
c. Program Growth in FY 2017		
1) THAAD program	12,502	
Growth initiates CLS support for the 7th THAAD Battery delivered in FY 2017, increases recurring THAAD training, and funds contractor FTEs to sustain fielded THAAD software. (FY 2016 Baseline \$58,308 thousand, 0 FTEs)		
2) Aegis SM-3 program	8,580	
Growth is due to FY 2017 initiation of IA service life extensions, IB mid-life recertifications and Third Stage Rocket Motor nozzle retrofit installations. (FY2016 Baseline \$46,111 thousand, 0 FTEs)		
3) Aegis BMD program	5,153	
Growth initiates sustainment costs of software for BMD 4.x (4.0.3). (FY 2016 Baseline \$0 thousand, 0 FTEs)		
9. Program Decreases		-22,753
a. Annualization of FY 2016 Program Decreases		
b. One-Time FY 2016 Increases		
c. Program Decreases in FY 2017		
1) BMDS Radar program	-16,408	
Decrease in contractor services requirements for logistics support and deferred radar spare purchases. (FY 2016 Baseline \$186,139 thousand, 0 FTEs)		
2) Midcourse Defense Segment program	-6,345	
Decrease is due to the reduction and deferment of all FY 2017 non-mission critical facility FSRM efforts. (FY 2016 Baseline \$133,511 thousand, 0 FTEs)		

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III. Financial Summary (\$ in thousands)

	<u>Amount</u>	<u>Totals</u>
C. <u>Reconciliation of Increases and Decreases</u>		
FY 2017 Budget Request		446,975

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IV. Performance Criteria and Evaluation Summary:

A. Aegis Ballistic Missile Defense BMD Standard Missile 3 Performance Objectives are defined in the SM-3 contracts as follows: The performance incentive of the SM-3 Cost Plus/ Incentive Fee/Award Fee (CP/IF/AF) contracts is determined by a formula designed to focus on reduction of overall maintenance cost and efficiency of recertification and the timely return of SM-3s to the fleet.

B. Ballistic Missile Defense Midcourse Defense Segment. The Ground-based Midcourse System utilizes a performance clause on the Development and Sustainment Contract (DSC) with Boeing using GMD System Availability (SA) criteria as the primary operational readiness metric to gauge the DSC Prime Contractor's sustainment performance.

The intent of using SA criteria is to maximize availability of the GMD weapon system to the warfighter for the Homeland Defense mission and to maximize the availability of operational interceptors to the Warfighter. Specifically, at any given time during performance of the contract, the DSC Contractor is responsible for making a minimum number of healthy GBIs available, and ensuring that Combatant Command minimum asset availability is maintained per established readiness criteria.

Specific SA: All calculations are based on times measured to the nearest minute.

$$SA = \frac{(TT - TCM - TPM - \text{Government Directed Down Time})}{(TT - \text{Government Directed Down Time})}$$

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IV. Performance Criteria and Evaluation Summary:

SA Calculation Notes:

TT	Total Time (24 hrs/X days in Month)
TCM	Total downtime due to corrective maintenance actions including logistics
TPM	Total downtime due to preventative maintenance actions including logistics delay
Government Directed Down Time	When the Government expressly directs the Contractor to take the system or selected prime mission equipment asset(s) out of an operational state for a specified period of time for activities that are neither Corrective Maintenance (CM) nor Preventive Maintenance (PM). Further, GDDT includes periods when the system or assets are turned off based on unforeseen or scheduled events (beyond the control, fault or negligence of the contractor or any of its subcontractors) which created conditions that render the system unavailable to the Warfighter GDDT does not include scheduled CM and PM activities covered in the Warfighter Asset Management Process. Under Performance Based Logistics (PBL), the DSC Contractor should schedule maintenance using the Asset Management Process in a way that minimizes down time.

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IV. Performance Criteria and Evaluation Summary:

C. Ballistic Missile Defense Systems (BMDS) AN/TPY-2 Radars. Upgraded Early Warning Radars (UEWR) and COBRA DANE operations and sustainment are managed by the Air Force to maintain radars' multi-mission capability and meet specified operational availability requirements to maintain and enhance the Missile Defense mission for these radars.

For Army Navy/Transportable Radar Surveillance and Control-2 (AN/TPY-2) radars, the contractor's performance in operations and sustainment will be measured by the radars' demonstrated operational demonstrated availability (Ao), defined as:

$$\underline{A_o = \frac{\text{Total Time} - \text{Non Mission Capable Time}}{\text{Total Time}}}$$

For AN/TPY-2 radars: "Total time" is defined as 24 hours per day times the number of days in the period of performance of the task order. Performance measurement does not include contractually-defined conditions that are outside the control of the Contractor and are exceptions to Ao downtime. For AN/TPY-2 radars, performance incentives are calculated as follows:

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IV. Performance Criteria and Evaluation Summary:

Target A_o = 95%	
$A_o > 95\%$	100% of Performance Incentive Pool
$A_o \geq 70\%, < 95\%$	Actual $A_o\%$ achieved times pool amount
$A_o < 70\%$	Performance Fee = 0%

D. Terminal High Altitude Area Defense (THAAD). THAAD utilizes a Performance Clause in the Interim Contractor Support (ICS) contract with Lockheed Martin (LM) to incentivize LM for THAAD weapon system readiness. The assessment of the performance clause is based on evaluation of Battery Operational Readiness and Minimum Capability:

Operational Readiness (OR) is calculated by dividing the number of hours the required components (1 or 2 Tactical Statin Groups's (TSG) and 3 or 6 Launchers depending on battery) are available to accomplish the mission during a rating period by the number of hours possible during the rating period. For OR levels greater than 70% and less than or equal to 100%, the contractor is awarded an incentive fee on a sliding scale for that portion. Minimum Capability (MC) is also calculated by dividing the number of hours the required components (1 TSG and 2 Launchers) are available to accomplish the mission during a rating period by the number of hours possible during the rating period. For MC, readiness levels less than 100% the contractor is awarded zero fee for that portion.

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<u>V. Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
<u>Contractor FTEs (Total)</u>	<u>909</u>	<u>941</u>	<u>964</u>	<u>32</u>	<u>23</u>

The FY 2015 to FY 2016 growth provides increased operation and maintenance activities for additional deployed Aegis weapon and missile systems, and increased THAAD contractor logistics support (CLS) team and training support for the 6th THAAD Battery and AN/TPY-2 Radars.

The FY 2016 to FY 2017 growth provides increased operations and maintenance activities for additional deployed Aegis weapon and missile systems, additional Aegis missile recertifications at Maintenance Depots, post deployment Aegis computer program baseline support, initiates CLS support for the 7th THAAD Battery delivered in FY 2017, provides additional recurring THAAD training, and funds FTEs transitioned from Research, Development, Test and Evaluation (RDT&E) that are now funded with Operation and Maintenance (O&M) to provide sustainment of fielded THAAD software.

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VI. OP 32 Line Items as Applicable (Dollars in thousands):

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2015</u>	<u>FY 2015/FY 2016</u>		<u>FY 2016</u>	<u>FY 2016/FY 2017</u>		<u>FY 2017</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
308 Travel of Persons	0	0	337	337	6	-4	339
399 Total Travel	0	0	337	337	6	-4	339
401 DLA Energy (Fuel Products)	1,909	-139	-690	1,080	-89	88	1,079
499 Total Supplies & Materials	1,909	-139	-690	1,080	-89	88	1,079
771 Commercial Transport	3,495	59	-1,532	2,022	36	-155	1,903
799 Total Transportation	3,495	59	-1,532	2,022	36	-155	1,903
912 Rental Payments to GSA (SLUC)	0	0	0	0	0	244	244
913 Purchased Utilities (Non-Fund)	3,365	57	-530	2,892	52	95	3,039
914 Purchased Communications (Non-Fund)	0	0	1,211	1,211	22	-19	1,214
915 Rents (Non-GSA)	0	0	238	238	4	-4	238
917 Postal Services (U.S.P.S)	0	0	5	5	0	0	5
920 Supplies & Materials (Non-Fund)	9,497	161	4,378	14,036	253	4,969	19,258
922 Equipment Maintenance By Contract	291,636	4,958	16,599	313,193	5,637	-37,243	281,587
923 Facilities Sust, Rest, & Mod by Contract	18,692	318	-8,089	10,921	197	2,222	13,340
925 Equipment Purchases (Non-Fund)	0	0	13,957	13,957	251	2,173	16,381
930 Other Depot Maintenance (Non-Fund)	0	0	10,432	10,432	188	7,812	18,432
932 Mgt Prof Support Svcs	7,680	131	3,259	11,070	199	672	11,941
933 Studies, Analysis & Eval	0	0	21	21	0	3,664	3,685
934 Engineering & Tech Svcs	0	0	1,647	1,647	30	463	2,140
937 Locally Purchased Fuel (Non-Fund)	53	-4	-49	0	0	1,510	1,510
987 Other Intra-Govt Purch	20,726	352	-11,391	9,687	174	8,779	18,640
989 Other Services	45,188	768	-30,036	15,920	287	6,682	22,889
990 IT Contract Support Services	221	4	15,175	15,400	277	13,434	29,111
999 Total Other Purchases	397,058	6,745	16,827	420,630	7,571	15,453	443,654
Total	402,462	6,665	14,942	424,069	7,524	15,382	446,975

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The difference between the OP-32 and the Program Resources Collection

Process (PRCP) system for object classes 922 (Equipment Maintenance by

Contract) and 923 (Facilities Sustainment, Restoration, and Modernization by

Contract) for the FY 2016 Enacted and FY 2017 Estimate columns is due to a

data entry error that was not discovered until after PRCP had locked. The

error has been corrected in the above OP-32.

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Fiscal Year 2017 President's Budget National Defense University (NDU)



February 2016

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**National Defense University
Operation and Maintenance, Defense-Wide
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**Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
Budget Activity (BA) 3: Training and Recruiting**

	FY 2015 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2016 <u>Enacted</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2017 <u>Estimate</u>
NDU	87,597	1,244	-10,454	78,387	1,263	-79,650	0

I. Description of Operations Financed:

The National Defense University (NDU) is the premier center for Joint Professional Military Education (JPME) and is under the direction of the Chairman, Joint Chiefs of Staff. The University's main campus is on Fort McNair in Washington, D.C. The Joint Forces Staff College is located in Norfolk, VA. The Middle States Commission on Higher Education accredits the National Defense University. The NDU conducts world class Joint Professional Military Education (JPME), seminars, symposia and professional development and conferencing for DOD and Congressional representatives.

NDU colleges and institutions, located at Ft. McNair, Washington, DC, and Norfolk, VA.:

- CAPSTONE / PINNACLE / KEYSTONE
- College of International Security Affairs (CISA)
- Dwight D. Eisenhower School of National Security and Resource Strategy
- Information Resources Management College (iCollege)
- Institute for National Strategic Studies (INSS)
- Joint Forces Staff College (JFSC)
- National War College (NWC)

National Defense University
Operation and Maintenance, Defense-Wide
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I. Description of Operations Financed (cont.)

CAPSTONE / Pinnacle / Keystone

<u>Dollars in Thousands</u>		
<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
<u>Actuals</u>	<u>Enacted</u>	<u>Estimate</u>
2,847	2,900	0

CAPSTONE is a congressionally mandated course that is required for all newly promoted active duty one star generals/admirals. Attendance is required within the first two years of selection to the one star rank. CAPSTONE, offered four times a year, is an intensive five-week course consisting of seminars, case studies, informal discussions, visits, to key U.S. military commands within the continental United States, and overseas field studies to areas with high U.S. interests. Overseas field studies involve interactions with the Combatant Commanders, American Ambassadors, embassy staffs, and senior political and military leaders of foreign governments. The university hosts two additional programs, twice annually:

PINNACLE prepares prospective three-star commanders to lead joint and combined forces, building upon CAPSTONE and the Joint Flag Officer Warfighting Course.

KEYSTONE educates Command Senior Enlisted Leaders (CSELs) in a general / flag officer level joint or Service headquarters.

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I. Description of Operations Financed (cont.)

The table provides student enrollments in the three programs:

AY	CAPSTONE	PINNACLE	KEYSTONE
2015	204	30	80
2016	204	30	80
2017	204	30	80

College of International Security Affairs

<u>Dollars in Thousands</u>		
<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
<u>Actuals</u>	<u>Enacted</u>	<u>Estimate</u>
5,451	5,739	0

The National Defense University's College of International Security Affairs (CISA) is the Department of Defense flagship for education and the building of partnership capacity in combating terrorism and irregular warfare at the strategic level. The Officer Professional Military Education Policy (OPMEP), CJCSI 1800.01D, stipulates that irregular warfare is as strategically important as traditional warfare. The CISA program develops critical and creative thinkers that understand combating terrorism and irregular warfare in the contemporary security environment.

**National Defense University
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I. Description of Operations Financed (cont.)

The program at Fort McNair serves a joint, interagency, and multinational student composition of approximately 60 students, 40 of whom are members of the International Combating Terrorism Fellowship program. The other 20 students include seven U.S. officers from all services who receive JMPE II credit upon graduation, and 13 governmental officials from across the Interagency.

The Joint Special Operations Masters of Arts (JSOMA) program at Fort Bragg North Carolina was transferred to NDU from the U.S. Special Operations Command in FY 2014. The program serves 40 U.S. Special Operators (O3 - O5 commissioned officers and select senior non-commissioned officers). For FY 2016, the student body also includes two Foreign Service Officers from the Department of State, and two international officers. The program emphasizes irregular warfare within a context of international security studies. CISA provides a tailored accredited 10-month Master of Arts degree in Strategic Security Studies to joint war fighters between deployments to the Afghanistan-Pakistan Region and to the special operations community. Top civilian faculty, as well as internationally-recognized experts and government officials, expose students to both historical and contemporary issues associated with irregular warfare, counterterrorism, as well as the emerging threats of the 21st century contemporary security environment. The curriculum is reviewed and updated continually to be relevant to the joint warfighter and to special operators.

The South and Central Asia Program (SCAP) serves a joint student composition of up to 40 U.S. military officers of all Services annually (typically O4 - O5 officers), providing focused international security studies content on the major strategic challenges in the South and Central Asia region.

National Defense University
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I. Description of Operations Financed (cont.)

Dwight D. Eisenhower School of National Security and Resource Strategy
(formerly Industrial College of the Armed Forces)

Dollars in Thousands

<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
<u>Actuals</u>	<u>Enacted</u>	<u>Estimate</u>
7,443	7,581	0

The Eisenhower School prepares its graduates to lead the strategic institutions and activities associated with the integrated development and resource execution of national security and national defense strategies:

AY	Army	Air Force	Navy	USMC	Coast Guard	Sub Total	Civilians	International Students	Total
2015	62	61	36	17	2	179	99	31	309
2016	62	57	32	17	3	171	107	32	310
2017	61	57	32	17	2	169	116*	33	318

Reserve attendance is determined by the individual uniformed Service and are sub-sets of the total number. *Private sector numbers for 2017 reflect allocated quotas. 2015 and 2016 are actual student numbers.

FY 2017 funding supports a new partnership with the University of California, Berkeley to promote Adaptive Leadership skills with funding provided to the National Defense University's Budget Activity 03 from the Joint Staff's Budget Activity 01. \$159K was realigned.

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I. Description of Operations Financed (cont.)

iCollege

<u>Dollars in Thousands</u>		
<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
<u>Actuals</u>	<u>Enacted</u>	<u>Estimate</u>
7,501	7,637	0

The Information Resources Management College (*IRMC*) prepares military and civilian leaders to attain and retain national strategic advantage within cyberspace. The *IRMC* programs provide a dynamic forum in which senior defense professionals and the broader military and federal civilian communities gain knowledge, skills, and competencies for information resources management and government information leadership. The college plays an important role in Joint PME via its Joint PME Pilot Program, Joint PME elective and the cyber concentration certificate programs. The DoD Chief Information Officer, services, and defense agencies rely upon the IRMC for cyberspace workforce education. It is the DoD-designated educational institution for implementing educational requirements of the Clinger-Cohen, Defense Acquisition Workforce Improvement, and Federal Information Security Management Acts. The National Security Agency certified the college as Center of Academic Excellence in Information Assurance and Cyber Security Education. In FY 2011, the *IRMC* received master's degree granting authority. There are 420 students enrolled in the master's program. There is an anticipated increase in the students for FYs 2016 and 2017. The DOD Comptroller and Federal Chief Financial Officer (CFO) Council established the CFO Academy to prepare middle to senior level members of the government financial management community for management and leadership responsibilities. The IRMC offers courses in strategic finance and leadership as part of its CFO Leadership

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I. Description of Operations Financed (cont.)

Certificate program. In FY 2015, the CFO Academy maintained a total student enrollment of 178 students and expects to maintain that level in FY 2016 and FY 2017.

Institute for National Strategic Studies (INSS)

<u>Dollars in Thousands</u>		
<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
<u>Actuals</u>	<u>Enacted</u>	<u>Estimate</u>
6,137	6,250	0

The Institute for National Strategic Studies conducts research in support of the NDU education mission and to enhance and enrich leader development within its academic programs; conducts strategic studies and synthesize the resultant research and analysis into policy recommendations, publications, and activities in support of the research requirements of the Secretary of Defense, Chairman of the Joint Chiefs of Staff, and the combatant commanders; and engages with other U.S. Government Agencies and the national security community. The four INSS components are the: Center for Strategic Research (CSR), Center for the Study of Chinese Military Affairs (CSCMA), Center for Complex Operations (CCO), and NDU Press. The CCO and CSCMA were authorized by legislation.

INSS leverages NDU's intellectual capital to analyze global trends and issues, create products which inform the debate, influence policy formulation and execution, and assist leaders to better understand, operate, and creatively think in an unpredictable and complex world. Beyond support of NDU's academic and leader development programs, each center provides strategic support to national stakeholders. The CSR provides policy support and conducts both directed and independent leading-edge research and analysis in the areas of strategic and regional studies. The CSCMA serves as a national focal point

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I. Description of Operations Financed (cont.)

for multi-disciplinary research and analytic exchanges on the national goals and strategic posture of the People's Republic of China. The CCO serves as a knowledge

manager for complex operations training and education; facilitates innovation and creation of new knowledge; and supports lessons learned and best practices. The research components execute a program of workshops and seminars pertaining to national security strategy, defense policy, and national military strategy. NDU Press is a cross-component publishing house with the mission of advancing JPME, national security policy, and international security issues for the CJCS in the form of balanced and thoroughly researched professional publications. INSS research plans are refreshed at least annually to ensure relevance and strategic focus, updated as necessary in response to emergent world events. Product lines include: *Joint Force Quarterly*, PRISM, policy briefs, case studies, and occasional papers.

Joint Forces Staff College

<u>Dollars in Thousands</u>		
<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
<u>Actuals</u>	<u>Enacted</u>	<u>Estimate</u>
15,481	15,400	0

The Joint Forces Staff College (JFSC) is an intermediate and senior-level joint college that educates national security leaders to plan and execute joint, multinational, and interagency operations, instilling a primary commitment to joint, multinational, and interagency teamwork, attitudes, and perspectives. The College is congressionally mandated to educate joint leaders. The Officer Professional Military Education Policy (OPMEP), CJCSI 1800.01E, establishes three Joint Professional Military Education (JPME)

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I. Description of Operations Financed (cont.)

programs: the Joint Advanced Warfighting School (JAWS), the Joint and Combined Warfighting School (JCWS), and the Joint Continuing and Distance Education School (JCDES)

to meet that mandate. JFSC has an additional JPME supporting school sponsored by the Joint Staff: the Joint Command, Control, and Information Operations School (JC2IOS).

JFSC graduates students from its JPME programs which include JAWS, JCWS in-resident and satellite, and Advanced Joint Professional Military Education (AJPME). The JPME supporting short courses included in JC2IOS are: the Joint Command and Control, Communications, Computers and Intelligence/Cyber Staff and Operations Course (JC4ICSOC), the Joint Information Planners Course (JIPC), the Defense Military Deception Training Course (DMTC), the Defense OPSEC Planners Course (DOPC), and the Joint Information Operations Orientation Course (JIOOC). The web-based Senior Enlisted Joint Professional Military Education (SEJPME) course transitioned to Joint Knowledge Online, an online existing system operated by the Joint Staff, effective 1 September 2015.

Funding supports a new program to teach JCWS on-site at select Combatant Command Headquarters. The total number of students attending JCWS remains the same in AY 2016 and AY 2017. This program has shifted from a reimbursed pilot to a direct funded program with funding provided to the National Defense University's Budget Activity 03 from the Joint Staff's Budget Activity 01. Realigned funding supports civilian pay \$640K and travel expenses \$249K. Five Civilian FTEs are realigned from reimbursable to direct funding.

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I. Description of Operations Financed (cont.)

The table provides student enrollments by military service, civilian and international officers as well as JPME course enrollments:

AY	Active Reserve Duty Component	Civilians	International Officers	Total	JAWS	JCWS	AJPME	Total	JC2IOS	JIMPC	HLSPC	SEJPME	
2015	937	327	26	53	1,343	38	1,016	289	1,343	269	0	0	10,127
2016	975	225	30	132	1,362	41	952	225	1,218	240	Discontinued	N/A	
2017	841	275	25	128	1,269	42	952	275	1,269	212	Discontinued	N/A	

Student enrollments are reduced for JCWS and JC2IOS due to military manpower reductions.

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I. Description of Operations Financed (cont.)

National War College

<u>Dollars in Thousands</u>		
<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
<u>Actuals</u>	<u>Enacted</u>	<u>Estimate</u>
5,788	5,895	0

The National War College (NWC) conducts a senior-level course of study in national security strategy to prepare selected military officers, federal officials, and international officers for high-level policy, command, and staff responsibilities. The college emphasizes the joint (multi-service), interagency, and international perspectives and awards the Master of Science in National Security Strategy. Enrollment in AY 2015, AY 2016, and AY 2017 consists of 208 students each year.

The table provides student enrollments by military service, civilian and international officers:

AY	Army	Air Force	Navy	USMC	Coast Guard	Sub Total	Civilians	International Officers	Total
2015	43	43	23	17	2	128	48	32	208
2016	43	41	21	14	2	121	55	32	208
2017	43	42	21	14	2	122	54	32	208

Reserve attendance is determined by the individual uniformed Service and are sub-sets of the total number.

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I. Description of Operations Financed (cont.)

NDU Operations

<u>Dollars in Thousands</u>		
<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
<u>Actuals</u>	<u>Enacted</u>	<u>Estimate</u>
29,307	27,014	0

The National Defense University Information Technology Directorate (ITD), Facilities, Events, Human Resources, Resource Management, Library, Security, and Health Fitness Directorates provide general support to the Joint Staff and NDU components enabling the University to optimize its educational, research, and outreach mission.

For FY 2017, funding realignments were provided from the Joint Staff to improve Information Technology sustainment at NDU for two purposes: First to meet growing Cyber Security requirements and second to develop expanded academic technology tools built to support holistic Student and Faculty Life-Cycle processes. This expanded capability allows for future expansion of on-line and career long learning options with funding provided to the National Defense University's Budget Activity 03 from the Joint Staff's Budget Activity 01. Realigned funding totals \$4,895K.

FY 2017 also includes realigned funding for expanded Senior Leader Ethics education and totals \$265K.

II. Force Structure Summary:

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II. Force Structure Summary (cont.)

N/A

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III. Financial Summary (\$ in thousands)

	FY 2016						
	FY 2015	Budget	Congressional Action			Current	FY 2017
			Amount	Percent	Appropriated		
A. <u>BA Subactivities</u>	<u>Actual</u>	<u>Request</u>				<u>Enacted</u>	<u>Estimate</u>
3. Training	87,597	78,416	-29	-0.0	78,387	78,387	0
Capstone	2,538	2,900	0	0.0	2,900	2,900	0
Center for Joint Strategic Logistics	0	0	0	n/a	0	0	0
College of International Security Affairs	4,598	5,739	0	0.0	5,739	5,739	0
Eisenhower School	7,432	7,581	0	0.0	7,581	7,581	0
Information Resources	6,868	7,637	0	0.0	7,637	7,637	0
Management College							
Institute for National Strategic Studies	6,722	6,250	0	0.0	6,250	6,250	0
Joint Forces Staff	16,108	15,400	0	0.0	15,400	15,400	0
College							
National War College	5,424	5,895	0	0.0	5,895	5,895	0
NDU Operations	37,907	27,014	-29	-0.1	26,985	26,985	0
Total	87,597	78,416	-29	-0.0	78,387	78,387	0

National Defense University
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III. Financial Summary (\$ in thousands)

B. <u>Reconciliation Summary</u>	Change <u>FY 2016/FY 2016</u>	Change <u>FY 2016/FY 2017</u>
Baseline Funding	78,416	78,387
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-29	
Subtotal Appropriated Amount	78,387	
Fact-of-Life Changes (2016 to 2016 Only)		
Subtotal Baseline Funding	78,387	
Supplemental		
Reprogrammings		
Price Changes		1,263
Functional Transfers		
Program Changes		-79,650
Current Estimate	78,387	
Less: Wartime Supplemental		
Normalized Current Estimate	78,387	

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III. Financial Summary (\$ in thousands)

	<u>Amount</u>	<u>Totals</u>
C. <u>Reconciliation of Increases and Decreases</u>		
FY 2016 President's Budget Request (Amended, if applicable)		78,416
1. Congressional Adjustments		-29
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8037 (Indian Lands)		-29
FY 2016 Appropriated Amount		78,387
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2016 Baseline Funding		78,387
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2016 Estimate		78,387
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2016 Normalized Current Estimate		78,387
6. Price Change		1,263
7. Functional Transfers		
8. Program Increases		
a. Annualization of New FY 2016 Program		
b. One-Time FY 2017 Increases		
c. Program Growth in FY 2017		
9. Program Decreases		-79,650
a. Annualization of FY 2016 Program Decreases		
b. One-Time FY 2016 Increases		
c. Program Decreases in FY 2017		
1) NDU Topline Transfer to Joint Staff - \$79,650		-79,650
In FY 2017, the National Defense University (NDU) realigns under the Joint Staff as a Chairman of the Joint Chiefs of Staff (CJCS) Controlled Activity. As		

National Defense University
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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
such, CJCS has been delegated the authority from the Secretary of Defense		
for direct management control and responsibility over the programming and execution of NDU's resource		
(FY 2016 Baseline: \$-79,650 thousand; -490 FTEs)		
FY 2017 Budget Request		

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IV. Performance Criteria and Evaluation Summary:

National Defense University's primary mission is to prepare and support national security leaders through teaching, research, and applied learning. Success of the University's programs is measured in the quantity and quality of graduates who are skilled in national and international security, joint professional military education, and strategic leadership and decision making. The University also measures success by the caliber of its faculty, the quality and rigor of its academic programs, and the level and pace in which research products enter the national security arena.

Faculty is selected primarily based on strategic needs of joint education and national security reflecting the institution's mission to prepare strategic leaders for national and international security and joint leadership. Seventy-nine percent of NDU's faculty members have graduate degrees and a significant number are joint qualified officers. NDU has prepared a student body who will assume senior leader positions immediately upon graduation to enhance global strategic security.

All joint academic programs at NDU have been reviewed and approved by the Program for Accreditation of Joint Education, a rigorous evaluation of the curriculum and student outcomes assessment. In addition, the University is regionally accredited by the Middle States Commission on Higher Education.

NDU Faculty and staff are nationally and internationally recognized for their expertise and contributions to research in their respective fields. Topics include ethical leadership, logistics management, the role of military forces

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IV. Performance Criteria and Evaluation Summary:

in various countries, joint operations, and other related security issues. Due to the sensitive nature and complex topics addressed, many products of NDU faculty and staff cannot be attributed or publicly disclosed. NDU publishes The Chairman of the Joint Chiefs of Staff national security journal, *Joint Force Quarterly*, which is a major contribution to the research and curriculum quality. NDU also publishes a journal of complex operations, titled *Prism*, which has been highly regarded in its inaugural year.

BA 3 Training and Recruitment

Average Cost per Student:

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
National War College	\$71,312	\$72,263	\$73,347
Eisenhower School	\$70,200	\$70,996	\$72,061
JFSC	\$27,892	\$29,380	\$29,821

Average Cost per student is based on resident courses.

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<u>V. Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>188</u>	<u>183</u>	<u>0</u>	<u>-5</u>	<u>-183</u>
Officer	169	166	0	-3	-166
Enlisted	19	17	0	-2	-17
<u>Reservists on Full Time Active Duty (E/S)</u>	<u>14</u>	<u>14</u>	<u>0</u>	<u>0</u>	<u>-14</u>
Officer	14	14	0	0	-14
<u>Civilian End Strength (Total)</u>	<u>475</u>	<u>493</u>	<u>0</u>	<u>18</u>	<u>-493</u>
U.S. Direct Hire	475	493	0	18	-493
Total Direct Hire	475	493	0	18	-493
Memo: Reimbursable Civilians Included	93	91	0	-2	-91
<u>Active Military Average Strength (A/S) (Total)</u>	<u>188</u>	<u>183</u>	<u>0</u>	<u>-5</u>	<u>-183</u>
Officer	169	166	0	-3	-166
Enlisted	19	17	0	-2	-17
<u>Reservists on Full Time Active Duty (A/S) (Total)</u>	<u>14</u>	<u>14</u>	<u>0</u>	<u>0</u>	<u>-14</u>
Officer	14	14	0	0	-14
<u>Civilian FTEs (Total)</u>	<u>480</u>	<u>490</u>	<u>0</u>	<u>10</u>	<u>-490</u>
U.S. Direct Hire	480	490	0	10	-490
Total Direct Hire	480	490	0	10	-490
Memo: Reimbursable Civilians Included	90	91	0	1	-91
Average Annual Civilian Salary (\$ in thousands)	132.3	131.3	0	-1.0	-131.3
<u>Contractor FTEs (Total)</u>	<u>35</u>	<u>35</u>	<u>0</u>	<u>0</u>	<u>-35</u>

**National Defense University
Operation and Maintenance, Defense-Wide
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VI. OP 32 Line Items as Applicable (Dollars in thousands):

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2015</u>	<u>FY 2015/FY 2016</u>		<u>FY 2016</u>	<u>FY 2016/FY 2017</u>		<u>FY 2017</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	51,081	626	160	51,867	788	-52,655	0
103 Wage Board	502	6	22	530	8	-538	0
199 Total Civ Compensation	51,583	632	182	52,397	796	-53,193	0
308 Travel of Persons	5,475	93	-1,471	4,097	74	-4,171	0
399 Total Travel	5,475	93	-1,471	4,097	74	-4,171	0
416 GSA Supplies & Materials	497	8	-98	407	7	-414	0
499 Total Supplies & Materials	497	8	-98	407	7	-414	0
914 Purchased Communications (Non-Fund)	515	9	-321	203	4	-207	0
915 Rents (Non-GSA)	5	0	-5	0	0	0	0
917 Postal Services (U.S.P.S)	8	0	-2	6	0	-6	0
920 Supplies & Materials (Non-Fund)	3,339	57	-944	2,452	44	-2,496	0
921 Printing & Reproduction	729	12	-116	625	11	-636	0
922 Equipment Maintenance By Contract	437	7	1,538	1,982	36	-2,018	0
923 Facilities Sust, Rest, & Mod by Contract	4,518	77	-1,581	3,014	54	-3,068	0
925 Equipment Purchases (Non-Fund)	178	3	-79	102	2	-104	0
932 Mgt Prof Support Svcs	2,193	37	-714	1,516	27	-1,543	0
933 Studies, Analysis & Eval	1,634	28	-552	1,110	20	-1,130	0
934 Engineering & Tech Svcs	243	4	211	458	8	-466	0
957 Other Costs (Land and Structures)	2,674	45	-1,971	748	13	-761	0
960 Other Costs (Interest and Dividends)	6	0	-6	0	0	0	0
984 Equipment Contracts	4,093	70	-3,163	1,000	18	-1,018	0
987 Other Intra-Govt Purch	455	8	75	538	10	-548	0
989 Other Services	153	3	-58	98	2	-100	0
990 IT Contract Support Services	8,862	151	-1,379	7,634	137	-7,771	0
999 Total Other Purchases	30,042	511	-9,067	21,486	386	-21,872	0
Total	87,597	1,244	-10,454	78,387	1,263	-79,650	0

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**Fiscal Year 2017 President's Budget
Office of Economic Adjustment (OEA)**



February 2016

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

**Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
Budget Activity (BA) 4: Administration and Service-wide Activities**

	FY 2015 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2016 <u>Enacted</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2017 <u>Estimate</u>
OEA	152,413	2,560	-64,395	90,578	1,613	63,208	155,399

I. Description of Operations Financed: The Office of Economic Adjustment (OEA) is responsible for assisting states and communities impacted by Defense changes, carrying out programs and other efforts as directed by the Secretary of Defense (SECDEF). The technical and financial assistance provided under OEA helps communities to plan and carry out local adjustment strategies; engage the private sector in ventures to plan and/or undertake economic development and base redevelopment; and, work with the Military Departments in support of their mission.

As the Executive Director for Economic Adjustment Committee (EAC), the OEA Director provides economic adjustment guidance and assistance, enabling impacted states and communities to: assess economic hardships caused by Department of Defense (DoD) program changes; identify and evaluate alternatives for local recovery; identify resource requirements; and assist in the preparation and implementation of adjustment strategies or action plans. OEA directs the Defense Economic Adjustment Program and coordinates the involvement of other Federal Agencies through the EAC under Executive Order 12788, as amended, on behalf of SECDEF and Section 4004 of Public Law 101-510: "the Economic Adjustment Committee may not be terminated and the duties of the Committee may not be significantly altered unless specifically authorized by law."

OEA provides technical and financial assistance for eligible states and communities to plan and carry out economic and community adjustment in response to Defense actions,

**Office of Economic Adjustment
Operation and Maintenance, Defense-Wide
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I. Description of Operations Financed (cont.)

including Base Realignment and Closures (BRAC), base expansions, encroachment of civilian communities on local missions, budget reductions, and contract cancellations. This assistance helps states and communities to respond to Defense triggered job loss, reductions in economic activity, tax base reductions, needs for increased public services and facilities. It can also help states and communities to avoid civilian activities that may impair the operations of a local installation.

For BRAC, OEA's activities support DoD's goals in closing and realigning installations as presented in 32 CFR Parts 174 and 176, "Revitalizing Base Closure Communities and Addressing Impacts of Realignment." The September 2005 Defense Base Closure and Realignment Commission "Report to the President," which became law on November 9, 2005, identified 25 closures, 26 realignments, 44 expansions, for a total of 95 major actions, and the closure of 116 Reserve Component sites. The need for community economic adjustment assistance to plan and carry out strategies to overcome the economic hardships caused by BRAC, complete property disposal actions, and regenerate jobs through base redevelopment will continue through 2018. While assistance to BRAC-affected communities comprises the largest portion of this program portfolio, it can also include DoD advance planning assistance, and non-BRAC installation closures or realignments. OEA currently supports more than 15 BRAC 2005 projects with grant assistance. Separately, OEA will continue to provide assistance to communities impacted by the announced Army drawdowns in mid-2015, as well as any other future military service announced drawdowns, should they occur.

OEA's Compatible Use program is included in the Community Assistance category and designed to respond where civilian activity is likely to impair the continued operational utility of a military installation, including associated ranges, military training routes, special use airspace and military operations area. Technical and financial

**Office of Economic Adjustment
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I. Description of Operations Financed (cont.)

assistance is provided to State and local governments to plan and carry out specific actions to ensure civilian activities compatible with vital training, testing, and other military operations. The program promotes and enhances civilian and military communication and collaboration, serves as a catalyst to sustain the military mission, and promotes public health, safety, quality of life, and economic viability of a region. OEA is executing more than 75 Compatible Use projects serving the needs of the Military Departments, DoD, and neighboring civilian communities. The Community Assistance budget ensures OEA is postured to support the Department's future sustainability goals. The Military Departments may nominate installations and ranges for this program based upon concerns over civilian encroachment, or State and local governments may request community planning assistance for special purpose compatibility studies to address civilian encroachment. OEA then determines whether the identified encroachment is likely to impair continued operational utility of the installation/range. This program took on additional importance when the SECDEF requested OEA work with the Military Departments in the aftermath of the Naval Air Station Oceana crash, and assist where civilian development is present in established accident prevention zones to improve mission capabilities and Force readiness. Community planning assistance also is provided to help prevent the siting of energy projects from adversely affecting DoD's test, training, and military operations by supporting effective collaboration, early engagement and dialogue between DoD and energy developers to ensure proposed energy projects may proceed without compromising the DoD missions.

The FY 2017 President's Budget requests \$17.2 million in support of the Defense Industry Adjustment (DIA) program as it supports economic and community adjustment in areas affected by defense procurement reductions. This is the fourth of five increments totaling \$137.8 million over the 2014-2018 FYDP. OEA assists states, regions, and communities with what can be a multi-year program of support designed to identify vulnerabilities to further reductions across supply chains to the fourth tier, prime

**Office of Economic Adjustment
Operation and Maintenance, Defense-Wide
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I. Description of Operations Financed (cont.)

state and local programs of assistance for rapid responses to local dislocations, retain and/or expand impacted worker skill sets, leverage local clusters to expand business opportunities for impacted defense manufacturing firms at the local/regional level. These efforts are undertaken in close coordination with the Small Business Administration, Employment and Training Administration at the U.S. Department of Labor, and the Economic Development Administration and National Institute of Standards and Technology at the U.S. Department of Commerce.

The Department's Asia-Pacific Rebalance strategy builds upon the Department's longstanding reliance on the Territory of Guam (Guam) to host critical existing and enduring military installations and missions, as well as planned DoD growth. The significant impacts that this major basing/relocation action has on Guam public infrastructure - and upon which DoD relies - require mitigation. The deteriorating condition of Guam's water and wastewater treatment and collection systems which support DoD facilities jeopardizes Guam's ability to sustain existing and planned critical Defense activities. The request will provide safer, sustainable water resources and capacity critical for the more than 16,000 DoD personnel currently based on Guam and for future DoD growth of the military realignment. Additionally, the requested funding will address civilian infrastructure deficiencies that impact the public health of DoD personnel. These investments are identified in the Navy's 2015 Supplemental Environmental Impact Statement (SEIS), August 2015 Record of Decision, and August 2015 Economic Adjustment Committee Implementation Plan for public infrastructure investments.

In FY 2014, OEA was appropriated \$119.4 million (\$13 million for a Guam Public Health Laboratory capable of biosafety level 2/3 testing, and an initial investment of \$106.4 million for the Guam water and wastewater program) which is available until expended. OEA (in collaboration with the Department of Commerce (DOC), Department of Labor (DOL),

**Office of Economic Adjustment
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I. Description of Operations Financed (cont.)

Department of Health and Human Services (HHS), the Environmental Protection Agency (EPA), the Department of Interior (DOI), the Department of Justice (DOJ), and the Government of Guam (GovGuam) through the EAC, will begin planning, design and construction efforts - in accordance with existing authorities and restrictions - for each of these necessary public infrastructure investments which support of the Marine buildup.

The FY 2017 President's Budget requests an additional \$86.7 million, with authority to implement Guam public infrastructure investments necessary to support the preferred alternative for the relocation of Marine Corps forces. The \$86.7 million will supplement the \$119.4 million to fully fund the construction and upgrade of the Northern District Wastewater Treatment Plant and construction of a Guam Public Health Lab.

DoD is also requesting authority to implement the civilian infrastructure project funds through the OEA.

OEA is also carrying out a program to repair or replace (K-12) public schools on military bases prioritized by SECDEF as having the most serious deficiencies in capacity or facility condition. Congress has appropriated \$945 million to OEA to construct, renovate, repair, or expand public schools on military installations giving priority consideration to those schools having the most serious capacity or facility condition deficiencies as determined by the Secretary of Defense in the Public Schools on Military Installations Priority List (Priority List). This \$945 million program directly benefits the children of our troops, and supports members of the Armed Forces and their families' morale and well-being. Of the funds appropriated, OEA has obligated \$491 million in support of planning, design, and or construction projects at twenty-four schools on military installations across the country, \$43 million was sequestered in FY 2013, and \$410 million remains available. Eight school projects have been completed to date and the resulting facilities are educating students.

**Office of Economic Adjustment
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I. Description of Operations Financed (cont.)

The provisions in the FY 2015 appropriations law established match source and eligibility program changes for all new money and any unobligated balances of previously appropriated funds. OEA published an updated Federal Register Notice in Spring 2015 to explain these program changes to eligible entities.

OEA continues to work with all remaining applicants to identify the required 20% state or local matching share. To ensure project momentum is maintained, OEA will continue to award design-only grants if necessary to permit preconstruction activities to advance while grantees pursue the full 20% matching share contributions for construction. OEA anticipates that as many as thirty-three schools on the Priority List could be assisted with funding appropriated to date.

II. Force Structure Summary:

Not Applicable.

Office of Economic Adjustment
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III. Financial Summary (\$ in thousands)

			FY 2016				
			<u>Congressional Action</u>				
A. <u>BA Subactivities</u>	<u>FY 2015</u>	<u>Budget</u>				<u>Current</u>	<u>FY 2017</u>
	<u>Actual</u>	<u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Enacted</u>	<u>Estimate</u>
1. Operations	11,987	12,340	0	0.0	12,340	12,340	12,082
2. Community Investment	46,057	20,000	-20,034	-100.2	-34	0	86,700
3. Community Assistance	94,369	78,272	0	0.0	78,272	78,238	56,617
Total	152,413	110,612	-20,034	-18.1	90,578	90,578	155,399

Office of Economic Adjustment
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III. Financial Summary (\$ in thousands)

B. <u>Reconciliation Summary</u>	Change <u>FY 2016/FY 2016</u>	Change <u>FY 2016/FY 2017</u>
Baseline Funding	110,612	90,578
Congressional Adjustments (Distributed)	-20,034	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	90,578	
Fact-of-Life Changes (2016 to 2016 Only)		
Subtotal Baseline Funding	90,578	
Supplemental		
Reprogrammings		
Price Changes		1,613
Functional Transfers		
Program Changes		63,208
Current Estimate	90,578	155,399
Less: Wartime Supplemental		
Normalized Current Estimate	90,578	

Office of Economic Adjustment
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III. Financial Summary (\$ 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)		110,612
1. Congressional Adjustments		-20,034
a. Distributed Adjustments		
1) Guam Wastewater (Ahead of Need)	-20,000	
2) General Provision Reduction	-34	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2016 Appropriated Amount		90,578
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2016 Baseline Funding		90,578
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2016 Estimate		90,578
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2016 Normalized Current Estimate		90,578
6. Price Change		1,613
7. Functional Transfers		
8. Program Increases		64,664
a. Annualization of New FY 2016 Program		
b. One-Time FY 2017 Increases		
c. Program Growth in FY 2017		
1) Program Increase: Community investment - Guam Wastewater Treatment Facility	63,671	
Community Investment - Guam: Additional funding per restructure of program funds providing a total program amount of \$86.7M.		
2) Studies, Analysis & Eval	600	
Reallocation of budgeted funding to reflect actual		

Office of Economic Adjustment
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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
expenditures based on prior year data. Funding provided from reduction in Intra-Govt Purchases.		
3) Equipment Maintenance by Contract Funding increase to accommodate for expected equipment and service requirement changes.	283	
4) Other Services Funding increase to accommodate price changes for services provided by non federal sources.	93	
5) Other Costs (Subsistence and Support of Persons) Mass Transit Subsidy participation increase	15	
6) Other Costs (Interests and Dividends) Re-established funding need	2	
9. Program Decreases		-1,456
a. Annualization of FY 2016 Program Decreases		
b. One-Time FY 2016 Increases		
c. Program Decreases in FY 2017		
1) Other Intergovernmental Purchases Funding reallocated within budget to accommodate other intergovernmental funding needs and previously unfunded requirements.	-1,036	
2) CivPay Decrease in civilian compensation and benefits accommodating for natural attrition of persons and reallocation of unused funding for other unfunded requirements within budget.	-374	
3) GSA Rent Program Decrease 1.8% price growth	-14	
4) Purchased Utilities Program Decrease	-11	

Office of Economic Adjustment
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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Reduction to align actual funding requirements and price increase.		
5) Travel 1.83% inflation of travel costs; budgeted amount remains unchanged and therefore reduced by increased cost of civilian travel.	-11	
6) Facilities Sustainment, Rest, & Mod by Contract Reduction of budgeted funding based on prior year expenses, and reallocated to other funding needs.	-5	
7) Non GSA Rent Program Decrease Decrease result from inflation change; no change of current year budgeted amount.	-4	
8) Printing and Reproduction Efficiency Inflation rate providing reduction in expendable funding	-1	
FY 2017 Budget Request		155,399

Office of Economic Adjustment
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IV. Performance Criteria and Evaluation Summary:

Office of Economic Adjustment
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V. <u>Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>0</u>	<u>0</u>
Officer	3	3	3	0	0
<u>Civilian End Strength (Total)</u>	<u>38</u>	<u>38</u>	<u>38</u>	<u>0</u>	<u>0</u>
U.S. Direct Hire	38	38	38	0	0
Total Direct Hire	38	38	38	0	0
<u>Civilian FTEs (Total)</u>	<u>38</u>	<u>38</u>	<u>38</u>	<u>0</u>	<u>0</u>
U.S. Direct Hire	38	38	38	0	0
Total Direct Hire	38	38	38	0	0
Average Annual Civilian Salary (\$ in thousands)	163.2	163.2	155.8	0	-7.4
 <u>Contractor FTEs (Total)</u>	 <u>5</u>	 <u>5</u>	 <u>5</u>	 <u>0</u>	 <u>0</u>

Office of Economic Adjustment
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VI. OP 32 Line Items as Applicable (Dollars in thousands):

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2015</u>	<u>FY 2015/FY 2016</u>		<u>FY 2016</u>	<u>FY 2016/FY 2017</u>		<u>FY 2017</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Schedules	6,200	76	-76	6,200	94	-374	5,920
199 Total Civ Compensation	6,200	76	-76	6,200	94	-374	5,920
308 Travel of Persons	600	10	-10	600	11	-11	600
399 Total Travel	600	10	-10	600	11	-11	600
502 Army Fund Equipment	83	0	-83	0	0	0	0
599 Total Equipment Purchases	83	0	-83	0	0	0	0
912 Rental Payments to GSA (SLUC)	800	14	-14	800	14	-14	800
913 Purchased Utilities (Non-Fund)	150	3	-103	50	1	-11	40
915 Rents (Non-GSA)	84	1	115	200	4	-4	200
921 Printing & Reproduction	45	1	-16	30	1	-1	30
922 Equipment Maintenance By Contract	2,500	43	-199	2,344	42	283	2,669
923 Facilities Sust, Rest, & Mod by Contract	5	0	0	5	0	-5	0
933 Studies, Analysis & Eval	0	0	0	0	0	600	600
960 Other Costs (Interest and Dividends)	0	0	1	1	0	2	3
964 Other Costs (Subsistence and Support of Persons)	20	0	-15	5	0	15	20
987 Other Intra-Govt Purch	1,200	20	780	2,000	36	-1,036	1,000
988 Grants	140,426	2,387	-64,575	78,238	1,408	63,671	143,317
989 Other Services	300	5	-200	105	2	93	200
999 Total Other Purchases	145,530	2,474	-64,226	83,778	1,508	63,593	148,879
Total	152,413	2,560	-64,395	90,578	1,613	63,208	155,399

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

	FY 2015 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2016 <u>Enacted</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2017 <u>Estimate</u>
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

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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

	<u>FY 2015</u> <u>Actuals</u>	<u>FY 2016</u> <u>Enacted</u>	<u>FY 2017</u> <u>Estimate</u>
A. <u>Core Operating Program:</u>	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.

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I. Description of Operations Financed (cont.)

	<u>\$ in Thousands</u>	
	<u>Civilian Pay</u>	<u>Full-Time Equivalents (FTEs)</u>
<u>Estimated FY 2017 Civilian Pay and Benefits for</u>		
<u>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	<u>52,598</u>	<u>273</u>
Total Estimated Civilian Pay and Benefits	350,444	1,846

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I. Description of Operations Financed (cont.)

\$ in Thousands

	<u>FY 2015</u> <u>1/ Actuals</u>	<u>FY 2016</u> <u>Enacted</u>	<u>FY 2017</u> <u>Estimate</u>
B. <u>Other DoD Programs and Initiatives:</u>	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:

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
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	<u>*56,262</u>	<u>*52,914</u>	<u>**44,077</u>

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I. Description of Operations Financed (cont.)

of Korea Scholarship Fund and Wargaming)

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

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I. Description of Operations Financed (cont.)

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.

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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

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I. Description of Operations Financed (cont.)

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.

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I. Description of Operations Financed (cont.)

	\$ in Thousands		
	FY 2015 <u>1/ Actuals</u>	FY 2016 <u>2/ Enacted</u>	FY 2017 <u>3/ Estimate</u>
C. <u>Under Secretary of Defense Acquisition, Technology, and Logistics):</u>	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).

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I. Description of Operations Financed (cont.)

a. Congressional Mandate:

1)Contingency Business Tools: 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.

2)Chief Financial Officers (CFO) Act Compliance: 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).

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I. Description of Operations Financed (cont.)

3)Committee on Foreign Investment in the United States (CFIUS): 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)Electronic Business Center of Excellence (e-Business COE): 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)Legacy Resource Management: 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

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I. Description of Operations Financed (cont.)

effects on military readiness, increased conservation efficiencies, and the need to meet Congressional intent. Program is centrally managed by OUSD (AT&L).

6)Native American Lands Remediation: 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)BRAC Round Planning and Analyses: 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)Cyber Resiliency: 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.

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I. Description of Operations Financed (cont.)

b. Improve Acquisition & Logistics Processes:

- 1) Acquisition Program Support Systems (APSS): 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) Contingency Contracting: 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

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I. Description of Operations Financed (cont.)

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) **Corrosion Prevention Program:** 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) **Cyber Initiative:** 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) **Defense Management Initiative:** 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

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I. Description of Operations Financed (cont.)

operation and maintenance of the DoD Facilities Sustainment Model, and oversight support for Military Construction, Installation Energy, Real Estate, Global Posture, and more.

- 1) Defense Industrial Base (DIB) Cyber Security:** 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) Defense Installation Spatial Data Infrastructure (DISDI):** 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.

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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

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I. Description of Operations Financed (cont.)

(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) Environment, Safety and Occupational Health (ESOH) in Acquisition: 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) EI&E Business Systems and Information (BSI): 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.

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I. Description of Operations Financed (cont.)

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) Emerging Contaminants: 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) Human Capital Initiatives (HCI): 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) Industrial Policy Program Support: 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,

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I. Description of Operations Financed (cont.)

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)Installation Climate Change Vulnerability Assessment: 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.

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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

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I. Description of Operations Financed (cont.)

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) The Joint Purchase Card Program Office: 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) Logistics Systems Modernization Support (LSMS): 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

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I. Description of Operations Financed (cont.)

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.

21) Mission Capabilities (MC)/Systems Engineering (SE): 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.

22) Performance Assessment & Root Cause Analysis (PARCA): 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.

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

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I. Description of Operations Financed (cont.)

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) Research, Development, Test and Evaluation (RDT&E) Oversight: 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) Small Business Program Support: 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

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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.

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28) Countering Weapons of Mass Destruction (CWMD) Sustainment: 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) AT&L Expert Fellows Program: 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) Core Services (formerly Management Support): 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.

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I. Description of Operations Financed (cont.)

31) Defense Innovation Unit Experimental (DIUX)) - DIUX West and DIUX East

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.

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I. Description of Operations Financed (cont.)

c. Promulgate Policy

1. Transform Procurement Regulations: 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. Acquisition Visibility (AV): 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.

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I. Description of Operations Financed (cont.)

3. Cyber Integration: 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) Defense Environmental International Cooperation: 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) International Cooperation Program: 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) Low Observable/Counter Low Observable Export Control (LO/CLO): Program supports the Director of Special Programs' review of arms export control and license

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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

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I. Description of Operations Financed (cont.)

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

- 6) Treaty Compliance Support: 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. OTHER:

Travel Program: 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.

\$ in Thousands

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

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I. Description of Operations Financed (cont.)

D. <u>Under Secretary of Defense (Policy):</u>	48,423	50,699	51,214
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1/FY 2015 Actuals includes \$2,247 thousand of OCO funding (PL 113-235).

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

3/FY 2017 Estimate excludes \$2,700 thousand of OCO funding.

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I. Description of Operations Financed (cont.)

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) Defense Critical Infrastructure Protection: 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) OUSD(P) Operations: 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

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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.

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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.

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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

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I. Description of Operations Financed (cont.)

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>		
	<u>FY 2015 Actuals</u>	<u>FY 2016 Enacted</u>	<u>FY 2017 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.

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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.

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I. Description of Operations Financed (cont.)

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

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

d) Resource Management System: 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: <https://comptroller.defense.gov>

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\$ in Thousands

	FY 2015 <u>1/ Actuals</u>	FY 2016 <u>2/ Enacted</u>	FY 2017 <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 <u>includes</u> \$ 5,193 thousand of OCO funding (PL 113-235).			
<u>2/</u> FY 2016 Enacted <u>excludes</u> \$ 9,060 thousand of OCO funding (PL 114-113).			
<u>3/</u> FY 2017 Estimate <u>excludes</u> \$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. Description of Operations Financed (cont.)

The following programs are supported:

a) Advancing Diversity and Equal Opportunity: 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) Assistant Secretary of Defense (Health Affairs) Operations: 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) Assistant Secretary of Defense (Reserve Affairs) Operations: 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

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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

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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.

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- 2) Service Incremental Funding (SIF):** 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) J7 Support to Combatant Command Exercises:** 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) Combatant Command Training and Exercises:** 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

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I. Description of Operations Financed (cont.)

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) Defense Safety Oversight Council (DSOC): 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) Defense Readiness Reporting System (DRRS): 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) Lost Work Days System (LWD): Lost Work Days aims to increase operational readiness by providing data and analysis to eliminate preventable mishaps.

h) Military Naturalization Support: 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.

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I. Description of Operations Financed (cont.)

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) Studies Program: 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) Training Transformation: Provides oversight of the Department's Joint training effort, including DoD training ranges.

\$ in Thousands

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

**G. Under Secretary of Defense
(Intelligence):**

	148,692	79,767	80,626
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1/FY 2015 Actuals **includes** \$63,274 thousand of OCO funding (PL 113-235).

2/FY 2016 Enacted **excludes** \$88,449 thousand of OCO funding (PL 114-113).

3/FY 2017 Estimate **excludes** \$12,000 thousand of OCO funding.

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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

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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

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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

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I. Description of Operations Financed (cont.)

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.

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I. Description of Operations Financed (cont.)

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

1) Chief of Staff (CoS) Office: 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) The Human Capital Management Office (HCMO): 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).

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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.

	<u>\$ in Thousands</u>		
	<u>FY 2015</u> <u>Actuals</u>	<u>FY 2016</u> <u>Enacted</u>	<u>FY 2017</u> <u>Estimate</u>
H. <u>Director, Cost Assessment and Program Evaluation (CAPE):</u>	26,341	25,919	29,201

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

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I. Description of Operations Financed (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) Long Range Planning: 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). Industrial Base Study Program: 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

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I. Description of Operations Financed (cont.)
assessment of alternative acquisition strategies.

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I. Description of Operations Financed (cont.)

c) Future Years Defense Program (FYDP) Improvement: 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: <https://www.cape.osd.mil>.

\$ in Thousands

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

Chief Information Officer Mission: 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

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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

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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).

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I. Description of Operations Financed (cont.)

c) Cyber Security Initiative: 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) Defense Industrial Base, Cyber Security Initiative: 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

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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 <u>Actuals</u>	FY 2016 <u>Enacted</u>	FY 2017 <u>Estimate</u>
J. <u>Deputy Chief Management Officer:</u>	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.

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I. Description of Operations Financed (cont.)

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.

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I. Description of Operations Financed (cont.)

II. Force Structure Summary:

N/A

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III. Financial Summary (\$ in thousands)

			FY 2016				
			Congressional Action				
	FY 2015	Budget				Current	FY 2017
	Actual	Request	Amount	Percent	Appropriated	Enacted	Estimate
A. <u>BA Subactivities</u>							
BA 01: Operating Forces							
1. Combatant	577,809	544,369	-5,445	-1.0	538,924	538,924	524,439
Commanders Exercise							
Engagement & Training							
Transformation							
Combatant	577,809	544,369	-5,445	-1.0	538,924	538,924	524,439
Commanders Exercise							
Engagement &							
Training							
Transformation							
BA 04: Administration and							
Servicewide Activities							
2. Core Operating	351,626	361,307	-7,203	-1.0	354,104	354,104	350,444
Program							
Core Operating	351,626	361,307	-7,203	-1.0	354,104	354,104	350,444
Program							
3. Other DoD Programs	370,865	356,382	35,497	9.0	391,879	391,879	410,701
and Initiatives							
Other DoD Programs	370,865	356,382	35,497	9.0	391,879	391,879	410,701
and Initiatives							
4. OUSD (AT&L)	32,608	34,027	-1,079	-3.2	32,948	32,948	27,164
Congressional Mandate							
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	2,658	2,882	-108	-3.8	2,774	2,774	2,994
Foreign Investment							
in the US (CFIUS)							
Contingency	8,354	11,016	-1,398	-12.7	9,618	9,618	11,861

OP-5 Exhibit - Operation and Maintenance Detail
OSD-748

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III. Financial Summary (\$ in thousands)

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

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III. Financial Summary (\$ in thousands)

FY 2016							
A. <u>BA Subactivities</u>	FY 2015 <u>Actual</u>	Budget <u>Request</u>	<u>Congressional Action</u>			Current <u>Enacted</u>	FY 2017 <u>Estimate</u>
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
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

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		FY 2016						
		FY 2015 <u>Actual</u>	Budget <u>Request</u>	<u>Congressional Action</u>		<u>Appropriated</u>	Current <u>Enacted</u>	FY 2017 <u>Estimate</u>
				<u>Amount</u>	<u>Percent</u>			
A.	<u>BA Subactivities</u>							
	Program Support							
	Information Superiority	0	5,707	-5,707	-100.0	0	0	0
	Integration Support (ISIS)							
	Installation	571	743	-36	-4.9	707	707	659
	Climate Change Vulnerability Assessment							
	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/System s 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

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FY 2016							
	FY 2015 <u>Actual</u>	Budget <u>Request</u>	<u>Congressional Action</u>			Current <u>Enacted</u>	FY 2017 <u>Estimate</u>
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
A. BA Subactivities							
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)	21,194	16,458	-618	-3.8	15,840	15,840	16,012
Promulgate Policy							
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)	55,423	61,420	14,641	23.8	76,061	76,061	63,332
Regulatory Requirement							
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

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	FY 2015 <u>Actual</u>	Budget <u>Request</u>	Congressional Action			Current <u>Enacted</u>	FY 2017 <u>Estimate</u>
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
A. <u>BA Subactivities</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

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FY 2016							
A. <u>BA Subactivities</u>	FY 2015 <u>Actual</u>	Budget <u>Request</u>	<u>Congressional Action</u>			Current <u>Enacted</u>	FY 2017 <u>Estimate</u>
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
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

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		FY 2016						
		FY 2015 <u>Actual</u>	Budget <u>Request</u>	<u>Congressional Action</u>			Current <u>Enacted</u>	FY 2017 <u>Estimate</u>
				<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
A. <u>BA Subactivities</u>								
	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 Studies	353	1,767	0	0.0	1,767	1,767	694
	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. <u>OUSD (Intel)</u>		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

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FY 2016							
	FY 2015 <u>Actual</u>	Budget <u>Request</u>	<u>Congressional Action</u>			Current <u>Enacted</u>	FY 2017 <u>Estimate</u>
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
A. BA Subactivities							
Mission (365)							
Intelligence	0	0	0	n/a	0	0	1,000
Mission Data							
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	2,308	2,319	0	0.0	2,319	2,319	2,359
Studies							
Long-Range Planning	20,537	20,668	-1,118	-5.4	19,550	19,550	22,628
15. DoD Chief	73,458	78,227	-568	-0.7	77,659	77,659	74,538
Information Officer							
CIO Mission	34,767	30,275	-1,058	-3.5	29,217	29,217	28,796
Cyber Security	9,216	15,867	-483	-3.0	15,384	15,384	15,143
Initiative							
Defense Industrial	2,861	3,142	-110	-3.5	3,032	3,032	2,989
Base, Cyber							
Security Initiative							
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	10,992	11,906	1,584	13.3	13,490	13,490	11,321
Security Program							
(ISSP)							
16. Deputy Chief	31,177	38,646	-1,160	-3.0	37,486	37,486	32,379
Management Officer							
Administrative	0	2,523	0	0.0	2,523	2,523	2,605
Directorate							

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		FY 2016					
		Congressional Action				Current Enacted	FY 2017 Estimate
A. BA Subactivities	FY 2015 Actual	Budget Request	Amount	Percent	Appropriated		
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.

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B. <u>Reconciliation Summary</u>	Change <u>FY 2016/FY 2016</u>	Change <u>FY 2016/FY 2017</u>
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	

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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

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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 Appropriations and Item 4, Reprogrammings		-106,709
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		

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
1) Core Operating Program	-328	
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)		
2) Pentagon Rent Cost Transfer	-1,732	
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)		
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	1	
Increase in GSA Rental Payments and supplies. (FY 2016 Baseline: \$6,132 thousand; +0 FTEs)		
2) BCTF - Boards and Commissions Support	97	
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)		
3) BCTF - Defense Business Board	2	
Increase in administrative cost in support of the Defense Business Board. (FY 2016 Baseline: \$371 thousand; +0 FTEs)		
4) CAPE - FYDP Improvement	8	

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C. Reconciliation of Increases and Decreases

	<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,		

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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 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)	34	
9) DCMO - Intelligence Oversight Directorate 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	
10) DCMO - Management, Policy & Analysis Directorate 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)	337	
11) Other DoD Programs and Initiatives - Capital Security Cost Sharing & Maintenance 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)	13,689	
12) Other DoD Programs and Initiatives - Official Representation Funds Supports anticipated increase cost for U.S Escort personnel performing security operations and protocol	235	

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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 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)	59	
14) Other DoD Programs and Initiatives - Wargaming 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	35,000	

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C. Reconciliation of Increases and Decreases

	<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 Affairs	35	
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 Assessment (ODNA)	7,764	
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)		

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
19) OUSD (P) - OUSD(P) Strategy and Force Development 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 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) 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 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 Analyses Increase supports the refinement of cost and savings business case models, updating economic analysis tools and bringing data collection methods and	3,530	

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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 Increase will fund one staff month of contractor support to the studies/analyses relative to the business systems programs. (FY 2016 Baseline: \$5,493 thousand; +0 FTEs)	35	
25) OUSD(AT&L) - Core Services 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)	6,366	
26) OUSD(AT&L) - CWMD Sustainment 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)	819	
27) OUSD(AT&L) - Cyber Resiliency 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.	3,946	

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(FY 2016 Baseline: \$0 thousand; +0 FTEs)		
28) OUSD(AT&L) - Defense Innovation Unit Experimental (DIUx)	14,665	
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.		

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

31) OUSD(AT&L) - Employee Safety Occupational Health
(ESOH) in Acquisition

286

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

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
audit readiness. (FY 2016 Baseline: \$1,784 thousand; +0 FTEs)		
33) OUSD(AT&L) - Logistics Systems Modernization (LSM) 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)	316	
34) OUSD(AT&L)-Readiness Environmental Protection Initiative (REPI) Funding Supports additional cooperative agreements with state and local communities. (FY 2016 Baseline: \$72,297 thousand; +0 FTEs)	1,625	
35) OUSD(C)- Resource Management System 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)	8,450	
36) OUSD(C)-Comptroller Initiatives 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	50,823	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
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 Increase in funds to pay for Joint Duty Assignment Personnel from other agencies. (FY 2016 Baseline: \$1,656 thousand; +0 FTEs)	131	
38) OUSD(I) Defense Operations Security Initiatives Increase in contract support for security operations. (FY 2016 Baseline: \$3,698 thousand; +0 FTEs)	98	
39) OUSD(I) Intelligence Mission \$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.	5,385	
\$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.		

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	<u>Amount</u>	<u>Totals</u>
<p>\$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.</p>		
<p>\$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)</p>		
40) OUSD(P&R) - ASD (Reserve Affairs) Operations Increase reflects Reserve Affairs program and policy initiatives (FY 2016 Baseline: \$1,272 thousand; +0 FTEs)	56	
41) OUSD(P&R) - Defense Safety Oversight Council (DSOC) 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)	198	
42) OUSD(P&R) - Military Naturalization Support 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	598	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
<p>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)</p>		
43) OUSD(P&R) - Studies Program/CASS	1,017	
<p>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)</p>		
44) OUSD(P&R)-Advancing Diversity & EO	1,236	
<p>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.</p>		
(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 and The American Red Cross	-44,000	
<p>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)</p>		

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
2) Congressional- Section 8035 (Indian Lands) Congressional Add- Section 8035 (Indian Lands) (FY 2016 Baseline: \$0 thousand; +0 FTEs)	-11,289	
3) DOD-CIO- Electromagnetic Pulse Attack Threat Congressional Add- Electromagnetic Pulse Attack Threat (FY 2016 Baseline: \$0 thousand; +0 FTEs)	-2,000	
4) OUSD(AT&L) - Readiness Environmental Protection Initiative (REPI) One-time Congressional plus-up in FY 2016. (FY 2016 Baseline: \$72,132 thousand; +0 FTEs)	-14,750	
5) OUSD(P&R)- Congressional Add Fruit and Vegetable Prescription Plant Pilot (FY 2016 Baseline: \$0 thousand; +0 FTEs)	-1,500	
c. Program Decreases in FY 2017		
1) BCTF - Quadrennial Review of Military Compensation 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 Program reduced to better align with budget execution and department priorities. (FY 2016 Baseline: \$2,319 thousand; +0 FTEs)	-2	
3) Core Operating Program - Compensation and Benefits 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	

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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 The program decrease is due to reduced utilization of non-consulting Intergovernmental Personnel Act (IPA) personnel. (FY 2016 Baseline: \$354,310 thousand; +0 FTEs)	-1,697	
5) Core Operating Program- Two less Compensable days Decrease in civilian personnel funding due to two less working days in FY 2017. (FY 2016 Baseline: \$354,310 thousand; +0 FTEs)	-2,640	
6) DCMO - Planning, Performance, & Assessment Directorate Decrease reflects renewed focus on efficiencies by streamlining processes in assessment inspections, and training programs. (FY 2016 Baseline: \$10,538 thousand; +0 FTEs)	-6,199	
7) DoD-CIO - Cyber Security Initiative 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)	-464	
8) DoD-CIO - Defense Industrial Base, Cyber Security Initiative Decreases support to the Defense Industrial Base Cyber Security/Information Assurance (DIB CS/IA) program. This decreases support to US Government,	-98	

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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)		
9) DoD-CIO - E-Gov, Councils 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)	-532	
10) DoD-CIO - Information Systems Security Program 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)	-412	
11) DoD-CIO - Mission 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	-947	

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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	

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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.		

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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 Decrease represents the reduction of one Fellow from the program. (FY 2016 Baseline: \$2,113 thousand; +0 FTEs)	-109	
23) OUSD(AT&L) - Defense Environmental International 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.	-66	
(FY 2016 Baseline: \$1,641 thousand; +0 FTEs)		
24) OUSD(AT&L) - Defense Industrial Base Cyber Security 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.	-301	
(FY 2016 Baseline: \$2,553 thousand; +0 FTEs)		
25) OUSD(AT&L) - Defense Installation Spatial Data 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.	-27	
(FY 2016 Baseline: \$607 thousand; +0 FTEs)		
26) OUSD(AT&L) - Defense Procurement & Acquisition Policy (DPAP)	-846	

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	<u>Amount</u>	<u>Totals</u>
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 (DT&E)	-454	
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 Vulnerability Assessment	-61	
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 (GSA Bill)	-621	
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 Support	-550	
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: \$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 Engineering	-587	
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	

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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 Analysis (PARCA) Office	-329	
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	

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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 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)	-2,589	
46) OUSD(AT&L) - Space and Intelligence MDAP Oversight 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)	-246	
47) OUSD(AT&L) - Strategic Sourcing 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)	-8	
48) OUSD(AT&L) - Transform Procurement Regulations 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.	-97	

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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 Management Workforce Certification	-650	
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 Support	-3,316	
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		

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III. Financial Summary (\$ 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 Program reduction represents a reduction in contract support. (FY 2016 Baseline: \$616 thousand; +0 FTEs)	-33	
60) OUSD(P&R) - Readiness & Force Management Decrease reflects the discontinue support for the OSD Organizational Server. (FY 2016 Baseline: \$1,500 thousand; +0 FTEs)	-27	
61) OUSD(P&R) - Combatant Commander's Exercise 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)	-13,682	
62) OUSD(P&R) - Defense Readiness Reporting System (DRRS) Funding decrease represents a delay in further DRRS integration with APEX efforts as maintaining Mission Assurance Category (MAC)1 certification/accreditation	-206	

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III. Financial Summary (\$ 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 Contract support funding will be prioritized 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)	-96	
64) OUSD(P&R) - Administrative Support Program reduction represents a decrease in contractor support. (FY 2016 Baseline: \$3,134 thousand; +0 FTEs)	-180	
65) OUSD(P&R) - Training Transformation Reduces Training Readiness, Strategy Analytical and Policy contract support. (FY 2016 Baseline: \$5,564 thousand; +0 FTEs)	-196	
66) OUSD(P&R) - Travel 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)	-1,105	
67) OUSD(P) - Defense Critical Infrastructure Programs 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)	-601	
68) OUSD(P) - Mission support The decrease will be absorbed through internal	-359	

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III. Financial Summary (\$ 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

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IV. Performance Criteria and Evaluation Summary:

A. Under Secretary of Defense, Acquisition, Technology, and Logistics (OUSD(AT&L)):

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.

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IV. Performance Criteria and Evaluation Summary:

Major Program Title: Regulatory Environment

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

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IV. Performance Criteria and Evaluation Summary:

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.

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IV. Performance Criteria and Evaluation Summary:

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

	Projected	Projected	Projected
Measure/Description	FY 2015	FY 2016	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%

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IV. Performance Criteria and Evaluation Summary:

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.

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IV. Performance Criteria and Evaluation Summary:

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: Number of Authorized Users with Access to AV Services	6,629	7,800	9,000
Metric #2: Number of Acquisition Information Elements and Acquisition Decision Documents under AT&L Control	2,050	3,300	3,600
Metric #3: Number of Acquisition Reports Submitted using AV Services to meet statutory requirements	SAR 94 MAR 41 DAES 436 MQR ² 95	SAR 90 MAR 36 DAES 394 MQR 0	SAR 94 MAR 33 DAES 420 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

² MQR was merged with the DAES in late FY14.

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IV. Performance Criteria and Evaluation Summary:

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. Under Secretary of Defense, Comptroller (OUSD(C))/ Chief Financial Officer:

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:

	Actual	Projected	Projected
Measure/Description	FY 2015	FY 2016	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%

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IV. Performance Criteria and Evaluation Summary:

Metric #7: Percentage of complete reconciliations for a detailed tie out of feeder source systems to the GL System 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%

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IV. Performance Criteria and Evaluation Summary:

Use Software			
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%

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IV. Performance Criteria and Evaluation Summary:

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

	Actual	Projected	Projected
Measure/Description	FY 2015	FY 2016	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.

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IV. Performance Criteria and Evaluation Summary:

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:

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IV. Performance Criteria and Evaluation Summary:

- 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

	Actual	Projected / Goal	Projected / Goal
Measure/Description	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%

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IV. Performance Criteria and Evaluation Summary:

all FM Online courses			
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.

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IV. Performance Criteria and Evaluation Summary:

	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. Deputy Chief Management Officer (DCMO):

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. Performance Criteria and Evaluation Summary:

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

	Actual	Projected	Projected
Measure/Description	FY 2015	FY 2016	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. Performance Criteria and Evaluation Summary:

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.

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IV. Performance Criteria and Evaluation Summary:

Major Program Title-Compliance to Business Enterprise Architecture across DoD

	Actual	Projected	Projected
Measure/Description	FY 2015	FY 2016	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.

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IV. Performance Criteria and Evaluation Summary:

Major Program Title-Compliance to Business Enterprise Architecture across DoD

	Actual	Projected	Projected
Measure/Description	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.

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IV. Performance Criteria and Evaluation Summary:

Major Program Title-Org/Management Planning and Policy Proponent

	Actual	Projected	Projected
Measure/Description	FY 2015	FY 2016	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.

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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.

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IV. Performance Criteria and Evaluation Summary:

Major Program Title-FOIA

	Actual	Projected	Projected
Measure/Description	FY 2015	FY 2016	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.

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IV. Performance Criteria and Evaluation Summary:

Major Program Title-Intelligence Oversight

	Actual	Projected	Projected
Measure/Description	FY 2015	FY 2016	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).

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IV. Performance Criteria and Evaluation Summary:

Major Program Title-Privacy and Civil Liberties

	Actual	Projected	Projected
Measure/Description	FY 2015	FY 2016	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%

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IV. Performance Criteria and Evaluation Summary:

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

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IV. Performance Criteria and Evaluation Summary:

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

	Actual	Projected	Projected
Measure/Description	FY 2015	FY 2016	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.

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IV. Performance Criteria and Evaluation Summary:

Major Program Title-FACA

	Actual	Projected	Projected
Measure/Description	FY 2015	FY 2016	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%

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IV. Performance Criteria and Evaluation Summary:

Advisory Committee Act, Section 7}			
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D. Under Secretary of Defense Intelligence OUSD(I):

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.

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IV. Performance Criteria and Evaluation Summary:

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.

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IV. Performance Criteria and Evaluation Summary:

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.

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IV. Performance Criteria and Evaluation Summary:

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.

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IV. Performance Criteria and Evaluation Summary:

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.

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IV. Performance Criteria and Evaluation Summary:

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%

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IV. Performance Criteria and Evaluation Summary:

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.

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IV. Performance Criteria and Evaluation Summary:

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

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IV. Performance Criteria and Evaluation Summary:

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

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IV. Performance Criteria and Evaluation Summary:

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	
		FY 2016	FY 2017
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

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IV. Performance Criteria and Evaluation Summary:

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. Department of Defense, Chief Information Officer (DoD(CIO)):

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
	FY15	FY16	FY17
Train the Total Defense Workforce with the right competencies. Protect DoD critical infrastructure.			
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.

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IV. Performance Criteria and Evaluation Summary:

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 #2 Percentage 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. Performance Criteria and Evaluation Summary:

Major Program Title: Cybersecurity

Measure/Description	Actual	Projected	Projected
	FY15	FY16	FY17
Protect critical DoD infrastructure and partner with other critical infrastructure owners in government and the private sector to increase mission assurance.			
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.

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IV. Performance Criteria and Evaluation Summary:

F. Under Secretary of Defense (Personnel and Readiness) (OUSD (P&R)):

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)
Metric #2: Percent of CCMDF Joint Mission-Essential Tasks (JMETS) with assigned training performance assessments (TPAs)
Metric #3: Percent of Joint National Training Center (JNTC) Joint Training Coordination Program (JTCP) supportable enabler requests filled

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IV. Performance Criteria and Evaluation Summary:

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.

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IV. Performance Criteria and Evaluation Summary:

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.

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<u>V. Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ 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 <u>FY 2015/ FY 2016</u>	Change <u>FY 2016/ 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. OP 32 Line Items as Applicable (Dollars in thousands):

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2015</u>	<u>FY 2015/FY 2016</u>		<u>FY 2016</u>	<u>FY 2016/FY 2017</u>		<u>FY 2017</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
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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		Change			Change		
	FY 2015	FY 2015/FY 2016		FY 2016	FY 2016/FY 2017		FY 2017
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
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.

Fiscal Year 2017 President's Budget
UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)



February 2016

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**United States Special Operations Command
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget**

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

USSOCOM

	FY 2015 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2016 <u>Enacted</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2017 <u>Estimate</u>
SOCOM	7,847,152	82,304	-2,760,024	5,169,432	67,900	115,605	5,352,937

*The FY 2015 Actual column includes \$3,031.8 million of FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$2,390.8 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$2,650.7 million of the FY 2017 OCO Request.

I. Description of Operations Financed: The United States Special Operations Command's (USSOCOM) mission is to provide fully capable Special Operations Forces (SOF) to defend the United States and its interests, and to plan and synchronize operations against terrorist networks. To achieve this mission, SOF commanders and staff must plan and lead a full range of lethal and non-lethal special operations missions in complex and ambiguous environments. Likewise, SOF personnel serve as key members of Joint, Interagency, and International teams and must be prepared to employ all assigned authorities and apply all available elements of power to accomplish assigned missions. In this capacity, SOF personnel must maintain the highest degree of professionalism, cultural awareness, responsiveness and initiative.

USSOCOM O&M is organized by Sub Activities within three Budget Activities.

1. Budget Activity 01 (BA-01)/Operating Forces - The units and/or functions associated with these Sub Activities are:

A. Flight Operations - Supports three active Special Operations Wings (1st SOW, Hurlburt Field, FL; 27th SOW, Cannon AFB, NM; and 58th SOW, Kirtland AFB, NM) and two Special Operations Groups (SOG - 352 SOG, RAF Mildenhall UK and 353 SOG, Kadena AB JA) and their associated squadrons. Includes the 919th Special Operations Reserve Wing

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I. Description of Operations Financed (cont.)

located at Duke Field, FL, the 193rd Special Operations Air National Guard Wing, Harrisburg, PA and 137th Air National Guard Wing at Oklahoma, City, OK. Includes the U.S. Army Special Operations Aviation Command (USASOAC); 160th Special Operations Aviation Regiment at Ft Campbell, KY; Hunter Army Airfield, GA and Ft Lewis, WA. Funding supports SOF Army and Air Force civilian manpower authorizations, flying hours, Special Operations (SO) peculiar and support equipment, necessary facilities, initial qualification, and recurring training of aircrews in SOF aircraft operations and tactics. Costs specifically identified and measurable to SOF active tactical aviation operational units, organizations and special operation wings and squadrons are also included in this Sub Activity.

B. Ship/Boat Operations - Supports Naval Special Warfare Groups 3 and 4, Special Boat Units, and Sea, Air, and Land (SEAL) Teams. Includes Active and Reserve Navy manpower authorizations, SOF peculiar and support equipment, necessary facilities, and associated costs specifically identified and measurable to combatant and support craft assigned to Naval Special Warfare Command (NSWC).

C. Combat Development Activities - Includes Joint and Component manpower authorizations, SOF-peculiar equipment, necessary facilities and the associated costs specifically identified and measurable to the development of combat doctrine, organizational concepts, material requirements and other developmental activities related to SOF. Also includes activities to support experimentation, tests, project evaluations necessary to develop and/or validate new doctrine and organizations for special operations.

D. Other Operations - Includes manpower authorizations, SOF-peculiar and support equipment, necessary SOF-unique facilities and other operational costs specifically

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I. Description of Operations Financed (cont.)

associated with SOF Active Army Rangers; Active and National Guard Army Special Forces activities; Active Army Military Information Support Operations units; Active and Reserve Army Civil Affairs Units; Naval Special Warfare groups, units, teams, and detachments; Marine Corps Forces Special Operations units and teams; Active and Reserve SOF units and detachments, 24th Special Operations Wing, Air Force 720th and 724th Special Tactics Group, Special Tactics Squadrons, Combat Control Squadrons, and SOF Para Rescue Forces. Also included in this sub activity is support for the Theater Special Operations Commands (TSOCs). Humanitarian/ Civic Assistance (H/CA) activities are carried out in conjunction with authorized military operations which are subject to approval by the Secretary of State and Secretary of Defense. These activities promote security and foreign policy interests of the United States and the host nation and allow Special Operations Forces to demonstrate commitment to priority partners supporting overseas contingencies. The H/CA activities are a Title X, Section 401 function of the United States Code.

E. Force Related Training - Provides for the conduct of, or participation in, strategic mobility, Commander-In-Chief directed, and Joint Chiefs of Staff exercises. Force related training includes Joint Combined Exchange Training sponsored by Commander, Special Operations Command in support of regional Theater Commanders and the Services. Includes Headquarters USSOCOM and/or component manpower authorizations, SOF-peculiar and support equipment, necessary facilities, and the associated costs specifically identified and measurable to the conduct of SOF-related training.

F. Operational Support - Funding supports Facility Sustainment, Restoration and Modernization (FSRM) activities for all USSOCOM components. Also, includes manpower authorizations, SOF-peculiar and support equipment, necessary facilities and associated costs specifically identified and measurable to the 528th Sustainment Brigade and the Special Operations Forces Support Agency (SOFSA). The 528th Sustainment Brigade is

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I. Description of Operations Financed (cont.)

comprised of the U.S. Army 112th Special Operations Signal Brigade, Special Troops Battalion supporting for U.S. Army Special Forces Command/Groups, Special Operations Medical Detachment, and other SOF operational support units, capabilities, and Theater Support Elements.

G. Intelligence - Includes all USSOCOM Headquarters (HQ USSOCOM) and/or component operation and maintenance funding to sustain USSOCOM's equipment, systems, logistics, and maintenance required to perform/sustain USSOCOM's Military Intelligence Programs (MIP). These programs support the Secretary of Defense's intelligence, counterintelligence, and related intelligence responsibilities. USSOCOM's MIP programs, projects, and/or activities provide capabilities to meet SOF warfighter's operational and tactical requirements more effectively. These include: intelligence, surveillance, and reconnaissance (ISR) systems and sustainment; processing, exploitation, and dissemination (PED) capabilities; tactical intelligence collection and analysis devices/systems/databases; and classified programs and activities.

H. Communications - Includes USSOCOM Headquarters (HQ USSOCOM) and/or component manpower authorizations, SOF-peculiar and support equipment, SOF Information Technology enterprise-wide services, necessary facilities and associated resources directly associated with Automated Data Processing (ADP) support costs for SOF worldwide command and control systems, non-tactical telecommunications networks, services, leases, facility controls and associated equipment. Other Communication capabilities, activities, and commodities include: Command Center operations; deployable command, control and communications assets; airtime, circuit, and bandwidth costs; and automation support required to maintain SOF command and control.

**United States Special Operations Command
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I. Description of Operations Financed (cont.)

I. Management & Operational Headquarters - Includes manpower authorizations, SOF peculiar and support equipment, necessary facilities and associated costs specifically identified and measurable to the U.S. Army, Air Force, Navy, and Marine Corps, USSOCOM Component Command Headquarters, as well as the USSOCOM Headquarters and its management support activities. Also includes costs associated with the expenditure of funds in support of officially sanctioned activities used to maintain the standing and prestige of the United States by extending official courtesies to guests who promote the goals of the Commander, Special Operations Command and the Department of Defense.

J. Maintenance - Supports maintenance (to include installation of modification and conversion kits) of weapons support systems and commodity groups associated with SOF activities. This also includes USSOCOM Headquarters and/or components' MFP-11 funds for reimbursement of Service funds for depot maintenance of SOF-unique aircrafts, maritime crafts, and equipment. Includes reimbursement for maintenance activities at naval shipyards and costs associated with maintenance activities at Navy repair facilities.

K. Base Support - Primarily captures collateral equipment and communication infrastructure cost related to SOF-peculiar Military Construction projects. Also, includes cost specifically identified and measurable as base support costs incurred by Naval Special Operations Command (NSWC) for units not on Navy Installations.

2. Budget Activity 03 (BA-03)/Training and Recruiting - The units and/or functions associated with these Sub Activities are:

A. Specialized Skill Training and Recruiting - Provides for the U.S. Army John F. Kennedy Special Warfare Center (USAJFKSWC), the Special Operations Medical Training Center (SOMTC), the Naval Special Warfare Center (NSWCEN), the Marine Special Operations

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I. Description of Operations Financed (cont.)

School (MSOS), and the Air Force Special Operations Air Warfare Center (SOAWC). These schools provide recruitment and training in both basic and advanced special operations skills and operations, and educate American and Allied personnel in geo-political and military aspects of joint special operations. Funding also provides SOF Language Training which produces language proficient personnel.

B. Professional Development Education - Includes the Joint Special Operations University (JSOU) at MacDill Air Force Base, Florida and U.S. Air Force Special Operations School (USAFSOS) at Hurlburt Field, Florida. JSOU is an institution of higher learning consisting of teaching and research facilities focused on producing Joint Special Operations strategic and operational analysis and education. As a Joint Special Operations Center of Excellence, JSOU is dedicated to building and maintaining a consortium of Joint Special Operations education activities focused on the education of SOF leaders as well as non-SOF decision makers at the intermediate and senior levels. The USAFSOS offers education in irregular warfare, regional studies and cultural awareness, Special Operations Forces professional development to educate Air Commandoes, the special operations community, services and other U.S. government agencies.

3. Budget Activity 04 (BA-04)/Administration and Service-Wide Activities - The units and/or functions associated with this Sub Activity are:

A. Acquisition and Program Management - Provides resources for Operation and Maintenance costs supporting SOF-peculiar acquisition program management to include engineering and logistical support for SOF acquisition programs. Support also includes funding for travel, operational test and evaluation support, and related supplies and equipment. Funds civilian program management and general contractor support for the Special Operations Research, Development, and Acquisition Center (SORDAC) to include

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I. Description of Operations Financed (cont.)

support equipment, necessary facilities, SORDAC civilians and associated management costs.

II. Force Structure Summary:

USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2015	FY 2016	FY 2017
Air Force	2,417	2,499	2,560
Army	2,424	2,585	2,565
Marine Corps	145	156	156
Navy	1,238	1,316	1,318
Total	6,224	6,556	6,599

Military End Strength	FY 2015	FY 2016	FY 2017
Air Force	16,232	16,407	16,379
Army	34,101	34,110	34,111
Marine Corps	2,992	2,994	2,995
Navy	9,853	9,859	9,862
Total	63,178	63,370	63,347

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II. Force Structure Summary (cont.)

Contractor FTEs	FY 2015	FY 2016	FY 2017
Total	6,826	5,503	5,647

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III. Financial Summary (\$ in thousands)

	FY 2016						
			Congressional Action				
	FY 2015	Budget				Current	FY 2017
A. <u>BA Subactivities</u>	<u>Actual</u>	<u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Enacted</u>	<u>Estimate</u>
1. BA01: Operating Forces	7,407,642	4,862,368	-126,871	-2.6	4,735,497	4,735,497	4,898,159
Base Support	36,377	61,226	-	-	48,433	48,433	46,060
			12,793	20.9			
Combat Development		998,208	-	-	985,664	985,664	
Activities	1,810,420		12,544	1.3			1,057,297
Communications	486,171	445,720	-	-	438,106	438,106	444,770
			7,614	1.7			
Flight Operations			-	-	999,137	999,137	979,729
	1,112,333	1,034,207	35,070	3.4			
Force Related Training	82,529	52,186	-	-	52,044	52,044	69,805
			142	0.3			
Intelligence		424,976	-	-	402,740	402,740	424,981
	1,018,251		22,236	5.2			
Maintenance	837,039	495,603	-	-	487,078	487,078	504,045
			8,525	1.7			
Management/Operational	304,423	195,808	-	-	186,312	186,312	189,116
Hqtrs			9,496	4.9			
Operational Support	87,790	105,354	-	-	102,482	102,482	107,211
			2,872	2.7			
Other Operations		935,759	-	-	922,634	922,634	959,326
	1,533,794		13,125	1.4			
Ship/Boat Operations	98,515	113,321	-	-	110,867	110,867	115,819
			2,454	2.2			
2. BA03: Training and Recruiting	352,415	354,372	-3,700	-1.0	350,672	350,672	365,349
Professional	24,102	32,245	-	-	28,545	28,545	30,134
Development Education			3,700	11.5			
Specialized Skill	328,313	322,127	0		322,127	322,127	335,215

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III. Financial Summary (\$ in thousands)

		FY 2016						
			Congressional Action					
	FY 2015	Budget				Current		FY 2017
A. <u>BA Subactivities</u>	<u>Actual</u>	<u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Enacted</u>		<u>Estimate</u>
Training				0.0				
3. BA04: Administrative and Service-Wide Activities	87,095	83,263	0	0.0	83,263	83,263		89,429
Acquisition/Program Management	87,095	83,263	0		83,263	83,263		89,429
				0.0				
Total	7,847,152	5,300,003	-130,571	-2.5	5,169,432	5,169,432		5,352,937

*The FY 2015 Actual column includes \$3,031.8 million of FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$2,390.8 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$2,650.7 million of the FY 2017 OCO Request.

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III. Financial Summary (\$ in thousands)

B. <u>Reconciliation Summary</u>	Change <u>FY 2016/FY 2016</u>	Change <u>FY 2016/FY 2017</u>
Baseline Funding	5,300,003	5,169,432
Congressional Adjustments (Distributed)	-91,500	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent	15,078	
Congressional Adjustments (General Provisions)	-54,149	
Subtotal Appropriated Amount	5,169,432	
Fact-of-Life Changes (2016 to 2016 Only)		
Subtotal Baseline Funding	5,169,432	
Supplemental	2,390,757	
Reprogrammings		
Price Changes		67,900
Functional Transfers		
Program Changes		115,605
Current Estimate	7,560,189	5,352,937
Less: Wartime Supplemental	-2,390,757	
Normalized Current Estimate	5,169,432	

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IV. Performance Criteria and Evaluation Summary:

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<u>V. Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>60,519</u>	<u>60,542</u>	<u>60,864</u>	<u>23</u>	<u>322</u>
Officer	11,427	11,453	11,513	26	60
Enlisted	49,092	49,089	49,351	-3	262
<u>Reservists on Full Time Active Duty (E/S)</u>	<u>2,659</u>	<u>2,828</u>	<u>2,483</u>	<u>169</u>	<u>-345</u>
Officer	579	642	611	63	-31
Enlisted	2,080	2,186	1,872	106	-314
<u>Civilian End Strength (Total)</u>	<u>6,224</u>	<u>6,556</u>	<u>6,599</u>	<u>332</u>	<u>43</u>
U.S. Direct Hire	6,224	6,556	6,599	332	43
Total Direct Hire	6,224	6,556	6,599	332	43
<u>Active Military Average Strength (A/S) (Total)</u>	<u>60,519</u>	<u>60,542</u>	<u>60,864</u>	<u>23</u>	<u>322</u>
Officer	11,427	11,453	11,513	26	60
Enlisted	49,092	49,089	49,351	-3	262
<u>Reservists on Full Time Active Duty (A/S) (Total)</u>	<u>2,659</u>	<u>2,828</u>	<u>2,483</u>	<u>169</u>	<u>-345</u>
Officer	579	642	611	63	-31
Enlisted	2,080	2,186	1,872	106	-314
<u>Civilian FTEs (Total)</u>	<u>6,224</u>	<u>6,556</u>	<u>6,599</u>	<u>332</u>	<u>43</u>
U.S. Direct Hire	6,224	6,556	6,599	332	43
Total Direct Hire	6,224	6,556	6,599	332	43
Average Annual Civilian Salary (\$ in thousands)	111.8	102.0	113.9	-9.8	11.9
<u>Contractor FTEs (Total)</u>	<u>6,826</u>	<u>5,503</u>	<u>5,647</u>	<u>-1,323</u>	<u>144</u>

United States Special Operations Command
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Personnel Summary Explanations: *USSOCOM military personnel are reported in Military Service Estimates.

**United States Special Operations Command
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VI. OP 32 Line Items as Applicable (Dollars in thousands):

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2015</u>	<u>FY 2015/FY 2016</u>		<u>FY 2016</u>	<u>FY 2016/FY 2017</u>		<u>FY 2017</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	659,488	8,078	-8,566	659,000	10,010	71,563	740,573
103 Wage Board	36,418	446	-26,855	10,009	152	1,087	11,248
199 Total Civ Compensation	695,906	8,524	-35,421	669,009	10,162	72,650	751,821
308 Travel of Persons	497,124	8,452	-139,335	366,241	6,592	3,360	376,193
399 Total Travel	497,124	8,452	-139,335	366,241	6,592	3,360	376,193
401 DLA Energy (Fuel Products)	201,352	-14,698	-67,316	119,338	-9,786	-11,354	98,198
402 Service Fund Fuel	2,594	-190	-2,404	0	0	0	0
411 Army Supply	12,337	315	-5,150	7,502	-347	-1,167	5,988
412 Navy Managed Supply, Matl	17,174	597	-3,941	13,830	683	67	14,580
413 Marine Corps Supply	606	32	-511	127	-5	4	126
414 Air Force Consol Sust AG (Supply)	282,826	-4,723	37,143	315,246	3,026	-2,224	316,048
416 GSA Supplies & Materials	12,144	207	1,762	14,113	254	-1,391	12,976
417 Local Purch Supplies & Mat	101,813	1,731	-31,502	72,042	1,297	-7,513	65,826
424 DLA Mat Supply Chain (Weapon Sys)	3,919	51	4,428	8,398	-504	-770	7,124
499 Total Supplies & Materials	634,765	-16,678	-67,491	550,596	-5,382	-24,348	520,866
502 Army Fund Equipment	1,030	0	8,883	9,913	-26	-5,507	4,380
503 Navy Fund Equipment	1,825	0	989	2,814	109	105	3,028
505 Air Force Fund Equip	2,462	0	-329	2,133	0	22	2,155
506 DLA Mat Supply Chain (Const & Equip)	4,622	46	-1,115	3,553	-4	34	3,583
507 GSA Managed Equipment	6,225	106	5,019	11,350	204	42	11,596
599 Total Equipment Purchases	16,164	152	13,447	29,763	283	-5,304	24,742
601 Army Industrial Operations	3,288	260	-460	3,088	-3	-1	3,084
603 DLA Distribution	16,175	322	-16,284	213	32	-1	244
610 Navy Air Warfare Center	20,714	252	-9,675	11,291	361	-310	11,342
611 Navy Surface Warfare Ctr	23,130	342	2,651	26,123	841	-91	26,873
612 Navy Undersea Warfare Ctr	3,758	45	3	3,806	35	2	3,843
613 Naval Fleet Readiness Ctrs (Aviation)	396	-22	-374	0	0	0	0

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		Change			Change		
	FY 2015	FY 2015/FY 2016		FY 2016	FY 2016/FY 2017		FY 2017
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
614 Space & Naval Warfare Center	15,130	245	3,503	18,878	196	-250	18,824
623 Navy Transportation (Special Mission Ships)	3,923	282	-4,205	0	0	0	0
630 Naval Research Laboratory	1,769	174	-1,943	0	0	0	0
631 Navy Base Support (NFESC)	3,788	424	-1,047	3,165	224	8	3,397
633 DLA Document Services	301	-7	20	314	5	12	331
634 NAVFEC (Utilities and Sanitation)	11,215	-38	-8,502	2,675	-116	1,439	3,998
640 Marine Corps Depot Maint	111	3	-114	0	0	0	0
647 DISA Enterprise Computing Centers	8,359	-836	1,590	9,113	-911	0	8,202
661 Air Force Consolidated Sust AG (Maint)	9,662	-299	-7,333	2,030	-23	0	2,007
671 DISA DISN Subscription Services (DSS)	58,330	-5,419	-20,649	32,262	-2,258	28	30,032
677 DISA Telecomm Svcs - Reimbursable	71	1	1,809	1,881	34	0	1,915
699 Total DWCF Purchases	180,120	-4,271	-61,010	114,839	-1,583	836	114,092
702 AMC SAAM (fund)	387,989	0	-323,978	64,011	0	19,805	83,816
703 JCS Exercises	386	-1	10,542	10,927	-983	3,961	13,905
705 AMC Channel Cargo	2,996	60	-2,000	1,056	19	1	1,076
708 MSC Chartered Cargo	92,816	-1,949	-90,867	0	0	0	0
710 MSC Surge Sealift (Full Operating Status)	22,629	0	1,810	24,439	0	2,415	26,854
717 SDDC Global POV	3,371	-128	-3,243	0	0	0	0
719 SDDC Cargo Ops-Port hndlg	0	0	199	199	2	0	201
720 DSC Pounds Delivered	1	1	0	2	0	0	2
771 Commercial Transport	53,614	912	-27,327	27,199	490	122	27,811
799 Total Transportation	563,802	-1,105	-434,864	127,833	-472	26,304	153,665
912 Rental Payments to GSA (SLUC)	4,327	74	-3,901	500	9	1	510
913 Purchased Utilities (Non-Fund)	4,548	77	-372	4,253	77	11	4,341
914 Purchased Communications (Non-Fund)	281,898	4,792	-151,770	134,920	2,429	-1,559	135,790
915 Rents (Non-GSA)	51,948	883	-30,244	22,587	407	366	23,360

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		Change			Change		
	FY 2015	FY 2015/FY 2016		FY 2016	FY 2016/FY 2017		FY 2017
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
917 Postal Services (U.S.P.S)	1,476	25	-567	934	17	0	951
920 Supplies & Materials (Non-Fund)	473,692	8,053	-68,126	413,619	7,445	-2,372	418,692
921 Printing & Reproduction	7,563	129	-4,198	3,494	63	433	3,990
922 Equipment Maintenance By Contract	359,078	6,104	-66,295	298,887	5,380	19,202	323,469
923 Facilities Sust, Rest, & Mod by Contract	21,026	358	1,523	22,907	412	-5,371	17,948
924 Pharmaceutical Drugs	115	4	217	336	13	0	349
925 Equipment Purchases (Non-Fund)	955,258	16,240	-435,730	535,768	9,644	9,488	554,900
926 Other Overseas Purchases	1,054	18	8,320	9,392	169	271	9,832
927 Air Def Contracts & Space Support (AF)	120	2	-122	0	0	0	0
928 Ship Maintenance By Contract	8,208	140	-7,155	1,193	21	0	1,214
929 Aircraft Reworks by Contract	527,730	8,971	-446,774	89,927	1,619	-1	91,545
930 Other Depot Maintenance (Non-Fund)	667,730	11,351	-254,149	424,932	7,649	-10,066	422,515
932 Mgt Prof Support Svcs	86,017	1,463	-29,939	57,541	1,036	14,453	73,030
933 Studies, Analysis & Eval	17,006	289	-3,962	13,333	240	397	13,970
934 Engineering & Tech Svcs	7,375	126	-248	7,253	131	2,389	9,773
937 Locally Purchased Fuel (Non-Fund)	27,979	-2,043	-1,616	24,320	-1,994	-4,910	17,416
955 Other Costs (Medical Care)	10,026	371	3,345	13,742	522	-784	13,480
957 Other Costs (Land and Structures)	37,180	632	-34,641	3,171	57	0	3,228
964 Other Costs (Subsistence and Support of Persons)	303	5	-308	0	0	0	0
984 Equipment Contracts	5,044	86	-593	4,537	82	-12	4,607
986 Medical Care Contracts	6,808	252	35,331	42,391	1,611	-218	43,784
987 Other Intra-Govt Purch	519,807	8,837	-199,565	329,079	5,923	-1,596	333,406
989 Other Services	1,003,442	17,058	-312,377	708,123	12,746	9,444	730,313
990 IT Contract Support Services	172,513	2,933	-31,434	144,012	2,592	12,541	159,145
999 Total Other Purchases	5,259,271	87,230	-2,035,350	3,311,151	58,300	42,107	3,411,558
Total	7,847,152	82,304	-2,760,024	5,169,432	67,900	115,605	5,352,937

**United States Special Operations Command
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget**

*The FY 2015 Actual column includes \$3,031.8 million of FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$2,390.8 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$2,650.7 million of the FY 2017 OCO Request.

Fiscal Year 2017 President's Budget
UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)



Operating Forces/Base Support

February 2016

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Base Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
Budget Activity (BA) 1: Operating Forces/Base Support

	FY 2015 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2016 <u>Enacted</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2017 <u>Estimate</u>
BaseSup	36,377	642	11,414	48,433	822	-3,195	46,060

*The FY 2015 Actual Column includes \$0.0 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$0.0 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$0.0 million of the FY 2017 OCO Request.

I. Description of Operations Financed: Base Support - Primarily captures the Collateral Equipment and Communication infrastructure cost related to SOF-peculiar Military Construction projects. Also, includes costs specifically identified and measurable as base support costs incurred by Naval Special Warfare Command (NSWC) for units not on Navy Installations.

II. Force Structure Summary:

USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2015	FY 2016	FY 2017
Air Force	0	0	0
Army	0	0	0
Marine Corps	0	0	0
Navy	0	0	0
Total	0	0	0

Base Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

II. Force Structure Summary (cont.)

Military End Strength	FY 2015	FY 2016	FY 2017
Air Force	0	0	0
Army	0	0	0
Marine Corps	0	0	0
Navy	0	0	0
Total	0	0	0

Contractor FTEs	FY 2015	FY 2016	FY 2017
Total	2	0	0

Base Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

	FY 2016						
			Congressional Action				
	FY 2015	Budget				Current	FY 2017
A. BA Subactivities	Actual	Request	Amount	Percent	Appropriated	Enacted	Estimate
Base Support	36,377	61,226	-12,793	-20.9	48,433	48,433	46,060
Total	36,377	61,226	-12,793	-20.9	48,433	48,433	46,060

*The FY 2015 Actual Column includes \$0.0 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$0.0 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$0.0 million of the FY 2017 OCO Request.

Base Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

	Change <u>FY 2016/FY 2016</u>	Change <u>FY 2016/FY 2017</u>
B. <u>Reconciliation Summary</u>		
Baseline Funding	61,226	48,433
Congressional Adjustments (Distributed)	-12,000	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-793	
Subtotal Appropriated Amount	48,433	
Fact-of-Life Changes (2016 to 2016 Only)		
Subtotal Baseline Funding	48,433	
Supplemental		
Reprogrammings		
Price Changes		822
Functional Transfers		
Program Changes		-3,195
Current Estimate	48,433	46,060
Less: Wartime Supplemental		
Normalized Current Estimate	48,433	

Base Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

	<u>Amount</u>	<u>Totals</u>
C. <u>Reconciliation of Increases and Decreases</u>		
FY 2016 President's Budget Request (Amended, if applicable)		61,226
1. Congressional Adjustments		-12,793
a. Distributed Adjustments		
1) Removal of one-time fiscal year 2015 cost	-12,000	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8037 Indian Lands	-793	
FY 2016 Appropriated Amount		48,433
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2016 Baseline Funding		48,433
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2016 Estimate		48,433
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2016 Normalized Current Estimate		48,433
6. Price Change		822
7. Functional Transfers		
8. Program Increases		44,011
a. Annualization of New FY 2016 Program		
b. One-Time FY 2017 Increases		
1) Collateral Equipment	43,296	
One-time increases for O&M collateral equipment and C4I requirements for USSOCOM MILCON projects programmed for completion and occupation in FY 2017.		
AFSOC \$1,840 thousand - FY 2017 Projects (1391 Estimates): \$1,840 thousand, 63029M, 27 SOW SOF Squadron Ops Facility, Cannon AFB, NM.		

**Base Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget**

III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases

Amount

Totals

HQSOCOM \$1,396 thousand - FY 2017 Projects (1391 Estimates): \$1,396 thousand, 43703M, SOF Operational Support Facility, MacDill AFB, FL.

NAVSPECWARCOM - \$7,914 thousand - FY 2017 Projects (1391 Estimates): \$2,392 thousand; P777, SOF Applied Instruction Facility, JEB Little Creek, VA; \$4,799 thousand, P920, SOF Logistics Support Unit One Ops Facility, Coronado, CA; \$723 thousand Project Pre-Design

MARSOC - \$7,596 thousand - FY 2017 Projects (1391 Estimates): \$5,321 thousand, P1219, SOF Marine Battalion Company/Team Facilities, Camp Lejeune, NC; \$1,088 thousand, P1320, SOF Performance Resiliency Center-West, Camp Pendleton, CA; \$584 thousand, P1126, SOF Combat Service Support Facility, Camp Pendleton, CA; \$603 thousand, P1288, SOF Combat Service Support Facility, Camp Lejeune, NC.

USASOC - \$22,738 thousand - FY 2017 Projects (1391 Estimates): \$2,836 thousand, 69302, SOF Battalion Operations Facility, Ft Bragg, NC; \$638 thousand, 47942, SOF Language Training Facility, Ft Carson, CO; \$1,377 thousand, 36977, SOF System Integration Maintenance Office Facility, Ft Campbell, KY; \$588 thousand, 57442, SOF Company Operations Facility, Hunter AAF, GA; \$1,210 thousand, 81897, SOF Company HQ/Classrooms, Ft Campbell, KY; \$4,059 thousand,

**Base Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget**

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
16951, Skills Training Facility, Worldwide Unspecified; \$3,674 thousand, 79437, SOF Training Command Building, Ft Bragg, NC; \$2,825 thousand, 79439, SOF Intelligence Training Center, Ft Bragg, NC; \$115 thousand, 79456, SOF Tactical Equipment Maintenance Facility (MOB), Ft Bragg, NC; \$3,902 thousand, 80773, SOF Battalion Operations Facility, Ft Bragg, NC; \$1,514 thousand Project Pre-Design		
OTHER HQs - \$1,812 thousand - FY 2017 Projects (1391 Estimates): \$49 thousand, 76518, SOF Indoor Range, Ft Bragg, NC; \$1,640 thousand, 76513, SOF Special Tactics Facility (PH2), Ft Bragg, NC; \$123 thousand Project Pre-Design. (FY 2016 Baseline: \$0 thousand)		
c. Program Growth in FY 2017		
1) NSWC Support at Non Navy Installations Increase associated with higher level of base operating support provided for Naval Special Warfare Groups that reside on non-Navy installations. These costs include utilities, custodial services, and other miscellaneous base operating support costs. (FY 2016 Baseline: \$818 thousand)	715	
9. Program Decreases		-47,206
a. Annualization of FY 2016 Program Decreases		
b. One-Time FY 2016 Increases		
1) Collateral Equipment One-time decreases for O&M collateral equipment and C4I requirements for USSOCOM MILCON projects programmed for completion and occupation in FY 2016.	-46,456	

**Base Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget**

III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases

Amount

Totals

AFSOC \$3,406 thousand - FY 2016 Projects (1391 Estimates): \$3,111 thousand, 83002, 1st SOW SOF Squadron Ops Facility, Hurlburt Fld, FL; \$295 thousand Project Pre-Design.

NAVSPECWARCOM - \$21,106 thousand - FY 2016 Projects (1391 Estimates): \$1,574 thousand P170, Construction Battalion SOF Applied Instruction Facility, Gulfport, MS; \$4,336 thousand, P776, Group One SOF Logistics Support Unit Ops Facility, Coronado, CA; \$3,221 thousand, P893, Group One SOF Support Activity Ops Facility, Coronado, CA; \$1,670 thousand, P166, Group Two SOF Mobile Communications Det Support Facility, Little Creek, VA; \$423 thousand, P183, Group Two SOF Indoor Dynamic Range, Little Creek, VA; \$4,300 thousand, P334, SOF LOGSU Two Operations Facility, Fort Story, VA; \$2,350 thousand, P475, SOF SDVT-1 Waterfront OPS Facility, Pearl Harbor, HI; \$1,160 thousand, P157, SOF Human Performance Center, NAS Oceana, Dam Neck Annex, VA; \$1,916 thousand, P418, Group Two SOF Tactical Ground Mobility Vehicle Maintenance Facility, Little Creek, VA; \$156 thousand, P240, Group Four SOF Land Acquisition Western Maneuver Area, Construction Battalion, Gulfport, MS.

MARSOC - \$3,545 thousand - FY 2016 Projects (1391 Estimates): \$3,545 thousand, P1396, MSOS SOF Intel Ops Expansion, Camp Lejeune, NC.

**Base Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget**

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
USASOC - \$17,053 thousand FY 2016 Projects (1391 Estimates): \$1,589 thousand, 69446, 10th SFG SOF Group Support Battalion, Ft Carson, CO; \$549 thousand, 76375, 95th CAB SOF Civil Affairs Battalion; \$1,428 thousand, 61064, Spec Warfare Ctr SOF Upgrade Training Facility, Ft Bragg, NC; \$152 thousand, 68526, Spec Warfare Ctr SOF Engineer Training Facility; \$979 thousand, 79438, Spec Warfare Ctr SOF Combat Medic Skills Sustainment Course Bldg; \$177 thousand, 79440, Spec Warfare Ctr SOF Boat Docks, Key West, FL; \$3,604 thousand, 69445, SOF Battalion Operations Facility, Fort Lewis, WA; \$2,068 thousand, 69447, SOF Ground Support Battalion, Fort Campbell, KY; \$4,118 thousand, 76367, SOF Battalion Operations Complex, Fort Carson, CO; \$751 thousand, 69517, Skills Training Facility, Unspecified Worldwide; \$1,638 thousand Project Pre-Design		
Other Headquarters \$1,346 thousand Project Pre-Design. (FY 2016 Baseline: \$46,456 thousand)		
c. Program Decreases in FY 2017		
1) Headquarters USSOCOM	-750	
Decrease associated with realized savings in custodial services and furnishings management contracts. (FY 2016 Baseline: \$1,940 thousand)		
FY 2017 Budget Request		46,060

Base Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

IV. Performance Criteria and Evaluation Summary:

Base Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

V. <u>Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change</u> <u>FY 2015/</u> <u>FY 2016</u>	<u>Change</u> <u>FY 2016/</u> <u>FY 2017</u>
<u>Contractor FTEs (Total)</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>-2</u>	<u>0</u>

Personnel Summary Explanations:

**Base Support
Operation and Maintenance, Defense-Wide
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VI. OP 32 Line Items as Applicable (Dollars in thousands):

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2015</u>	<u>FY 2015/FY 2016</u>		<u>FY 2016</u>	<u>FY 2016/FY 2017</u>		<u>FY 2017</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
417 Local Purch Supplies & Mat	928	16	-944	0	0	0	0
499 TOTAL SUPPLIES & MATERIALS	928	16	-944	0	0	0	0
601 Army Industrial Operations	78	6	-84	0	0	0	0
613 Naval Fleet Readiness Ctrs (Aviation)	395	-22	-373	0	0	0	0
631 Navy Base Support (NFESC)	920	103	-1,023	0	0	0	0
634 NAVFEC (Utilities and Sanitation)	728	-2	92	818	-35	715	1,498
671 DISA DISN Subscription Services (DSS)	228	-21	-207	0	0	0	0
699 TOTAL DWCF PURCHASES	2,349	64	-1,595	818	-35	715	1,498
771 Commercial Transport	775	13	-788	0	0	0	0
799 TOTAL TRANSPORTATION	775	13	-788	0	0	0	0
913 Purchased Utilities (Non-Fund)	499	8	-507	0	0	0	0
914 Purchased Communications (Non- Fund)	927	16	8,457	9,400	169	-2,146	7,423
915 Rents (Non-GSA)	8	0	-8	0	0	0	0
920 Supplies & Materials (Non- Fund)	6,526	111	-6,637	0	0	0	0
922 Equipment Maintenance By Contract	497	8	-505	0	0	0	0
923 Facilities Sust, Rest, & Mod by Contract	2,005	34	-2,039	0	0	0	0
925 Equipment Purchases (Non-Fund)	18,803	320	14,654	33,777	608	-872	33,513
957 Other Costs (Land and Structures)	112	2	-114	0	0	0	0
987 Other Intra-Govt Purch	1,523	26	-1,549	0	0	0	0
989 Other Services	293	5	4,140	4,438	80	-892	3,626
990 IT Contract Support Services	1,132	19	-1,151	0	0	0	0
999 TOTAL OTHER PURCHASES	32,325	549	14,741	47,615	857	-3,910	44,562
Total	36,377	642	11,414	48,433	822	-3,195	46,060

*The FY 2015 Actual Column includes \$0.0 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

Base Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

*The FY 2016 Enacted excludes \$0.0 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$0.0 million of the FY 2017 OCO Request.

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Fiscal Year 2017 President's Budget
UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)



Operating Forces/Combat Development Activities

February 2016

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**Combat Development Activities
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget**

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

Budget Activity (BA) 1: Operating Forces/Combat Development Activities

	FY 2015 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2016 <u>Enacted</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2017 <u>Estimate</u>
CDAct	1,810,420	20,207	-844,963	985,664	13,948	57,685	1,057,297

*The FY 2015 Actual Column includes \$962.9 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$909.9 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$1,011.1 million of the FY 2017 OCO Request.

I. Description of Operations Financed: Combat Development Activities - Includes Joint and Component manpower authorizations, SOF-peculiar equipment, necessary facilities and the associated costs specifically identified and measurable to the development of combat doctrine, organizational concepts, material requirements and other developmental activities related to SOF. Also includes activities to support experimentation, tests, project evaluations necessary to develop and/or validate new doctrine and organizations for special operations.

II. Force Structure Summary:

USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2015	FY 2016	FY 2017
Air Force	105	88	100
Army	771	850	850
Marine Corps	0	0	0

Combat Development Activities
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

II. Force Structure Summary (cont.)

Navy	467	446	459
Total	1,343	1,384	1,409

Military End Strength	FY 2015	FY 2016	FY 2017
Air Force	1,151	1,150	1,150
Army	1,739	1,733	1,733
Marine Corps	78	79	80
Navy	1,461	1,461	1,461
Total	4,429	4,423	4,424

Contractor FTEs	FY 2015	FY 2016	FY 2017
Total	1,836	479	488

Combat Development Activities
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

	FY 2016						
			Congressional Action				
	FY 2015	Budget				Current	FY 2017
A. BA Subactivities	Actual	Request	Amount	Percent	Appropriated	Enacted	Estimate
Combat Development Activities	1,810,420	998,208	-12,544	-1.3	985,664	985,664	1,057,297
Total	1,810,420	998,208	-12,544	-1.3	985,664	985,664	1,057,297

*The FY 2015 Actual Column includes \$962.9 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$909.9 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$1,011.1 million of the FY 2017 OCO Request.

Combat Development Activities
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

	Change <u>FY 2016/FY 2016</u>	Change <u>FY 2016/FY 2017</u>
B. <u>Reconciliation Summary</u>		
Baseline Funding	998,208	985,664
Congressional Adjustments (Distributed)	-9,807	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-2,737	
Subtotal Appropriated Amount	985,664	
Fact-of-Life Changes (2016 to 2016 Only)		
Subtotal Baseline Funding	985,664	
Supplemental	909,895	
Reprogrammings		
Price Changes		13,948
Functional Transfers		
Program Changes		57,685
Current Estimate	1,895,559	1,057,297
Less: Wartime Supplemental	-909,895	
Normalized Current Estimate	985,664	

Combat Development Activities
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

	<u>Amount</u>	<u>Totals</u>
C. <u>Reconciliation of Increases and Decreases</u>		
FY 2016 President's Budget Request (Amended, if applicable)		998,208
1. Congressional Adjustments		-12,544
a. Distributed Adjustments		
1) Overestimation of civilian FTE targets and streamlining management headquarters	-9,807	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8128 - Adjustment to reflect savings due to lower than anticipated fuel cost	-2,737	
FY 2016 Appropriated Amount		985,664
2. War-Related and Disaster Supplemental Appropriations		909,895
a. OCO Supplemental Funding		
1) OCO	909,895	
3. Fact-of-Life Changes		
FY 2016 Baseline Funding		1,895,559
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2016 Estimate		1,895,559
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-909,895
FY 2016 Normalized Current Estimate		985,664
6. Price Change		13,948
7. Functional Transfers		
8. Program Increases		74,693
a. Annualization of New FY 2016 Program		
b. One-Time FY 2017 Increases		
c. Program Growth in FY 2017		
1) Civilian Pay FTE Realignment	2,975	
Increase in civilian personnel funding reflects the realignment of 13 FTE from Management/Operational		

**Combat Development Activities
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget**

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Support Budget Sub-Activity. FTEs were realigned to comply with OSD guidance that any manpower not conducting Management Headquarters Activity (MHA) must be properly moved into non-MHA Program Element Codes (PEC) to support operational rather than MHA requirements. Continuing effort to better position SOCOM end strength to meet current operational requirements. Also reflects a realignment of 12 FTEs from Intelligence Budget Sub-Activity to Combat Development Activities Budget Sub-Activity. See Classified Submission for details. (FY 2016 Baseline: \$146,916 thousand; +25 FTEs)		
2) Civilian Pay Re-price	16,241	
Increase is a result of re-price of Civilian Pay based on FY 2015 Actuals pay rates. OMB guidance directs that civilian pay rates should be priced at the clean rate which excludes one-time anomalies (lump-sum leave, awards, recruitment/retention/relocation bonuses, PCS costs and severance/separation pay). (FY 2016 Baseline: \$146,916 thousand)		
3) Classified	55,477	
See Classified Submission. (FY 2016 Baseline: \$841,486 thousand)		
9. Program Decreases		-17,008
a. Annualization of FY 2016 Program Decreases		
b. One-Time FY 2016 Increases		
c. Program Decreases in FY 2017		
1) Civilian Pay Compensable Days	-1,121	
Decrease in civilian personnel funding due to two		

Combat Development Activities
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
less workdays in FY 2017. (FY 2016 Baseline: \$146,916 thousand)		
2) See Classified Submissions.	-15,887	
See classified submission. (FY 2016 Baseline: \$841,486 thousand)		
FY 2017 Budget Request		1,057,297

Combat Development Activities
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

IV. Performance Criteria and Evaluation Summary:

N/A

**Combat Development Activities
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget**

<u>V. Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>4,429</u>	<u>4,423</u>	<u>4,424</u>	<u>-6</u>	<u>1</u>
Officer	884	880	881	-4	1
Enlisted	3,545	3,543	3,543	-2	0
<u>Civilian End Strength (Total)</u>	<u>1,343</u>	<u>1,384</u>	<u>1,409</u>	<u>41</u>	<u>25</u>
U.S. Direct Hire	1,343	1,384	1,409	41	25
Total Direct Hire	1,343	1,384	1,409	41	25
<u>Active Military Average Strength (A/S) (Total)</u>	<u>4,429</u>	<u>4,423</u>	<u>4,424</u>	<u>-6</u>	<u>1</u>
Officer	884	880	881	-4	1
Enlisted	3,545	3,543	3,543	-2	0
<u>Civilian FTEs (Total)</u>	<u>1,343</u>	<u>1,384</u>	<u>1,409</u>	<u>41</u>	<u>25</u>
U.S. Direct Hire	1,343	1,384	1,409	41	25
Total Direct Hire	1,343	1,384	1,409	41	25
Average Annual Civilian Salary (\$ in thousands)	119.3	106.2	118.7	-13.1	12.5
<u>Contractor FTEs (Total)</u>	<u>1,836</u>	<u>479</u>	<u>488</u>	<u>-1,357</u>	<u>9</u>

Personnel Summary Explanations:

*USSOCOM military personnel are reported in Military Service Estimates.

*Swing in Average Annual Civilian Salary due to Civilian Pay re-price. Prior year actuals reported higher than budgeted due to re-price not being done for several cycles. Re-price was performed to bring salaries to realistic levels.

**Combat Development Activities
Operation and Maintenance, Defense-Wide
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*Increase in Civilian FTE reflects the realignment of 13 FTE from Management/Operational Support Budget Sub-Activity. FTEs were realigned to comply with OSD guidance that any manpower not conducting Management Headquarters Activity (MHA) must be properly moved into non-MHA Program Element Codes (PEC) to support operational rather than MHA requirements. Continuing effort to better position SOCOM end strength to meet current operational requirements. Also reflects a realignment of 12 FTEs from Intelligence Budget Sub-Activity to Combat Development Activities Budget Sub-Activity. See Classified Submission for details.

*FY15 Contractor FTEs include 1,357 of Overseas Contingency Operations supported contractors

*FY16 to FY17 increase - See classified

**Combat Development Activities
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget**

VI. OP 32 Line Items as Applicable (Dollars in thousands):

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2015</u>	<u>FY 2015/FY 2016</u>		<u>FY 2016</u>	<u>FY 2016/FY 2017</u>		<u>FY 2017</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	155,035	1,899	-14,097	142,837	2,170	17,614	162,621
103 Wage Board	5,215	64	-1,200	4,079	62	481	4,622
199 TOTAL CIV COMPENSATION	160,250	1,963	-15,297	146,916	2,232	18,095	167,243
308 Travel of Persons	109,872	1,867	-60,880	50,859	915	5,308	57,082
399 TOTAL TRAVEL	109,872	1,867	-60,880	50,859	915	5,308	57,082
401 DLA Energy (Fuel Products)	22,183	-1,620	-17,356	3,207	-263	2,002	4,946
402 Service Fund Fuel	1,066	-78	-988	0	0	0	0
411 Army Supply	2,725	70	-2,766	29	-1	0	28
414 Air Force Consol Sust AG (Supply)	752	-13	0	739	7	0	746
416 GSA Supplies & Materials	2,593	44	-62	2,575	46	3	2,624
417 Local Purch Supplies & Mat	78,401	1,333	-36,777	42,957	773	43	43,773
499 TOTAL SUPPLIES & MATERIALS	107,720	-264	-57,949	49,507	562	2,048	52,117
505 Air Force Fund Equip	30	0	0	30	0	0	30
507 GSA Managed Equipment	934	16	0	950	17	1	968
599 TOTAL EQUIPMENT PURCHASES	964	16	0	980	17	1	998
610 Navy Air Warfare Center	1,532	19	-1,406	145	5	0	150
611 Navy Surface Warfare Ctr	2,412	36	1,121	3,569	115	0	3,684
623 Navy Transportation (Special Mission Ships)	3,923	282	-4,205	0	0	0	0
631 Navy Base Support (NFESC)	1,645	184	0	1,829	130	0	1,959
634 NAVFEC (Utilities and Sanitation)	563	-2	0	561	-24	0	537
647 DISA Enterprise Computing Centers	6,862	-687	2,198	8,373	-837	0	7,536
699 TOTAL DWCF PURCHASES	16,937	-168	-2,292	14,477	-611	0	13,866
702 AMC SAAM (fund)	181,068	0	-132,196	48,872	0	0	48,872
708 MSC Chartered Cargo	87,366	-1,835	-85,531	0	0	0	0
771 Commercial Transport	22,343	380	-12,484	10,239	184	11	10,434
799 TOTAL TRANSPORTATION	290,777	-1,455	-230,211	59,111	184	11	59,306
912 Rental Payments to GSA (SLUC)	460	8	0	468	8	1	477

**Combat Development Activities
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget**

		Change			Change		
	FY 2015	FY 2015/FY 2016		FY 2016	FY 2016/FY 2017		FY 2017
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
913 Purchased Utilities (Non-Fund)	1,761	30	-138	1,653	30	1	1,684
914 Purchased Communications (Non-Fund)	153,986	2,617	-107,866	48,737	877	49	49,663
915 Rents (Non-GSA)	15,099	256	-9,285	6,070	109	6	6,185
917 Postal Services (U.S.P.S)	882	15	-344	553	10	1	564
920 Supplies & Materials (Non-Fund)	68,850	1,170	-2,491	67,529	1,216	255	69,000
921 Printing & Reproduction	101	2	0	103	2	0	105
922 Equipment Maintenance By Contract	155,703	2,647	-81,564	76,786	1,382	8,449	86,617
923 Facilities Sust, Rest, & Mod by Contract	5,023	85	-5,108	0	0	0	0
924 Pharmaceutical Drugs	96	4	0	100	4	0	104
925 Equipment Purchases (Non-Fund)	165,881	2,820	-60,107	108,594	1,955	4,168	114,717
930 Other Depot Maintenance (Non-Fund)	3,797	65	0	3,862	70	3	3,935
932 Mgt Prof Support Svcs	33,892	576	-24,068	10,400	187	-177	10,410
934 Engineering & Tech Svcs	975	17	-82	910	16	-926	0
937 Locally Purchased Fuel (Non-Fund)	9,552	-698	4,160	13,014	-1,067	-6,005	5,942
955 Other Costs (Medical Care)	24	1	0	25	1	0	26
957 Other Costs (Land and Structures)	5,982	102	-6,084	0	0	0	0
987 Other Intra-Govt Purch	224,156	3,811	-67,946	160,021	2,880	160	163,061
989 Other Services	262,966	4,470	-104,140	163,296	2,939	26,235	192,470
990 IT Contract Support Services	14,714	250	-13,271	1,693	30	2	1,725
999 TOTAL OTHER PURCHASES	1,123,900	18,248	-478,334	663,814	10,649	32,222	706,685
Total	1,810,420	20,207	-844,963	985,664	13,948	57,685	1,057,297

*The FY 2015 Actual Column includes \$962.9 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$909.9 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$1,011.1 million of the FY 2017 OCO Request.

Fiscal Year 2017 President's Budget
UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)



Operating Forces/Communications

February 2016

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Communications
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
Budget Activity (BA) 1: Operating Forces/Communications

	FY 2015 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2016 <u>Enacted</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2017 <u>Estimate</u>
Comms	486,171	2,608	-50,673	438,106	5,079	1,585	444,770

*The FY 2015 Actual Column includes \$77.5 million of the FY 2015 OCO Appropriation funding (PL 113-235).

*The FY 2016 Enacted excludes \$46.3 million of the FY 2016 OCO Appropriation funding (PL 114-113).

*The FY 2017 Estimate excludes \$39.4 million of the FY 2017 OCO Request.

I. Description of Operations Financed: Communications - Includes USSOCOM Headquarters (HQ USSOCOM) and/or component manpower authorizations, SOF-peculiar and support equipment, SOF Information Technology enterprise-wide services, necessary facilities and associated resources directly associated with Automated Data Processing (ADP) support costs for SOF worldwide Command and Control Systems, non-tactical telecommunications networks, services, leases, facility controls and associated equipment. Other Communication capabilities, activities, and commodities include: Command Center operations; deployable command, control and communications assets; airtime, circuit, and bandwidth costs; and automation support required to maintain SOF command and control.

II. Force Structure Summary:

USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2015	FY 2016	FY 2017
Air Force	0	1	1
Army	0	27	27
Marine Corps	0	0	0

Communications
Operation and Maintenance, Defense-Wide
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II. Force Structure Summary (cont.)

Navy	0	0	0
Total	0	28	28

Military End Strength	FY 2015	FY 2016	FY 2017
Air Force	180	180	180
Army	1	1	1
Marine Corps	0	0	0
Navy	0	0	0
Total	181	181	181

Contractor FTEs	FY 2015	FY 2016	FY 2017
Total	751	751	787

Communications
Operation and Maintenance, Defense-Wide
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III. Financial Summary (\$ in thousands)

	FY 2016						
			Congressional Action				
	FY 2015	Budget				Current	FY 2017
A. BA Subactivities	Actual	Request	Amount	Percent	Appropriated	Enacted	Estimate
Communications	486,171	445,720	-7,614	-1.7	438,106	438,106	444,770
Total	486,171	445,720	-7,614	-1.7	438,106	438,106	444,770

*The FY 2015 Actual Column includes \$77.5 million of the FY 2015 OCO Appropriation funding (PL 113-235).

*The FY 2016 Enacted excludes \$46.3 million of the FY 2016 OCO Appropriation funding (PL 114-113).

*The FY 2017 Estimate excludes \$39.4 million of the FY 2017 OCO Request.

Communications
Operation and Maintenance, Defense-Wide
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III. Financial Summary (\$ in thousands)

	Change <u>FY 2016/FY 2016</u>	Change <u>FY 2016/FY 2017</u>
B. <u>Reconciliation Summary</u>		
Baseline Funding	445,720	438,106
Congressional Adjustments (Distributed)	-98	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-7,516	
Subtotal Appropriated Amount	438,106	
Fact-of-Life Changes (2016 to 2016 Only)		
Subtotal Baseline Funding	438,106	
Supplemental	46,260	
Reprogrammings		
Price Changes		5,079
Functional Transfers		
Program Changes		1,585
Current Estimate	484,366	444,770
Less: Wartime Supplemental	-46,260	
Normalized Current Estimate	438,106	

Communications
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

	<u>Amount</u>	<u>Totals</u>
C. <u>Reconciliation of Increases and Decreases</u>		
FY 2016 President's Budget Request (Amended, if applicable)		445,720
1. Congressional Adjustments		-7,614
a. Distributed Adjustments		
1) Overestimation of civilian FTE targets and streamlining management headquarters	-98	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8128 Fuel Savings	-7,516	
FY 2016 Appropriated Amount		438,106
2. War-Related and Disaster Supplemental Appropriations		46,260
a. OCO Supplemental Funding		
1) OCO	46,260	
3. Fact-of-Life Changes		
FY 2016 Baseline Funding		484,366
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2016 Estimate		484,366
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-46,260
FY 2016 Normalized Current Estimate		438,106
6. Price Change		5,079
7. Functional Transfers		
8. Program Increases		20,146
a. Annualization of New FY 2016 Program		
b. One-Time FY 2017 Increases		
c. Program Growth in FY 2017		
1) Civilian Pay - Re-price	99	
Increase is a result of re-price of Civilian Pay based on FY 2015 Actuals pay rates. OMB guidance directs that civilian pay rates should be priced at		

Communications
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
the clean rate which excludes one-time anomalies (lump-sum leave, awards, recruitment/retention/relocation bonuses, PCS costs and severance/separation pay). (FY 2016 Baseline: \$1,462 thousand)		
2) Command, Control, Communications, Computers and Information Automation (C4IAS) Increase provides additional sustainment funding for the Mobile Communications infrastructure (equipment, software and mobility integration lab) and four additional contractor FTEs to provide subject matter expertise. Provides architecture and engineering support for future technologies (e.g., SOF Information Environment (SIE) virtualization, Data-at-Rest, SOF Network expansion to TSOCs). Funding provides sustainment for the SOF Integration Facility and Theater Special Operations Command workstations. (FY 2016 Baseline: \$74,454 thousand; +0 FTEs)	6,076	
3) Headquarters C-4 Information Technology Enterprise (HQC4II) Based on an independent government cost estimate for the performance-based SOF Information Technology Enterprise Contract (SITEC) follow-on, the FY 2017 firm-fixed price portion of SITEC was developed with a 5% increase. In addition, the increase supports 32 additional contractor FTEs to support Theater Network Control Center operations for theater network monitoring, troubleshooting, cyber defense and reporting. Also, SITEC provides technical support for mobile devices connected to the SIE, as well as	13,707	

Communications
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
SIPR Public Key Infrastructure (PKI), SOCNORTH Support and Cyber-Defense function. (FY 2016 Baseline: \$130,543 thousand; +0 FTEs)		
4) Special Communications Enterprise	264	
SPCOM is a classified program that requires SOF peculiar equipment and capabilities, not acquired elsewhere, to meet classified requirements. The primary goal of the SPCOM program is to conceal communications methods, means and content in high threat/high sensitivity environments. The increase specifically provides in-field SPCOM subject matter expertise to TSOCs, operational support to existing transport infrastructure and capabilities, Product Support Provider functions, specialized end-user training, specialized communications services, and field segment kit consumables. (FY 2016 Baseline: \$7,649 thousand)		
9. Program Decreases		-18,561
a. Annualization of FY 2016 Program Decreases		
b. One-Time FY 2016 Increases		
c. Program Decreases in FY 2017		
1) Bipartisan Budget Act of 2015 Compliance	-4,344	
Decrease in funding for C4AIS (-\$2,679 thousand), TACLAN (-\$1,439 thousand) and JTCITS (-\$226 thousand) required for the Department to comply with the Bipartisan Budget Act of 2015. The funding is requested in the Department's FY 2017 Overseas Contingency Operations Budget request. (FY 2016 Baseline: \$108,033 thousand)		
2) Blue Force Tracking (BFT)	-357	

Communications
Operation and Maintenance, Defense-Wide
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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Blue Force Tracking provides the capability to track/monitor forces and platforms worldwide, with low probability of intercept and detection. The decrease is a result of a "Basis of Issue" review that reduced the number of BFT systems and associated O&M sustainment costs. (FY 2016 Baseline: \$3,179 thousand)		
3) Civilian Pay Compensable Days Decrease in civilian personnel funding due to two less workdays in FY 2017. (FY 2016 Baseline: \$1,462 thousand)	-11	
4) Joint Tactical C4I Transceiver System (JTCITS) Provides personnel in a tactical environment the ability to receive and transmit live video feeds and telemetry data from a variety of sources. The decrease represents reduced O&M sustainment costs based on a decrease in the number of JTCITS systems with the majority of JTCITS man-pack requirements being met by Army common "One System Remote Video Terminal" (OSRVT) capability. The remaining funding supports the JTCITS handheld requirement that is not supported by Army common programs. (FY 2016 Baseline: \$4,508 thousand)	-3,338	
5) Radio Integration System (RIS) The decrease is a result of a reduction in the number of on-hand RIS systems pending more capable and less expensive replacement systems and the associated O&M sustainment costs. (FY 2016 Baseline: \$7,387 thousand)	-1,353	
6) SOF Deployable Node (SDN)	-4,349	

Communications
Operation and Maintenance, Defense-Wide
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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
SOF Deployable Nodes are a family of high bandwidth satellite systems that provide tactical connectivity and support Command and Control throughout the deployed SOF community. Funding provides technical support/trainers to allow quick reaction capability for maintenance and repairs of variant systems and the Mobile SOF Strategic Entry Points. The decrease is a result of a "Basis of Issue" review that reduced the number of SDN systems and the associated O&M sustainment costs. (FY 2016 Baseline: \$66,290 thousand)		
7) SOF Tactical Communications Decrease results from the reduction in the number of SOF Tactical Communications Handheld devices and the associated O&M sustainment costs. (FY 2016 Baseline: \$25,294 thousand)	-818	
8) Tactical Local Area Network (TACLAN) Decrease results from USASOC's reduction in the number of TACLAN suites and the associated O&M sustainment costs. In addition, there was a reduction in overall system sustainment costs based on the contract re-compete. (FY 2016 Baseline: \$29,071 thousand)	-3,991	
FY 2017 Budget Request		444,770

Communications
Operation and Maintenance, Defense-Wide
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IV. Performance Criteria and Evaluation Summary:

N/A

Communications
Operation and Maintenance, Defense-Wide
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<u>V. Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>181</u>	<u>181</u>	<u>181</u>	<u>0</u>	<u>0</u>
Officer	7	7	7	0	0
Enlisted	174	174	174	0	0
<u>Civilian End Strength (Total)</u>	<u>0</u>	<u>28</u>	<u>28</u>	<u>28</u>	<u>0</u>
U.S. Direct Hire	0	28	28	28	0
Total Direct Hire	0	28	28	28	0
<u>Active Military Average Strength (A/S) (Total)</u>	<u>181</u>	<u>181</u>	<u>181</u>	<u>0</u>	<u>0</u>
Officer	7	7	7	0	0
Enlisted	174	174	174	0	0
<u>Civilian FTEs (Total)</u>	<u>0</u>	<u>28</u>	<u>28</u>	<u>28</u>	<u>0</u>
U.S. Direct Hire	0	28	28	28	0
Total Direct Hire	0	28	28	28	0
Average Annual Civilian Salary (\$ in thousands)	0	52.2	56.1	52.2	3.9
 <u>Contractor FTEs (Total)</u>	 <u>751</u>	 <u>751</u>	 <u>787</u>	 <u>0</u>	 <u>36</u>

Personnel Summary Explanations:

*USSOCOM military personnel are reported in Military Service Estimates.

*Swing in Average Annual Civilian Salary due to Civilian Pay re-price. Prior year actuals reported higher than budgeted due to re-price not being done for several cycles. Re-price was performed to bring salaries to realistic levels.

Communications
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

*Increase supports 32 additional contractor FTEs to support Theater Network Control Center operations and four FTEs to provide subject matter expertise for architecture and engineering support of future technologies.

Communications
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

VI. OP 32 Line Items as Applicable (Dollars in thousands):

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2015</u>	<u>FY 2015/FY 2016</u>		<u>FY 2016</u>	<u>FY 2016/FY 2017</u>		<u>FY 2017</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	0	0	1,462	1,462	22	88	1,572
199 TOTAL CIV COMPENSATION	0	0	1,462	1,462	22	88	1,572
308 Travel of Persons	1,088	18	-187	919	17	-32	904
399 TOTAL TRAVEL	1,088	18	-187	919	17	-32	904
402 Service Fund Fuel	3	0	-3	0	0	0	0
412 Navy Managed Supply, Matl	270	9	0	279	14	0	293
414 Air Force Consol Sust AG (Supply)	145	-2	0	143	1	0	144
417 Local Purch Supplies & Mat	152	3	0	155	3	0	158
499 TOTAL SUPPLIES & MATERIALS	570	10	-3	577	18	0	595
506 DLA Mat Supply Chain (Const & Equip)	142	1	0	143	0	0	143
507 GSA Managed Equipment	593	10	0	603	11	0	614
599 TOTAL EQUIPMENT PURCHASES	735	11	0	746	11	0	757
603 DLA Distribution	7	0	0	7	1	0	8
610 Navy Air Warfare Center	5,604	68	0	5,672	182	-387	5,467
611 Navy Surface Warfare Ctr	16	0	0	16	1	0	17
614 Space & Naval Warfare Center	8,697	141	5,343	14,181	147	-247	14,081
630 Naval Research Laboratory	1,769	174	-1,943	0	0	0	0
633 DLA Document Services	98	-2	0	96	1	0	97
647 DISA Enterprise Computing Centers	323	-32	0	291	-29	0	262
671 DISA DISN Subscription Services (DSS)	52,099	-4,840	-16,062	31,197	-2,184	0	29,013
699 TOTAL DWCF PURCHASES	68,613	-4,491	-12,662	51,460	-1,881	-634	48,945
771 Commercial Transport	66	1	0	67	1	0	68
799 TOTAL TRANSPORTATION	66	1	0	67	1	0	68
913 Purchased Utilities (Non-Fund)	4	0	0	4	0	0	4
914 Purchased Communications (Non- Fund)	46,751	795	-5,143	42,403	763	-685	42,481
915 Rents (Non-GSA)	2,072	35	-2,107	0	0	0	0

Communications
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

		Change			Change		
	FY 2015	FY 2015/FY 2016		FY 2016	FY 2016/FY 2017		FY 2017
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
920 Supplies & Materials (Non-Fund)	9,206	157	-37	9,326	168	-1,371	8,123
921 Printing & Reproduction	803	14	0	817	15	0	832
922 Equipment Maintenance By Contract	8,553	146	-3,452	5,247	94	-1,292	4,049
925 Equipment Purchases (Non-Fund)	145,919	2,481	-12,037	136,363	2,455	-3,935	134,883
930 Other Depot Maintenance (Non-Fund)	47,086	801	-2,194	45,693	822	-5,816	40,699
932 Mgt Prof Support Svcs	1,799	31	-1,281	549	10	1	560
934 Engineering & Tech Svcs	1,131	19	-1,150	0	0	3,287	3,287
984 Equipment Contracts	281	5	0	286	5	0	291
987 Other Intra-Govt Purch	22,754	387	-11,501	11,640	210	-463	11,387
989 Other Services	2,375	40	0	2,415	43	-94	2,364
990 IT Contract Support Services	126,365	2,148	-381	128,132	2,306	12,531	142,969
999 TOTAL OTHER PURCHASES	415,099	7,059	-39,283	382,875	6,891	2,163	391,929
Total	486,171	2,608	-50,673	438,106	5,079	1,585	444,770

*The FY 2015 Actual Column includes \$77.5 million of the FY 2015 OCO Appropriation funding (PL 113-235).

*The FY 2016 Enacted excludes \$46.3 million of the FY 2016 OCO Appropriation funding (PL 114-113).

*The FY 2017 Estimate excludes \$39.4 million of the FY 2017 OCO Request.

Fiscal Year 2017 President's Budget
UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)



Operating Forces/Flight Operations

February 2016

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Flight Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
Budget Activity (BA) 1: Operating Forces/Flight Operations

	FY 2015 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2016 <u>Enacted</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2017 <u>Estimate</u>
FltOps	1,112,333	-5,888	-107,308	999,137	3,205	-22,613	979,729

*The FY 2015 Actual Column includes \$230.9 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$230.5 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$162.4 million of the FY 2017 OCO Request.

I. Description of Operations Financed: Flight Operations - Supports three active Special Operations Wings (1st SOW, Hurlburt Field, FL; 27th SOW, Cannon AFB, NM; and 58th SOW, Kirtland AFB, NM) and two Special Operations Groups (SOG - 352 SOG, RAF Mildenhall UK and 353 SOG, Kadena AB JA) and their associated squadrons. Includes the 919th Special Operations Reserve Wing located at Duke Field, FL, the 193rd Special Operations Air National Guard Wing, Harrisburg, PA and the 137th Air National Guard Wing, Oklahoma City, OK. Includes the U.S. Army Special Operations Aviation Command (USASOAC); 160th Special Operations Aviation Regiment at Ft Campbell, KY; Hunter Army Airfield, GA; and Ft Lewis, WA. Funding supports SOF Army and Air Force civilian manpower authorizations, flying hours, Special Operations Forces (SOF) peculiar and support equipment, necessary facilities, initial qualification, and recurring training of aircrews in SOF aircraft operations and tactics. Costs specifically identified and measurable to SOF active tactical aviation operational units, organizations and special operation wings and squadrons are also included in this Sub Activity.

II. Force Structure Summary:

USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Flight Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

II. Force Structure Summary (cont.)

Civilian FTEs	FY 2015	FY 2016	FY 2017
Air Force	731	924	954
Army	86	74	74
Marine Corps	0	0	0
Navy	0	0	0
Total	817	998	1,028

Military End Strength	FY 2015	FY 2016	FY 2017
Air Force	12,792	12,923	12,938
Army	3,451	3,450	3,450
Marine Corps	0	0	0
Navy	0	0	0
Total	16,243	16,373	16,388

Contractor FTEs	FY 2015	FY 2016	FY 2017
Total	669	669	669

Flight Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

	FY 2016						
		Congressional Action					
	FY 2015	Budget				Current	FY 2017
A. BA Subactivities	Actual	Request	Amount	Percent	Appropriated	Enacted	Estimate
Flight Operations	1,112,333	1,034,207	-35,070	-3.4	999,137	999,137	979,729
Total	1,112,333	1,034,207	-35,070	-3.4	999,137	999,137	979,729

*The FY 2015 Actual Column includes \$230.9 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$230.5 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$162.4 million of the FY 2017 OCO Request.

Flight Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

	Change <u>FY 2016/FY 2016</u>	Change <u>FY 2016/FY 2017</u>
B. <u>Reconciliation Summary</u>		
Baseline Funding	1,034,207	999,137
Congressional Adjustments (Distributed)	-23,837	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent	1,370	
Congressional Adjustments (General Provisions)	-12,603	
Subtotal Appropriated Amount	999,137	
Fact-of-Life Changes (2016 to 2016 Only)		
Subtotal Baseline Funding	999,137	
Supplemental	230,494	
Reprogrammings		
Price Changes		3,205
Functional Transfers		
Program Changes		-22,613
Current Estimate	1,229,631	979,729
Less: Wartime Supplemental	-230,494	
Normalized Current Estimate	999,137	

Flight Operations
Operation and Maintenance, Defense-Wide
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III. Financial Summary (\$ in thousands)

<u>C. Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2016 President's Budget Request (Amended, if applicable)		1,034,207
1. Congressional Adjustments		-35,070
a. Distributed Adjustments		
1) Flight Operations - unjustified growth	-1,700	
2) Fuel - unjustified growth	-16,400	
3) Overestimation of civilian FTE targets and streamlining management headquarters	-5,737	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
1) Restoral to base budget (Title II) for Section 8128 fuel price savings applied to OCO (Title IX)	1,370	
d. General Provisions		
1) Section 8128 - Adjustment to reflect savings due to lower than anticipated fuel cost	-12,603	
FY 2016 Appropriated Amount		999,137
2. War-Related and Disaster Supplemental Appropriations		230,494
a. OCO Supplemental Funding		
1) OCO	231,864	
2) Reduction to OCO (Title IX) for Section 8128 fuel price savings applied to Title IX	-1,370	
3. Fact-of-Life Changes		
FY 2016 Baseline Funding		1,229,631
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2016 Estimate		1,229,631
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-230,494
FY 2016 Normalized Current Estimate		999,137
6. Price Change		3,205
7. Functional Transfers		
8. Program Increases		87,401

Flight Operations
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Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
a. Annualization of New FY 2016 Program		
b. One-Time FY 2017 Increases		
c. Program Growth in FY 2017		
1) AFSOC Management of Non-Flying Hour Program	2,517	
Increase supports the life cycle replacement of Electronic Flight Bags (EFB) technical refresh of laptops, support servers and software. EFBs support all SOCOM fixed wing aircraft. Historically the refresh averages a one time \$4M cost every 4-5 years. SOCOM also has the additional requirement for managing flight operations for other Operational units(1SOW/127SOW/137SOW) to support the transition and training for SOF Specific airframes (AC-130J, MC-130J and MC-12) at various locations. (FY 2016 Baseline: \$116,296 thousand)		
2) Civilian Pay - Re-price	13,260	
Increase is a result of re-price of Civilian Pay based on FY 2015 Actuals pay rates. OMB guidance directs that civilian pay rates should be priced at the clean rate which excludes one-time anomalies (lump-sum leave, awards, recruitment/retention/relocation bonuses, PCS costs and severance/separation pay). (FY 2016 Baseline: \$86,006 thousand)		
3) Flying Hour Program Increase	39,976	
USSOCOM's two flying components (USASOC/AFSOC) made adjustments to their Flying Hour Models. No programmatic increases to the USASOC flying hour program. AFSOC's overall changes include the AC-130U (\$7,749K/400 hours) and MC-130H (\$27,739K/1,730		

**Flight Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget**

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
hours) divestiture delay and the EC/C-130J (\$454K/22 hours) and MC-130J (\$4,034K/515 hours) crews requiring additional proficiency hours, which resulted in an increase of \$39,976K/2,667 flying hours. (FY 2016 Baseline: \$540,666 thousand)		
4) USASOC Military Free Fall program Program growth is needed in order to support the increased throughput for the Military Free Fall (MFF) program. Majority of growth reflects the realignment of \$1,725 thousand from the Other Operations Budget Sub-Activity to the Flight Operations Budget Sub-Activity. The remaining \$1,675 thousand is the program growth covered by USASOC realigning resources within their Flight Operations program. The Military Free-Fall Parachutist Course is being restructured to allow sufficient annual training slots for all Special Forces Qualification Course (SFQC) candidates while maintaining allocated slots for qualified SF personnel already assigned to operational units. Additionally, the restructure of the course will allow teams preparing for missions to add HALO training to their pre-mission train-up. This restructuring resulted in expansion of MFF from 560 students trained per year to 1,200 per year. (FY 2016 Baseline: \$115,334 thousand)	3,400	
5) USASOC Non-Flying Hour Sustainment Increase is a result of funding realignments within the Flight Operations Budget Sub-Activity to the Army Special Operations Aviation Command (ARSOAC) from the SOCOM Headquarters for Contractor Field Teams	28,248	

Flight Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>		<u>Amount</u>	<u>Totals</u>
support. Resources were moved directly to 160th Special Operations Regiment (SOR) and the Special Operations Training Battalion (SOATB) in order to increase the visibility and direct supervision of teams sustaining SOF specific airframes (MH-6,MH-47 and MH-60).			
(FY 2016 Baseline: \$90,968 thousand)			
9. Program Decreases			-110,014
a. Annualization of FY 2016 Program Decreases			
b. One-Time FY 2016 Increases			
c. Program Decreases in FY 2017			
1) Civilian Pay - Compensable Days		-657	
Decrease in civilian personnel funding due to two less work days in FY 2017. (FY 2016 Baseline: \$86,006 thousand)			
2) Contract Field Team Resource Realignment		-28,248	
Decrease is a result of funding being realigned within the Flight Operations Budget Sub-Activity from the SOCOM Headquarters to the Army Special Operations Aviation Command (ARSOAC) for Contract Field Teams. Resources were moved directly to 160th Special Operations Regiment (SOR) and the Special Operations Training Battalion (SOATB) in order to increase the visibility and direct supervision of teams sustaining SOF specific airframes (MH-6,MH-47 and MH-60). (FY 2016 Baseline: \$73,454 thousand)			
3) CV-22 Power by the Hour		-19,685	
Decrease reflects the transfer of the CV-22 Power By The Hour (PBTH) program from the Flight Operations			

Flight Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Sub-Activity to the Maintenance Sub-Activity for logistical support of the aircraft. (FY 2016 Baseline: \$19,389 thousand)		
4) Flying Hour Program Decrease	-54,905	
USSOCOM's two flying components (USASOC/AFSOC) made adjustments to their Flying Hour Models. USASOC adjusted the number of aviators modeled to accurately represent the actual manning level. This change affected the entire fleet (A/MH-6M (\$2,575K/1,144 hours), MH-47G (\$6,975K/2,259 hours), and MH-60M (\$22,321K/5,044 hours)) which resulted in an overall USASOC decrease of \$31,871K/8,447 flying hours. AFSOC experienced a delay in the AC-130J (\$1,861K/562 hours) fielding, divested four AC-130W (\$11,792K/1,318 hours) aircraft, and adjusted CV-22B (\$9,381K/457 hours) flying hours which resulted in a total decrease of \$23,034K/2,337 flying hours. Overall total Flying Hour Program decreased by \$54,905K/10,784 flying hours.		
(FY 2016 Baseline: \$540,666 thousand)		
5) Non-Flying Hour Support	-6,519	
The decrease represents efficiencies in Supplies (-\$414 thousand), Non-Flying Hour fuel (-\$3.1 Million) and Contracts (-\$3 Million).		
(FY 2016 Baseline: \$73,454 thousand)		
FY 2017 Budget Request		979,729

Flight Operations
Operation and Maintenance, Defense-Wide
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IV. Performance Criteria and Evaluation Summary:

End of FY		FY 2015		FY 2016		FY 2017
Program Data		<u>Budgeted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>Enacted</u>	<u>Estimate</u>
AC-130J/U/W	TAI	28	29	31	31	30
	PAA	26	27	28	28	27
	BAI	2	2	3	3	3
A/MH-6M	TAI	51	50	51	51	51
	PAA	46	46	46	46	46
	BAI	5	4	5	5	5
CV-22B	TAI	46	45	49	49	50
	PAA	44	42	46	46	46
	BAI	2	3	3	3	4
EC/C-130J	TAI	7	7	7	7	7
	PAA	6	6	6	6	6
	BAI	1	1	1	1	1
MC-130H/J	TAI	45	45	50	50	51
	PAA	43	43	46	46	46
	BAI	2	2	4	4	5
MH-47G	TAI	69	67	69	69	69
	PAA	57	56	56	56	56
	BAI	12	11	13	13	13
MH-60L/M	TAI	75	76	75	75	75
	PAA	71	73	71	71	71
	BAI	4	3	4	4	4
UH-60L	TAI	2	2	2	2	2
	PAA	2	2	2	2	2
	BAI	0	0	0	0	0
<u>USSOCOM Total</u>	TAI	323	321	334	334	335
	PAA	295	295	301	301	300
	BAI	28	26	33	33	35

Flight Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

IV. Performance Criteria and Evaluation Summary:

End of FY Program Data	FY 2015 <u>Budgeted</u>	<u>Actual</u>	FY 2016 <u>Budgeted</u>	<u>Enacted</u>	FY 2017 <u>Estimate</u>
Crew Ratio (Average)	1.6	1.6	1.6	1.6	1.6
OPTEMPO (Hrs/Crew/Mo)	12.1	12.1	12.0	12.1	12.1
TOA Funded (\$K)	\$516,046	\$598,409	\$566,724	\$540,666	\$522,452
% Executed		116%			
Flying Hours	71,323	82,796	84,505	84,505	76,388
% Executed		116%			

Flying Hour Program	FY 2015	FY 2016	FY 2017**
TOA Funded (\$K)	\$516,046	\$540,666	\$522,452
TOA Required (\$K)	\$598,409	\$637,090	\$637,031
TOA Executed (\$K) *	\$598,409		
Flying Hours Funded	71,323	84,505	76,388
Flying Hours Required	82,796	98,366	93,136
Flying Hours Flown*	82,796		

*TOA Executed / Hours Flown are provided in PB (Actuals)

**FY 2017 represents Baseline TOA / Hours Funded

Explanation of Performance Variances

Prior Year: Actual funding/hours contain Overseas Contingency Operations (OCO) funding. In addition, actuals include a \$13.1M fuel reduction based on Defense Logistics Agency (DLA) fuel prices.

Current Year: Budgeted versus Estimated TOA funding contains a \$26.1M fuel reduction based on projected Defense Logistics Agency (DLA) fuel prices. No change to flying hours.

Flight Operations
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<u>V. Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>15,031</u>	<u>14,993</u>	<u>15,038</u>	<u>-38</u>	<u>45</u>
Officer	3,032	3,032	3,170	0	138
Enlisted	11,999	11,961	11,868	-38	-93
<u>Reservists on Full Time Active Duty (E/S)</u>	<u>1,212</u>	<u>1,380</u>	<u>1,350</u>	<u>168</u>	<u>-30</u>
Officer	271	332	322	61	-10
Enlisted	941	1,048	1,028	107	-20
<u>Civilian End Strength (Total)</u>	<u>817</u>	<u>998</u>	<u>1,028</u>	<u>181</u>	<u>30</u>
U.S. Direct Hire	817	998	1,028	181	30
Total Direct Hire	817	998	1,028	181	30
<u>Active Military Average Strength (A/S) (Total)</u>	<u>15,031</u>	<u>14,993</u>	<u>15,038</u>	<u>-38</u>	<u>45</u>
Officer	3,032	3,032	3,170	0	138
Enlisted	11,999	11,961	11,868	-38	-93
<u>Reservists on Full Time Active Duty (A/S) (Total)</u>	<u>1,212</u>	<u>1,380</u>	<u>1,350</u>	<u>168</u>	<u>-30</u>
Officer	271	332	322	61	-10
Enlisted	941	1,048	1,028	107	-20
<u>Civilian FTEs (Total)</u>	<u>817</u>	<u>998</u>	<u>1,028</u>	<u>181</u>	<u>30</u>
U.S. Direct Hire	817	998	1,028	181	30
Total Direct Hire	817	998	1,028	181	30
Average Annual Civilian Salary (\$ in thousands)	94.6	86.2	97.2	-8.4	11.0
<u>Contractor FTEs (Total)</u>	<u>669</u>	<u>669</u>	<u>669</u>	<u>0</u>	<u>0</u>

Flight Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

Personnel Summary Explanations:

*USSOCOM military personnel are reported in Military Service Estimates.

*Active Military End Strength and Active Military Average Strength includes both Active Duty and Guard personnel.

*Swing in Average Annual Civilian Salary due to Civilian Pay re-price. Prior year actuals reported higher than budgeted due to re-price not being done for several cycles. Re-price was performed to bring salaries to realistic levels.

*Decrease of 30 Reservists on Full-Time Active Duty (E/S) due to technical correction to database. Correction increased 30 Civilians at AFSOC that OSD erroneously took out last year per MOA 1298. Zero based transfer as SOCOM gave AFRC 30 Reserve slots in return.

Flight Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

VI. OP 32 Line Items as Applicable (Dollars in thousands):

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2015</u>	<u>FY 2015/FY 2016</u>		<u>FY 2016</u>	<u>FY 2016/FY 2017</u>		<u>FY 2017</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	50,409	618	34,979	86,006	1,306	12,603	99,915
103 Wage Board	26,883	329	-27,212	0	0	0	0
199 TOTAL CIV COMPENSATION	77,292	947	7,767	86,006	1,306	12,603	99,915
308 Travel of Persons	59,133	1,006	-1	60,138	1,082	0	61,220
399 TOTAL TRAVEL	59,133	1,006	-1	60,138	1,082	0	61,220
401 DLA Energy (Fuel Products)	156,735	-11,442	-35,835	109,458	-8,976	-10,357	90,125
402 Service Fund Fuel	514	-38	-476	0	0	0	0
411 Army Supply	117	3	0	120	-6	0	114
412 Navy Managed Supply, Matl	2	0	0	2	0	0	2
414 Air Force Consol Sust AG (Supply)	272,121	-4,544	41,567	309,144	2,968	-2,263	309,849
416 GSA Supplies & Materials	35	1	0	36	1	0	37
417 Local Purch Supplies & Mat	182	3	0	185	3	0	188
424 DLA Mat Supply Chain (Weapon Sys)	1,003	13	0	1,016	-61	0	955
499 TOTAL SUPPLIES & MATERIALS	430,709	-16,004	5,256	419,961	-6,071	-12,620	401,270
502 Army Fund Equipment	214	0	0	214	-1	0	213
503 Navy Fund Equipment	1	0	0	1	0	0	1
505 Air Force Fund Equip	856	0	0	856	0	0	856
506 DLA Mat Supply Chain (Const & Equip)	1,217	13	-1	1,229	-1	0	1,228
507 GSA Managed Equipment	385	7	0	392	7	0	399
599 TOTAL EQUIPMENT PURCHASES	2,673	20	-1	2,692	5	0	2,697
601 Army Industrial Operations	498	39	0	537	-1	0	536
610 Navy Air Warfare Center	523	6	0	529	17	0	546
611 Navy Surface Warfare Ctr	250	4	0	254	8	0	262
699 TOTAL DWCF PURCHASES	1,271	49	0	1,320	24	0	1,344
702 AMC SAAM (fund)	227	0	0	227	0	0	227
771 Commercial Transport	1,870	32	0	1,902	34	0	1,936
799 TOTAL TRANSPORTATION	2,097	32	0	2,129	34	0	2,163

Flight Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

		Change			Change		
	FY 2015	FY 2015/FY 2016		FY 2016	FY 2016/FY 2017		FY 2017
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
914 Purchased Communications (Non-Fund)	2,290	39	0	2,329	42	0	2,371
915 Rents (Non-GSA)	1,316	22	0	1,338	24	0	1,362
920 Supplies & Materials (Non-Fund)	165,778	2,818	-41,959	126,637	2,279	0	128,916
921 Printing & Reproduction	356	6	0	362	7	0	369
922 Equipment Maintenance By Contract	114,660	1,950	-19,033	97,577	1,756	-10,144	89,189
925 Equipment Purchases (Non-Fund)	22,193	378	-31	22,540	406	0	22,946
930 Other Depot Maintenance (Non-Fund)	152,507	2,592	-58,023	97,076	1,747	-137	98,686
932 Mgt Prof Support Svcs	2,192	37	-1,505	724	13	-9	728
933 Studies, Analysis & Eval	4,519	77	-1,657	2,939	53	122	3,114
934 Engineering & Tech Svcs	666	11	513	1,190	21	2	1,213
937 Locally Purchased Fuel (Non-Fund)	12,364	-902	-2,777	8,685	-712	-77	7,896
955 Other Costs (Medical Care)	472	17	0	489	19	0	508
957 Other Costs (Land and Structures)	2,628	45	0	2,673	48	0	2,721
984 Equipment Contracts	1,139	19	0	1,158	21	0	1,179
987 Other Intra-Govt Purch	1,707	29	0	1,736	31	0	1,767
989 Other Services	53,401	908	4,143	58,452	1,052	-12,353	47,151
990 IT Contract Support Services	970	16	0	986	18	0	1,004
999 TOTAL OTHER PURCHASES	539,158	8,062	-120,329	426,891	6,825	-22,596	411,120
Total	1,112,333	-5,888	-107,308	999,137	3,205	-22,613	979,729

*The FY 2015 Actual Column includes \$230.9 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$230.5 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$162.4 million of the FY 2017 OCO Request.

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Fiscal Year 2017 President's Budget
UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)



Operating Forces/Force Related Training

February 2016

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**Force Related Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget**

**Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
Budget Activity (BA) 1: Operating Forces/Force Related Training**

	FY 2015 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2016 <u>Enacted</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2017 <u>Estimate</u>
FRTrng	82,529	898	-31,383	52,044	-512	18,273	69,805

*The FY 2015 Actual Column includes \$0.0 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$0.0 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$0.0 million of the FY 2017 OCO Request.

I. Description of Operations Financed: Force Related Training - Provides for the conduct of, or participation in, strategic mobility, Commander-In-Chief directed, and Joint Chiefs of Staff exercises. Force related training includes Joint Combined Exchange Training sponsored by Commander, Special Operations Command in support of regional Theater Commanders and the Services. Includes Headquarters USSOCOM and/or component manpower authorizations, SOF-peculiar and support equipment, necessary facilities, and the associated costs specifically identified and measurable to the conduct of SOF-related training.

II. Force Structure Summary:

USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2015	FY 2016	FY 2017
Air Force	0	0	0
Army	0	0	0
Marine Corps	0	0	0

Force Related Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

II. Force Structure Summary (cont.)

Navy	0	0	0
Total	0	0	0

Military End Strength	FY 2015	FY 2016	FY 2017
Air Force	54	54	54
Army	0	0	0
Marine Corps	0	0	0
Navy	0	0	0
Total	54	54	54

Contractor FTEs	FY 2015	FY 2016	FY 2017
Total	1	1	1

Force Related Training
Operation and Maintenance, Defense-Wide
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III. Financial Summary (\$ in thousands)

	FY 2016						
	FY 2015	Budget	Congressional Action			Current	FY 2017
			Amount	Percent	Appropriated		
<u>A. BA Subactivities</u>	<u>Actual</u>	<u>Request</u>				<u>Enacted</u>	<u>Estimate</u>
Force Related Training	82,529	52,186	-142	-0.3	52,044	52,044	69,805
Total	82,529	52,186	-142	-0.3	52,044	52,044	69,805

*The FY 2015 Actual Column includes \$0.0 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$0.0 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$0.0 million of the FY 2017 OCO Request.

Force Related Training
Operation and Maintenance, Defense-Wide
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III. Financial Summary (\$ in thousands)

B. <u>Reconciliation Summary</u>	Change <u>FY 2016/FY 2016</u>	Change <u>FY 2016/FY 2017</u>
Baseline Funding	52,186	52,044
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-142	
Subtotal Appropriated Amount	52,044	
Fact-of-Life Changes (2016 to 2016 Only)		
Subtotal Baseline Funding	52,044	
Supplemental		
Reprogrammings		
Price Changes		-512
Functional Transfers		
Program Changes		18,273
Current Estimate	52,044	69,805
Less: Wartime Supplemental		
Normalized Current Estimate	52,044	

Force Related Training
Operation and Maintenance, Defense-Wide
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III. Financial Summary (\$ 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)		52,186
1. Congressional Adjustments		-142
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8037 Indian Lands	-142	
FY 2016 Appropriated Amount		52,044
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2016 Baseline Funding		52,044
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2016 Estimate		52,044
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2016 Normalized Current Estimate		52,044
6. Price Change		-512
7. Functional Transfers		
8. Program Increases		18,273
a. Annualization of New FY 2016 Program		
b. One-Time FY 2017 Increases		
c. Program Growth in FY 2017		
1) Joint Chief of Staff (JCS) Exercises/Training Events	3,484	
The increase supports SOF participation requirements (per diem, lodging and Joint Event Life Cycle (JELC)) in GCC Joint Exercise Program events. GCCs and TSOCs request SOF engagement in their prioritized exercise events to satisfy the Global Force Management Plan (GFMAP) readiness objectives. The additional funding allows for SOF participation in AFRICOM and NORTHCOM		

Force Related Training
Operation and Maintenance, Defense-Wide
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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
theater exercise requirements, and also includes MARSOB and JSOC participation. (FY 2016 Baseline: \$10,958 thousand)		
2) Joint Combined Exchange Training (JCET) Increase for intra-theater airlift as determined by policy memo by the Office of the Assistant Secretary of Defense Special Operations/Low Intensity Conflict (ASD-SO/LIC) dated 28 July 2014 stating intra-theater airlift costs for JCETs will be paid with USSOCOM Operations and Maintenance funding. (FY 2016 Baseline: \$39,926 thousand)	14,789	
9. Program Decreases		
a. Annualization of FY 2016 Program Decreases		
b. One-Time FY 2016 Increases		
c. Program Decreases in FY 2017		
FY 2017 Budget Request		69,805

Force Related Training
Operation and Maintenance, Defense-Wide
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IV. Performance Criteria and Evaluation Summary:

N/A

Force Related Training
Operation and Maintenance, Defense-Wide
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<u>V. Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>54</u>	<u>54</u>	<u>54</u>	<u>0</u>	<u>0</u>
Officer	2	2	2	0	0
Enlisted	52	52	52	0	0
<u>Active Military Average Strength (A/S)</u>	<u>54</u>	<u>54</u>	<u>54</u>	<u>0</u>	<u>0</u>
<u>(Total)</u>					
Officer	2	2	2	0	0
Enlisted	52	52	52	0	0
 <u>Contractor FTEs (Total)</u>	 <u>1</u>	 <u>1</u>	 <u>1</u>	 <u>0</u>	 <u>0</u>

Personnel Summary Explanations:

*USSOCOM military are reported in Military Service Estimates.

**Force Related Training
Operation and Maintenance, Defense-Wide
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VI. OP 32 Line Items as Applicable (Dollars in thousands):

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2015</u>	<u>FY 2015/FY 2016</u>		<u>FY 2016</u>	<u>FY 2016/FY 2017</u>		<u>FY 2017</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
308 Travel of Persons	36,060	613	-17,676	18,997	342	-349	18,990
399 TOTAL TRAVEL	36,060	613	-17,676	18,997	342	-349	18,990
401 DLA Energy (Fuel Products)	39	-3	-18	18	-1	53	70
411 Army Supply	1,984	51	-203	1,832	-85	0	1,747
414 Air Force Consol Sust AG (Supply)	11	0	0	11	0	0	11
417 Local Purch Supplies & Mat	1,591	27	0	1,618	29	0	1,647
499 TOTAL SUPPLIES & MATERIALS	3,625	75	-221	3,479	-57	53	3,475
507 GSA Managed Equipment	5	0	-5	0	0	0	0
599 TOTAL EQUIPMENT PURCHASES	5	0	-5	0	0	0	0
702 AMC SAAM (fund)	30,426	0	-21,847	8,579	0	14,582	23,161
703 JCS Exercises	163	0	10,764	10,927	-983	3,961	13,905
705 AMC Channel Cargo	50	1	0	51	1	0	52
771 Commercial Transport	3,765	64	-560	3,269	59	0	3,328
799 TOTAL TRANSPORTATION	34,404	65	-11,643	22,826	-923	18,543	40,446
914 Purchased Communications (Non-Fund)	153	3	0	156	3	0	159
915 Rents (Non-GSA)	38	1	-39	0	0	0	0
920 Supplies & Materials (Non-Fund)	1,651	28	0	1,679	30	0	1,709
925 Equipment Purchases (Non-Fund)	2,667	45	-1,002	1,710	31	0	1,741
926 Other Overseas Purchases	693	12	0	705	13	0	718
932 Mgt Prof Support Svcs	201	3	-204	0	0	0	0
937 Locally Purchased Fuel (Non-Fund)	34	-2	-32	0	0	26	26
955 Other Costs (Medical Care)	208	8	0	216	8	0	224
987 Other Intra-Govt Purch	888	15	0	903	16	0	919
989 Other Services	1,902	32	-561	1,373	25	0	1,398
999 TOTAL OTHER PURCHASES	8,435	145	-1,838	6,742	126	26	6,894
Total	82,529	898	-31,383	52,044	-512	18,273	69,805

**Force Related Training
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*The FY 2015 Actual Column includes \$0.0 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$0.0 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$0.0 million of the FY 2017 OCO Request.

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UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)



Operating Forces/Intelligence

February 2016

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Intelligence
Operation and Maintenance, Defense-Wide
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Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
Budget Activity (BA) 1: Operating Forces/Intelligence

	FY 2015 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2016 <u>Enacted</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2017 <u>Estimate</u>
Int	1,018,251	14,519	-630,030	402,740	7,161	15,080	424,981

*The FY 2015 Actual Column includes \$622.1 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$690.4 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$770.2 million of the FY 2017 OCO Request.

I. Description of Operations Financed: Intelligence - Includes all USSOCOM Headquarters (HQ USSOCOM) and/or component operation and maintenance funding to sustain USSOCOM's equipment, systems, logistics, and maintenance required to perform/sustain USSOCOM's Military Intelligence Programs (MIP). These programs support the Secretary of Defense's intelligence, counterintelligence, and related intelligence responsibilities. USSOCOM's MIP programs, projects, and/or activities provide capabilities to meet SOF warfighter's operational and tactical requirements more effectively. These include: intelligence, surveillance, and reconnaissance (ISR) systems and sustainment; processing, exploitation, and dissemination (PED) capabilities; tactical intelligence collection and analysis devices/systems/databases; and classified programs and activities.

II. Force Structure Summary:

USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2015	FY 2016	FY 2017
Air Force	29	44	32

Intelligence
Operation and Maintenance, Defense-Wide
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II. Force Structure Summary (cont.)

Army	158	211	196
Marine Corps	0	0	0
Navy	0	2	2
Total	187	257	230

Military End Strength	FY 2015	FY 2016	FY 2017
Air Force	30	30	30
Army	688	721	721
Marine Corps	12	12	12
Navy	10	10	10
Total	740	773	773

Contractor FTEs	FY 2015	FY 2016	FY 2017
Total	1,202	1,207	1,198

Intelligence
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III. Financial Summary (\$ in thousands)

	FY 2016						
		Congressional Action					
	FY 2015	Budget				Current	FY 2017
A. BA Subactivities	Actual	Request	Amount	Percent	Appropriated	Enacted	Estimate
Intelligence	1,018,251	424,976	-22,236	-5.2	402,740	402,740	424,981
Total	1,018,251	424,976	-22,236	-5.2	402,740	402,740	424,981

*The FY 2015 Actual Column includes \$622.1 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$690.4 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$770.2 million of the FY 2017 OCO Request.

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III. Financial Summary (\$ in thousands)

	Change <u>FY 2016/FY 2016</u>	Change <u>FY 2016/FY 2017</u>
B. <u>Reconciliation Summary</u>		
Baseline Funding	424,976	402,740
Congressional Adjustments (Distributed)	-16,349	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-5,887	
Subtotal Appropriated Amount	402,740	
Fact-of-Life Changes (2016 to 2016 Only)		
Subtotal Baseline Funding	402,740	
Supplemental	690,362	
Reprogrammings		
Price Changes		7,161
Functional Transfers		
Program Changes		15,080
Current Estimate	1,093,102	424,981
Less: Wartime Supplemental	-690,362	
Normalized Current Estimate	402,740	

Intelligence
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III. Financial Summary (\$ in thousands)

	<u>Amount</u>	<u>Totals</u>
C. <u>Reconciliation of Increases and Decreases</u>		
FY 2016 President's Budget Request (Amended, if applicable)		424,976
1. Congressional Adjustments		-22,236
a. Distributed Adjustments		
1) Classified Adjustment	-6,400	
2) Intelligence - unjustified growth	-7,800	
3) Overestimation of civilian FTE targets and streamlining management headquarters	-2,149	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8128 - Adjustment to reflect savings due to lower than anticipated fuel cost	-5,887	
FY 2016 Appropriated Amount		402,740
2. War-Related and Disaster Supplemental Appropriations		690,362
a. OCO Supplemental Funding		
1) OCO	690,362	
3. Fact-of-Life Changes		
FY 2016 Baseline Funding		1,093,102
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2016 Estimate		1,093,102
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-690,362
FY 2016 Normalized Current Estimate		402,740
6. Price Change		7,161
7. Functional Transfers		
8. Program Increases		89,457
a. Annualization of New FY 2016 Program		
b. One-Time FY 2017 Increases		
1) Special Applications for Contingencies (SAFC) Contractor support for one-year of operation,	4,954	

Intelligence
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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
maintenance and sustainment of the improved High Definition Full Motion sensor developed in FY 2016.		
(FY 2016 Baseline: \$0 thousand)		
c. Program Growth in FY 2017		
1) Civilian Pay - Reprice	2,874	
Increase is a result of re-price of Civilian Pay based on FY 2015 Actuals pay rates. OMB guidance directs that civilian pay rates should be priced at the clean rate which excludes one-time anomalies (lump-sum leave, awards, recruitment/retention/relocation bonuses, PCS costs and severance/separation pay). (FY 2016 Baseline: \$32,173 thousand)		
2) Distributed Common Ground/Surface System - Special Operations Forces (DCGS-SOF)	5,613	
Increase supports software licenses and hardware maintenance for the advanced analytical fusion capability procured in FY 2016. (FY 2016 Baseline: \$27,325 thousand; +0 FTEs)		
3) Headquarters USSOCOM Special Access Program (SAP)	4,470	
Details provided in SAP annual report. (FY 2016 Baseline: \$0 thousand; +0 FTEs)		
4) J2 Operations	1,185	
Supports increased operational tempo for Identity Intelligence activities with USSOCOM J2. (FY 2016 Baseline: \$28,994 thousand; +0 FTEs)		
5) MQ-1 Predator Unmanned Aircraft System	672	
Increases sustainment to support platoon networking for MQ-1C company dedicated to Special Operations		

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Forces support in order to increase operational flexibility and movement of systems within theater.		
(FY 2016 Baseline: \$344 thousand; +0 FTEs)		
6) Multi-Mission Tactical Unmanned Aircraft System (MTUAS)	11,959	
Increase supports 33 new aircraft scheduled to come into service during FY 2017 which will increase the cost to support and deploy. Program realigned from Maintenance Sub-Activity (\$468 thousand) in order to consolidate unmanned aircraft systems under the Military Intelligence Program. Requirement driven by increased mission signal demand in multiple Areas of Operation. (FY 2016 Baseline: \$468 thousand)		
7) Sensitive Site Exploitation (SSE)	10,581	
Realigns Procurement funding to O&M in order to properly execute SSE equipment replacement with a unit cost below the \$250 thousand Investment threshold. (FY 2016 Baseline: \$2,213 thousand; +0 FTEs)		
8) Signature Reduction	81	
Minor increase to operations. (FY 2016 Baseline: \$1,798 thousand)		
9) Small Unmanned Aircraft System (SUAS)	4,803	
Realign from Maintenance Sub-Activity (\$3,105 thousand) and Other Operations Sub-Activity (\$215 thousand) in order to consolidate unmanned aircraft systems under the Military Intelligence Program. Minor additional increase in support of operations. (FY 2016 Baseline: \$3,320 thousand; +0 FTEs)		

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
10) U-28 Manned ISR Contract Logistics Support (CLS) Increase due to realignment of resources from MC-12. USSOCOM terminated U-28 to MC-12 recapitalization initiative following Congressionally-mandated re- evaluation (\$12,233 thousand). Remainder of increase driven by enduring requirements under current Manned ISR Plan. (FY 2016 Baseline: \$35,072 thousand; +0 FTEs)	42,265	
9. Program Decreases		-74,377
a. Annualization of FY 2016 Program Decreases		
b. One-Time FY 2016 Increases		
c. Program Decreases in FY 2017		
1) Bipartisan Budget Act of 2015 Compliance Decrease in funding for U-28 required for the Department to comply with the Bipartisan Budget Act of 2015. The funding is requested in the Department's FY 2017 Overseas Contingency Operations Budget request. (FY 2016 Baseline: \$35,072 thousand)	-10,000	
2) Civilian Pay - Compensable Days Decrease in civilian personnel funding due to two less work days in FY 2017. (FY 2016 Baseline: \$32,173 thousand)	-246	
3) Civilian Pay - FTE Realignment Decrease due to realignment of 15 FTEs from Intelligence Budget Sub-Activity to Operational Support Budget Sub-Activity. This action transferred billets from a Military Intelligence Program (MIP) specialty to a non-MIP specialty to better support operational requirements. Also includes realignment of 12 FTEs from the Intelligence Budget Sub-Activity	-3,944	

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
to Combat Development Activities Budget Sub-Activity. See Classified Submission for additional details on this realignment. (FY 2016 Baseline: \$32,173 thousand; -25 FTEs)		
4) Global Video Surveillance Activities (GVSA) Minor decrease to expected unit operational costs. (FY 2016 Baseline: \$3,901 thousand; +0 FTEs)	-117	
5) Headquarters USSOCOM Special Access Program (SAP) Details provided in SAP annual report. (FY 2016 Baseline: \$34,452 thousand; +0 FTEs)	-35,072	
6) Hostile Forces Tagging, Tracking, and Locating (HFTTL) Decrease reflects reduced requirement to replenish TTL kits and a reduction in funding due to HFTTL reaching full operational capability. (FY 2016 Baseline: \$21,595 thousand)	-2,250	
7) Integrated Survey Program (ISP) Decrease reflects expected lower sustainment costs following technology refresh in FY 2016. (FY 2016 Baseline: \$5,003 thousand; +0 FTEs)	-182	
8) Joint Threat Warning System (JTWS) Decrease reflects reduced sustainment costs as legacy systems are replaced by new technology systems. (FY 2016 Baseline: \$28,019 thousand; +0 FTEs)	-559	
9) MC-12 Manned ISR Contract Logistics Support (CLS) Decrease due to realignment of resources to U-28. USSOCOM terminated U-28 to MC-12 recapitalization initiative following Congressionally-mandated re- evaluation. (FY 2016 Baseline: \$12,233 thousand)	-12,233	
10) Partner Nation Intelligence Initiative	-144	

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Minor decrease due to revised cost estimates. (FY 2016 Baseline: \$4,529 thousand; +0 FTEs)		
11) SOF Targeting and Training Element (STTE) Decrease is due to the responsibility for STTE equipment sustainment being absorbed under the Joint Threat Warning System (JTWS) program's depot maintenance contract as of FY 2017 at no additional cost to JTWS. (FY 2016 Baseline: \$7,386 thousand; +0 FTEs)	-1,207	
12) Special Operations Command Research, Analysis, and Threat Evaluation System (SOCRATES) Decrease due to reduced unit level repair and replacement requirements under the current capital equipment replacement program cycle. (FY 2016 Baseline: \$25,128 thousand; +0 FTEs)	-80	
13) Special Operations Forces Planning, Rehearsal, and Execution Preparation (SOFPREP) Realigns O&M funding to Procurement for proper execution of capital equipment replacement and technology refresh of systems with a cost that exceeds the \$250 thousand Investment threshold. (FY 2016 Baseline: \$6,244 thousand; +0 FTEs)	-446	
14) Special Operations Tactical Video System (SOTVS) Decrease due to ability to sustain the current inventory of Reconnaissance, Surveillance, and Target Acquisition kits within existing O&M baseline. Sustainment costs for the kits previously funded by the SOTVS program office are no longer required. (FY 2016 Baseline: \$14,227 thousand)	-4,463	
15) Tactical Local Area Network (TACLAN)	-1,246	

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Decrease in sustainment funding is due to a reduction in the inventory of TACLAN suites for U.S. Army Special Operations Command. (FY 2016 Baseline: \$2,346 thousand; +0 FTEs)		
16) U.S. Army Special Operations Command (USASOC) Special Access Program (SAP)	-2,188	
Details provided in SAP annual report. (FY 2016 Baseline: \$107,235 thousand; +0 FTEs)		
FY 2017 Budget Request		424,981

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IV. Performance Criteria and Evaluation Summary:

N/A

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V. <u>Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>740</u>	<u>773</u>	<u>773</u>	<u>33</u>	<u>0</u>
Officer	147	155	155	8	0
Enlisted	593	618	618	25	0
<u>Civilian End Strength (Total)</u>	<u>187</u>	<u>257</u>	<u>230</u>	<u>70</u>	<u>-27</u>
U.S. Direct Hire	187	257	230	70	-27
Total Direct Hire	187	257	230	70	-27
<u>Active Military Average Strength (A/S) (Total)</u>	<u>740</u>	<u>773</u>	<u>773</u>	<u>33</u>	<u>0</u>
Officer	147	155	155	8	0
Enlisted	593	618	618	25	0
<u>Civilian FTEs (Total)</u>	<u>187</u>	<u>257</u>	<u>230</u>	<u>70</u>	<u>-27</u>
U.S. Direct Hire	187	257	230	70	-27
Total Direct Hire	187	257	230	70	-27
Average Annual Civilian Salary (\$ in thousands)	143.4	125.2	136.3	-18.2	11.1
<u>Contractor FTEs (Total)</u>	<u>1,202</u>	<u>1,207</u>	<u>1,198</u>	<u>5</u>	<u>-9</u>

Personnel Summary Explanations:

*USSOCOM military personnel are reported in Military Service Estimates.

*Swing in Average Annual Civilian Salary due to Civilian Pay re-price. Prior year actuals reported higher than budgeted due to re-price not being done for several cycles. Re-price was performed to bring salaries to realistic levels.

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*Civilian FTE decrease due to realignment of 15 FTEs from Intelligence Budget Sub-Activity to Operational Support Budget Sub-Activity. This action transferred billets from a Military Intelligence Program (MIP) specialty to a non-MIP specialty to better support operational requirements. Also includes realignment of 12 FTEs from the Intelligence Budget Sub-Activity to Combat Development Activities Budget Sub-Activity. See Classified Submission for additional details on this realignment.

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VI. OP 32 Line Items as Applicable (Dollars in thousands):

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2015</u>	<u>FY 2015/FY 2016</u>		<u>FY 2016</u>	<u>FY 2016/FY 2017</u>		<u>FY 2017</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	26,824	329	5,020	32,173	489	-1,316	31,346
199 TOTAL CIV COMPENSATION	26,824	329	5,020	32,173	489	-1,316	31,346
308 Travel of Persons	16,758	285	-3,080	13,963	251	0	14,214
399 TOTAL TRAVEL	16,758	285	-3,080	13,963	251	0	14,214
401 DLA Energy (Fuel Products)	19,510	-1,424	-18,086	0	0	4	4
411 Army Supply	838	21	-813	46	-2	0	44
412 Navy Managed Supply, Matl	69	2	0	71	4	0	75
414 Air Force Consol Sust AG (Supply)	51	-1	0	50	0	0	50
416 GSA Supplies & Materials	61	1	-28	34	1	0	35
417 Local Purch Supplies & Mat	4,180	71	-516	3,735	67	0	3,802
499 TOTAL SUPPLIES & MATERIALS	24,709	-1,330	-19,443	3,936	70	4	4,010
507 GSA Managed Equipment	196	3	-147	52	1	0	53
599 TOTAL EQUIPMENT PURCHASES	196	3	-147	52	1	0	53
610 Navy Air Warfare Center	671	8	0	679	22	0	701
611 Navy Surface Warfare Ctr	142	2	0	144	5	0	149
614 Space & Naval Warfare Center	2,663	43	0	2,706	28	0	2,734
661 Air Force Consolidated Sust AG (Maint)	239	-7	-135	97	-1	0	96
671 DISA DISN Subscription Services (DSS)	5,800	-539	-5,261	0	0	0	0
677 DISA Telecomm Svcs - Reimbursable	68	1	0	69	1	0	70
699 TOTAL DWCF PURCHASES	9,583	-492	-5,396	3,695	55	0	3,750
771 Commercial Transport	372	6	-170	208	4	0	212
799 TOTAL TRANSPORTATION	372	6	-170	208	4	0	212
912 Rental Payments to GSA (SLUC)	31	1	0	32	1	0	33
913 Purchased Utilities (Non-Fund)	1,530	26	0	1,556	28	0	1,584
914 Purchased Communications (Non- Fund)	39,746	676	-27,038	13,384	241	0	13,625
915 Rents (Non-GSA)	3,676	63	-400	3,339	60	0	3,399

Intelligence
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

		Change			Change		
	FY 2015	FY 2015/FY 2016		FY 2016	FY 2016/FY 2017		FY 2017
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
917 Postal Services (U.S.P.S)	318	5	-142	181	3	0	184
920 Supplies & Materials (Non-Fund)	18,956	323	-1,775	17,504	315	0	17,819
922 Equipment Maintenance By Contract	10,782	183	-5,386	5,579	100	13,011	18,690
923 Facilities Sust, Rest, & Mod by Contract	4,130	71	-4,201	0	0	0	0
925 Equipment Purchases (Non-Fund)	78,922	1,341	-8,091	72,172	1,299	2,543	76,014
929 Aircraft Reworks by Contract	365,689	6,216	-315,886	56,019	1,008	0	57,027
930 Other Depot Maintenance (Non-Fund)	44,850	762	-9,541	36,071	649	0	36,720
932 Mgt Prof Support Svcs	7,234	123	194	7,551	136	-41	7,646
934 Engineering & Tech Svcs	728	12	2,820	3,560	64	-4	3,620
937 Locally Purchased Fuel (Non-Fund)	3,043	-222	-2,821	0	0	786	786
955 Other Costs (Medical Care)	769	28	0	797	30	0	827
957 Other Costs (Land and Structures)	4,045	69	-4,114	0	0	0	0
987 Other Intra-Govt Purch	75,185	1,278	-28,063	48,400	871	0	49,271
989 Other Services	259,642	4,414	-190,539	73,517	1,323	88	74,928
990 IT Contract Support Services	20,533	349	-11,831	9,051	163	9	9,223
999 TOTAL OTHER PURCHASES	939,809	15,718	-606,814	348,713	6,291	16,392	371,396
Total	1,018,251	14,519	-630,030	402,740	7,161	15,080	424,981

*The FY 2015 Actual Column includes \$622.1 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$690.4 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$770.2 million of the FY 2017 OCO Request.

Fiscal Year 2017 President's Budget
UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)



Operating Forces/Maintenance

February 2016

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Maintenance
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
Budget Activity (BA) 1: Operating Forces/Maintenance

	FY 2015 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2016 <u>Enacted</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2017 <u>Estimate</u>
Maint	837,039	13,951	-363,912	487,078	8,997	7,970	504,045

*The FY 2015 Actual Column includes \$393.8 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$282.5 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$421.5 million of the FY 2017 OCO Request.

I. Description of Operations Financed: Maintenance - Supports maintenance (to include installation of modification and conversion kits) of weapons support systems and commodity groups associated with Special Operations Forces (SOF) activities. This also includes USSOCOM Headquarters and/or components' MFP-11 funds for reimbursement of Service industrial funds for depot maintenance of SOF-unique aircrafts, maritime crafts, and equipment. Includes reimbursement for maintenance activities at industrial funded naval shipyards and costs associated with non-industrial funded maintenance activities at Navy repair facilities.

II. Force Structure Summary:

USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2015	FY 2016	FY 2017
Air Force	207	197	197
Army	0	0	0
Marine Corps	0	0	0

Maintenance
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

II. Force Structure Summary (cont.)

Navy	0	0	0
Total	207	197	197

Military End Strength	FY 2015	FY 2016	FY 2017
Air Force	4	4	4
Army	0	0	0
Marine Corps	0	0	0
Navy	0	0	0
Total	4	4	4

Contractor FTEs	FY 2015	FY 2016	FY 2017
Total	615	615	615

Maintenance
Operation and Maintenance, Defense-Wide
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III. Financial Summary (\$ in thousands)

	FY 2016						
	FY 2015	Budget	Congressional Action			Current	FY 2017
			Amount	Percent	Appropriated		
A. <u>BA Subactivities</u>	<u>Actual</u>	<u>Request</u>				<u>Enacted</u>	<u>Estimate</u>
Maintenance	837,039	495,603	-8,525	-1.7	487,078	487,078	504,045
Total	837,039	495,603	-8,525	-1.7	487,078	487,078	504,045

*The FY 2015 Actual Column includes \$393.8 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$282.5 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$421.5 million of the FY 2017 OCO Request.

Maintenance
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III. Financial Summary (\$ in thousands)

	Change <u>FY 2016/FY 2016</u>	Change <u>FY 2016/FY 2017</u>
B. <u>Reconciliation Summary</u>		
Baseline Funding	495,603	487,078
Congressional Adjustments (Distributed)	-1,270	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-7,255	
Subtotal Appropriated Amount	487,078	
Fact-of-Life Changes (2016 to 2016 Only)		
Subtotal Baseline Funding	487,078	
Supplemental	282,473	
Reprogrammings		
Price Changes		8,997
Functional Transfers		
Program Changes		7,970
Current Estimate	769,551	504,045
Less: Wartime Supplemental	-282,473	
Normalized Current Estimate	487,078	

Maintenance
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

	<u>Amount</u>	<u>Totals</u>
C. <u>Reconciliation of Increases and Decreases</u>		
FY 2016 President's Budget Request (Amended, if applicable)		495,603
1. Congressional Adjustments		-8,525
a. Distributed Adjustments		
1) Overestimation of civilian FTE targets and streamlining management headquarters	-1,270	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8128 - Adjustment to reflect savings due to lower than anticipated fuel cost	-7,255	
FY 2016 Appropriated Amount		487,078
2. War-Related and Disaster Supplemental Appropriations		282,473
a. OCO Supplemental Funding		
1) OCO	282,473	
3. Fact-of-Life Changes		
FY 2016 Baseline Funding		769,551
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2016 Estimate		769,551
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-282,473
FY 2016 Normalized Current Estimate		487,078
6. Price Change		8,997
7. Functional Transfers		
8. Program Increases		58,978
a. Annualization of New FY 2016 Program		
b. One-Time FY 2017 Increases		
c. Program Growth in FY 2017		
1) Ammunition	1,974	
Increase reflects a realignment from the Acquisition Management Budget Sub-Activity to the Maintenance		

Maintenance
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
<p>Sub-Activity to cover the cost of managing existing SOF munitions instead of managing the acquisition of SO-Peculiar munitions. The realignment will enable SOCOM's Naval Special Warfare Command (NSWC) to support SO-Peculiar munitions integration into the Navy Ammunition Enterprise, support from the Navy Malfunction reporting system, in-service engineering, data management support, malfunction investigations as required and sustainment of obsolescent material. (FY 2016 Baseline: \$3,240 thousand)</p>		
<p>2) Civilian Pay Re-price Increase is a result of re-price of Civilian Pay based on FY 2015 Actuals pay rates. OMB guidance directs that civilian pay rates should be priced at the clean rate which excludes one-time anomalies (lump-sum leave, awards, recruitment/retention/relocation bonuses, PCS costs and severance/separation pay). (FY 2016 Baseline: \$19,034 thousand)</p>	<p>2,347</p>	
<p>3) Combat Submersibles The program increase is a result of a three additional Shallow Water platforms. The total amount resourced in the Maintenance BSA reflects the maintenance cost required to adequately support the program in FY 2017. (FY 2016 Baseline: \$12,828 thousand)</p>	<p>804</p>	
<p>4) CV-22 Power by the hour Increase reflects the realignment funding from the Flight Operations Sub-Activity to the Maintenance Sub-Activity of \$19,685 thousand for CV-22 Contracted</p>	<p>22,356</p>	

Maintenance
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Logistics support. In addition, there is \$2,671 thousand of program growth to cover one additional airframe in FY 2017. (FY 2016 Baseline: \$5,228 thousand)		
5) Maritime Combat Systems	1,874	
Program growth supports both the sustainment of existing maritime systems such as the Combat Craft Heavy (\$29 thousand), High Speed Assault Craft (\$576 thousand) and the new Combat Craft Medium (\$1,269 thousand) that will eventually replace the Rigid Inflatable Boat (RIB).		
(FY 2016 Baseline: \$19,698 thousand)		
6) MC-12 AvFID (Aviation Foreign Internal Defense) Fixed Wing Aircraft	16,165	
Increase reflects the realignment of funding within the AvFID program (\$14,522 thousand) and minor programmatic growth (\$1,643 thousand) to support the MC-12 program to pay for the 137 AW ANG unit out of Oklahoma to support the AvFID mission with the MC-12 platform.		
(FY 2016 Baseline: \$0 thousand)		
7) Precision Strike Package	3,391	
The increased program supports a total of three additional systems installed on existing airframes for the precision strike package response mission. The increase is the direct O&M costs associated with maintaining the PSP systems on the aircraft. (FY 2016 Baseline: \$33,332 thousand)		

Maintenance
Operation and Maintenance, Defense-Wide
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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
8) SOF Personal Equipment Advanced Requirement (SPEAR) Increased primarily reflects requirements for the repair and replacement of Modular Integrated Communications Helmets (MICH) communication system. The MICH provides the interface/integration of all service common and SOF-unique land/maritime radio transmitters and mobility platforms with a standardized headset system designed to be worn with numerous ballistic helmets. (FY 2016 Baseline: \$48,040 thousand)	9,202	
9) SOF Warrior Tactical Advantage Systems Program increase driven by the replacement of various smaller system equipment items with cost under \$250 thousand. Items being replaced include the Tactical Combat Casualty Care Equipment (TCCE) \$247 thousand, SOF Laser Acquisition/ Hand Held imagers (\$353 thousand), the rotary wing simulator block update and Special Operations Mission Planning Environment (SOMPE) \$265 thousand. (FY 2016 Baseline: \$29,430 thousand)	865	
9. Program Decreases		-51,008
a. Annualization of FY 2016 Program Decreases		
b. One-Time FY 2016 Increases		
c. Program Decreases in FY 2017		
1) Aviation Foreign Internal Defense (AVFID) Program reduction caused by the C-145A decrease to 5 airframes in total. Based on this, resources were realigned to the MC-12 which will assume the remainder of the AVFID mission. (FY 2016 Baseline: \$21,887 thousand)	-14,524	

Maintenance
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
2) C-130 Platforms contracted efficiencies reduction Decrease reflects efforts by the command to force efficiencies in order to reduce contracted support for the AC-130, MC-130 and EC-130 variant platforms. (FY 2016 Baseline: \$156,081 thousand)	-1,024	
3) Civilian Pay Compensable Days Decrease in civilian personnel funding due to two less work days in FY 2017. (FY 2016 Baseline: \$19,034 thousand)	-145	
4) Combatant Craft Forward Looking Infrared Radar Program decrease driven by the divestment of the Combatant Craft Forward Looking Infrared Radar (CCFLIR) which is currently not being repaired and will be replaced by the CCFLIR2 which is being selected by SOCOM. (FY 2016 Baseline: \$5,518 thousand)	-5,166	
5) Family of Special Operations Vehicles (FOSOV) The overall program decreases as a result of divestiture of the Ground Mobility Vehicle (GMV) 1.0 and eventual migration to the GMV 1.1 that will replace it as the SOCOM approved solution. The GMV 1.0 will remain in fleet until the GMV 1.1 is fully fielded. (FY 2016 Baseline: \$49,902 thousand)	-16,132	
6) HQ 4th Military Information Support Group Decreased based on the reorganization of unit into the 1st Special Forces Command and efficiencies gained by the ability to consolidate contracts and venues and right size non-mission critical support. (FY 2016 Baseline: \$301 thousand)	-275	
7) Maritime Craft Aerial Delivery System	-579	

Maintenance
Operation and Maintenance, Defense-Wide
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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Program decrease was driven by the decision to phase out the Maritime Craft Aerial Delivery System. The command is working on the replacement system to be fielded during FY 2017. (FY 2016 Baseline: \$565 thousand)		
8) Non-Standard Aviation Aircraft Decrease caused by the migration from Contracted support to military sustainment of the C-146 Non-Standard Aviation assets to military sustainment in FY 2017 and out. (FY 2016 Baseline: \$40,283 thousand)	-4,381	
9) Under Sea Systems The decrease is due to the decision to migrate funding from the Undersea Systems to Dry Combat Submersible (DCS) operations line in the Ship/Boat Budget Sub-Activity to support DCS pre-deployment and deployment costs. (FY 2016 Baseline: \$4,563 thousand)	-2,119	
10) Unmanned Platforms Decrease reflects a funding realignment from the Maintenance Budget Sub-Activity to the Intelligence Sub-Activity for the Multi-Mission Tactical Unmanned Aircraft System (MTUAS) \$468 thousand and the Small Unmanned Aircraft System (SUAS) Rucksack Portable \$3,105 thousand. Resources will more appropriately aligned in the Military Intelligence Program (MIP) portfolio. (FY 2016 Baseline: \$3,573 thousand)	-3,573	
11) Various SOF weapons systems support Decrease represents minor program realignments in order to gain efficiencies. The five major programs consolidated are the MK 13, MK 46, MK48, SCAR, and the Advanced Lightweight Gernade Launcher. By	-516	

Maintenance
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
merging these lines into one program SOCOM will be able to more efficiently manage the overall sustainment of the small arms program. (FY 2016 Baseline: \$18,428 thousand)		
12) Visual Augmentation Systems	-2,574	
Decrease reflects efforts by the command to force efficiencies in order to reduce contracted sustainment of SOF Visual Augmentation Systems and closer align the program with amounts executed in prior years. (FY 2016 Baseline: \$6,000 thousand)		
FY 2017 Budget Request		504,045

Maintenance
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

IV. Performance Criteria and Evaluation Summary:

	<u>FY 2015</u>				<u>FY 2016</u>				<u>FY 2017</u>	
		Budget	Actual			Budget	Estimated			Budget
Type of Maintenance	QTY	(\$M)	QTY	(\$M)	QTY	(\$M)	QTY	(\$M)	QTY	(\$M)
Airframe	528	146.9	528	146.9	648	177.1	648	177.1	674	166.2
Engine	233	56.0	233	56.0	224	54.7	224	54.7	216	54.7
Other	3,336	123.4	3,336	123.4	490	103.6	490	103.6	521	106.0
Software	184	3.0	184	3.0	192	4.3	192	4.3	192	4.4
Support Equip	101	.4	101	.4	105	1.4	105	1.4	122	1.3
Tng Dev & Siml	2	8.7	2	8.7	2	10.6	2	10.6	2	9.4
<u>Automotive</u>										
<u>Equipment</u>										
Other	979	40.3	979	40.3	780	29.1	780	29.1	41	10.0
<u>Electronics &</u>										
<u>Communications</u>										
End Items	18,735	91.6	18,735	91.6	18,723	86.5	18,723	86.5	18,213	86.2
Other	1,599	76.5	1,599	76.5	190	24.2	190	24.2	197	24.1
Software	1,314	116.9	1,314	116.9	1,073	101.0	1,073	101.0	1,085	102.5
<u>Ordnance, Weapons &</u>										
<u>Munitions</u>										
End Item	90	.7	90	.7	90	.7	90	.7	90	1.4
Other	24,528	10.7	24,528	10.7	21,271	4.4	21,271	4.4	21,129	3.6
Support	1	0	1	0	1	0	1	0	1	0
<u>Equipment</u>										
<u>Other</u>										
Other	12,716	49.1	12,716	49.1	12,724	51.7	12,724	51.7	12,620	57.9
DEPOT MAINT TOTAL	64,354	724.2	64,354	724.2	56,516	649.3	56,516	649.3	55,105	627.7

* FY 2015 Actual Inductions columns include Overseas Contingency Operations (OCO) funding, but FY 2016 Budget columns do not include OCO funding.

Maintenance
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

IV. Performance Criteria and Evaluation Summary:

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Maintenance
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

<u>V. Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>0</u>	<u>0</u>
Officer	4	4	4	0	0
<u>Civilian End Strength (Total)</u>	<u>207</u>	<u>197</u>	<u>197</u>	<u>-10</u>	<u>0</u>
U.S. Direct Hire	207	197	197	-10	0
Total Direct Hire	207	197	197	-10	0
<u>Active Military Average Strength (A/S) (Total)</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>0</u>	<u>0</u>
Officer	4	4	4	0	0
<u>Civilian FTEs (Total)</u>	<u>207</u>	<u>197</u>	<u>197</u>	<u>-10</u>	<u>0</u>
U.S. Direct Hire	207	197	197	-10	0
Total Direct Hire	207	197	197	-10	0
Average Annual Civilian Salary (\$ in thousands)	102.2	96.6	109.3	-5.6	12.7
<u>Contractor FTEs (Total)</u>	<u>615</u>	<u>615</u>	<u>615</u>	<u>0</u>	<u>0</u>

Personnel Summary Explanations:

*USSOCOM military personnel are reported in Military Service Estimates.

*Swing in Average Annual Civilian Salary due to Civilian Pay re-price. Prior year actuals reported higher than budgeted due to re-price not being done for several cycles. Re-price was performed to bring salaries to realistic levels.

Maintenance
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

VI. OP 32 Line Items as Applicable (Dollars in thousands):

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2015</u>	<u>FY 2015/FY 2016</u>		<u>FY 2016</u>	<u>FY 2016/FY 2017</u>		<u>FY 2017</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	21,147	259	-2,372	19,034	289	2,202	21,525
199 TOTAL CIV COMPENSATION	21,147	259	-2,372	19,034	289	2,202	21,525
308 Travel of Persons	1,167	20	-345	842	15	0	857
399 TOTAL TRAVEL	1,167	20	-345	842	15	0	857
412 Navy Managed Supply, Matl	1,377	48	0	1,425	70	0	1,495
414 Air Force Consol Sust AG (Supply)	109	-2	0	107	1	0	108
499 TOTAL SUPPLIES & MATERIALS	1,486	46	0	1,532	71	0	1,603
503 Navy Fund Equipment	263	0	0	263	10	0	273
599 TOTAL EQUIPMENT PURCHASES	263	0	0	263	10	0	273
603 DLA Distribution	196	4	0	200	30	0	230
610 Navy Air Warfare Center	9,403	114	-7,821	1,696	54	0	1,750
611 Navy Surface Warfare Ctr	18,667	276	-483	18,460	594	0	19,054
612 Navy Undersea Warfare Ctr	2,808	34	0	2,842	26	0	2,868
614 Space & Naval Warfare Center	878	14	0	892	9	0	901
633 DLA Document Services	3	0	0	3	0	0	3
661 Air Force Consolidated Sust AG (Maint)	2,145	-66	-578	1,501	-17	0	1,484
699 TOTAL DWCF PURCHASES	34,100	376	-8,882	25,594	696	0	26,290
705 AMC Channel Cargo	2,432	49	-2,481	0	0	0	0
771 Commercial Transport	212	4	0	216	4	0	220
799 TOTAL TRANSPORTATION	2,644	53	-2,481	216	4	0	220
914 Purchased Communications (Non- Fund)	4,753	81	0	4,834	87	0	4,921
920 Supplies & Materials (Non- Fund)	24,294	413	-932	23,775	428	5,396	29,599
922 Equipment Maintenance By Contract	35,723	607	24,913	61,243	1,102	6,565	68,910
925 Equipment Purchases (Non-Fund)	149,728	2,545	-69,963	82,310	1,482	9,368	93,160
928 Ship Maintenance By Contract	8,208	140	-7,155	1,193	21	0	1,214
929 Aircraft Reworks by Contract	162,041	2,755	-130,888	33,908	610	0	34,518

Maintenance
Operation and Maintenance, Defense-Wide
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		Change			Change		
	FY 2015	FY 2015/FY 2016		FY 2016	FY 2016/FY 2017		FY 2017
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
930 Other Depot Maintenance (Non-Fund)	370,836	6,304	-162,181	214,959	3,869	-16,437	202,391
932 Mgt Prof Support Svcs	3,175	54	-2,503	726	13	873	1,612
933 Studies, Analysis & Eval	297	5	-302	0	0	0	0
987 Other Intra-Govt Purch	10,699	182	-3	10,878	196	0	11,074
989 Other Services	6,478	111	-818	5,771	104	3	5,878
999 TOTAL OTHER PURCHASES	776,232	13,197	-349,832	439,597	7,912	5,768	453,277
Total	837,039	13,951	-363,912	487,078	8,997	7,970	504,045

*The FY 2015 Actual Column includes \$393.8 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$282.5 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$421.5 million of the FY 2017 OCO Request.

Fiscal Year 2017 President's Budget
UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)



Operating Forces/Management/Operational Hqtrs

February 2016

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**Management/Operational Hqtrs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget**

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

Budget Activity (BA) 1: Operating Forces/Management and Operational Headquarters

	FY 2015 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2016 <u>Enacted</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2017 <u>Estimate</u>
MngmtHQ	304,423	4,545	-122,656	186,312	2,986	-182	189,116

*The FY 2015 Actual Column includes \$0.0 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$0.0 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$0.0 million of the FY 2017 OCO Request.

I. Description of Operations Financed: Management & Operational Headquarters - Includes manpower authorizations, SOF-peculiar and support equipment, necessary facilities and associated costs specifically identified and measurable to the U.S. Army, Air Force, Navy, and Marine Corps USSOCOM Component Command Headquarters, as well as the USSOCOM Headquarters and its management support activities. Also includes costs associated with the expenditure of funds in support of officially sanctioned activities used to maintain the standing and prestige of the United States by extending official courtesies to guests who promote the goals of the Commander, Special Operations Command and the Department of Defense.

II. Force Structure Summary:

USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2015	FY 2016	FY 2017
Air Force	755	609	601
Army	250	239	239

Management/Operational Hqtrs
Operation and Maintenance, Defense-Wide
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II. Force Structure Summary (cont.)

Marine Corps	0	61	61
Navy	222	260	188
Total	1,227	1,169	1,089

Military End Strength	FY 2015	FY 2016	FY 2017
Air Force	549	537	491
Army	318	245	251
Marine Corps	240	232	225
Navy	552	259	259
Total	1,659	1,273	1,226

Contractor FTEs	FY 2015	FY 2016	FY 2017
Total	134	134	134

Management/Operational Hqtrs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

	FY 2016						
			Congressional Action				
	FY 2015	Budget				Current	FY 2017
A. BA Subactivities	Actual	Request	Amount	Percent	Appropriated	Enacted	Estimate
Management/Operational Hqtrs	304,423	195,808	-9,496	-4.9	186,312	186,312	189,116
Total	304,423	195,808	-9,496	-4.9	186,312	186,312	189,116

*The FY 2015 Actual Column includes \$0.0 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$0.0 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$0.0 million of the FY 2017 OCO Request.

Management/Operational Hqtrs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

	Change <u>FY 2016/FY 2016</u>	Change <u>FY 2016/FY 2017</u>
B. <u>Reconciliation Summary</u>		
Baseline Funding	195,808	186,312
Congressional Adjustments (Distributed)	-8,604	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-892	
Subtotal Appropriated Amount	186,312	
Fact-of-Life Changes (2016 to 2016 Only)		
Subtotal Baseline Funding	186,312	
Supplemental		
Reprogrammings		
Price Changes		2,986
Functional Transfers		
Program Changes		-182
Current Estimate	186,312	189,116
Less: Wartime Supplemental		
Normalized Current Estimate	186,312	

Management/Operational Hqtrs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

	<u>Amount</u>	<u>Totals</u>
C. <u>Reconciliation of Increases and Decreases</u>		
FY 2016 President's Budget Request (Amended, if applicable)		195,808
1. Congressional Adjustments		-9,496
a. Distributed Adjustments		
1) Overestimation of civilian FTE targets and streamlining management headquarters	-8,604	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8037 Indian Lands	-892	
FY 2016 Appropriated Amount		186,312
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2016 Baseline Funding		186,312
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2016 Estimate		186,312
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2016 Normalized Current Estimate		186,312
6. Price Change		2,986
7. Functional Transfers		
8. Program Increases		26,302
a. Annualization of New FY 2016 Program		
b. One-Time FY 2017 Increases		
c. Program Growth in FY 2017		
1) Civilian Pay - Reprice	22,824	
Increase is a result of re-price of Civilian Pay based on FY 2015 Actuals pay rates. OMB guidance directs that civilian pay rates should be priced at the clean rate which excludes one-time anomalies (lump-sum leave, awards,		

**Management/Operational Hqtrs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget**

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
recruitment/retention/relocation bonuses, PCS costs and severance/separation pay). (FY 2016 Baseline: \$128,886 thousand)		
2) US Army Special Operations Command Increase supports several USASOC initiatives. Funding provides for Historian support (\$880 thousand) for electronic recordkeeping, development of historical products and case studies through research and analysis of Unconventional Warfare operations, tactics, and plans. Increase also supports the Range Management Support Contract (\$1,260 thousand) and Role Players to enhance unit training. Other initiatives include Subject Matter Expert Analysis to discover gaps between current/future operational requirements as compared to training requirements (\$520 thousand), and additional funding for FM Auditability readiness (\$233 thousand). (FY 2016 Baseline: \$5,498 thousand)	2,893	
3) US Special Operations Command Combat Medic Certification Increase provides for the use of Freeze Dried Plasma (FDP). FDP expands the availability of sustainable, life-saving blood products to SOF units for use in operating environments without the need for fixed cold storage. FDP is currently restricted to US Army Special Operations Command through an investigational new drug program agreement with the Food and Drug Administration. With the assistance from Army Medical Research and Materiel Command, USSOCOM seeks to expand FDP enterprise wide. (FY 2016 Baseline: \$92	585	

Management/Operational Hqtrs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

<u>C. Reconciliation of Increases and Decreases</u> thousand)	<u>Amount</u>	<u>Totals</u>
9. Program Decreases		-26,484
a. Annualization of FY 2016 Program Decreases		
b. One-Time FY 2016 Increases		
c. Program Decreases in FY 2017		
1) Civilian Pay Compensable Days	-984	
Decrease in civilian personnel funding due to two less work days in FY 2017. (FY 2016 Baseline: \$128,886 thousand)		
2) Civilian Pay FTE Realignment	-17,000	
Decrease in civilian personnel funding due to realignment of 80 FTEs from Management/Operational Headquarters Budget Sub-Activity. 67 FTEs realigned to Other Operations Budget Sub-Activity and 13 FTEs realigned to Combat Development Activities Budget Sub-Activity. FTEs were realigned to comply with OSD guidance that any manpower not conducting Management Headquarters Activity (MHA) must be properly moved into non-MHA Program Element Codes (PEC) to support operational rather than MHA requirements. Continuing effort to better position SOCOM end strength to meet current operational requirements. (FY 2016 Baseline: \$128,886 thousand; -80 FTEs)		
3) US Special Operations Command Document Management System	-1,392	
Decrease reflects the implementation costs of the Document Management System in FY 2016 for the mandated program for electronic recordkeeping by Presidential memo in August 2012. The FY 2017 profile is reduced to sustainment level less initial startup		

Management/Operational Hqtrs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
and implementation. (FY 2016 Baseline: \$1,933 thousand)		
4) US Special Operations Command Headquarters Operations Support	-7,108	
Decrease supports continued efforts to reduce costs for Headquarters operations with reductions to contract services level of effort (-\$3,562 thousand) and associated support funding related to Civilian FTE realignments to other BSAs (-\$3,546 thousand). The funding provides FY 2017 realignment support costs such as supplies, travel, equipment, and training. Component share of reductions: AFSOC (-\$1,252 thousand), NSWC (-\$2,440 thousand), MARSOC (-\$1,358 thousand), HQSOCOM (-2,058 thousand). (FY 2016 Baseline: \$49,903 thousand)		
FY 2017 Budget Request		189,116

Management/Operational Hqtrs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

IV. Performance Criteria and Evaluation Summary:

N/A

Management/Operational Hqtrs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

<u>V. Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>1,599</u>	<u>1,211</u>	<u>1,160</u>	<u>-388</u>	<u>-51</u>
Officer	824	693	685	-131	-8
Enlisted	775	518	475	-257	-43
<u>Reservists on Full Time Active Duty (E/S)</u>	<u>60</u>	<u>62</u>	<u>66</u>	<u>2</u>	<u>4</u>
Officer	45	47	50	2	3
Enlisted	15	15	16	0	1
<u>Civilian End Strength (Total)</u>	<u>1,227</u>	<u>1,169</u>	<u>1,089</u>	<u>-58</u>	<u>-80</u>
U.S. Direct Hire	1,227	1,169	1,089	-58	-80
Total Direct Hire	1,227	1,169	1,089	-58	-80
<u>Active Military Average Strength (A/S) (Total)</u>	<u>1,599</u>	<u>1,211</u>	<u>1,160</u>	<u>-388</u>	<u>-51</u>
Officer	824	693	685	-131	-8
Enlisted	775	518	475	-257	-43
<u>Reservists on Full Time Active Duty (A/S) (Total)</u>	<u>60</u>	<u>62</u>	<u>66</u>	<u>2</u>	<u>4</u>
Officer	45	47	50	2	3
Enlisted	15	15	16	0	1
<u>Civilian FTEs (Total)</u>	<u>1,227</u>	<u>1,169</u>	<u>1,089</u>	<u>-58</u>	<u>-80</u>
U.S. Direct Hire	1,227	1,169	1,089	-58	-80
Total Direct Hire	1,227	1,169	1,089	-58	-80
Average Annual Civilian Salary (\$ in thousands)	119.2	110.3	124.6	-8.9	14.3
<u>Contractor FTEs (Total)</u>	<u>134</u>	<u>134</u>	<u>134</u>	<u>0</u>	<u>0</u>

**Management/Operational Hqtrs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget**

Personnel Summary Explanations:

*USSOCOM military personnel are reported in Military Service Estimates.

*Swing in Average Annual Civilian Salary due to Civilian Pay re-price. Prior year actuals reported higher than budgeted due to re-price not being done for several cycles. Re-price was performed to bring salaries to realistic levels.

*Decrease in Civilian FTE due to realignment of 80 FTEs from Management/Operational Headquarters Budget Sub-Activity. 67 FTEs realigned to Other Operations Budget Sub-Activity and 13 FTEs realigned to Combat Development Activities Budget Sub-Activity. FTEs were realigned to comply with OSD guidance that any manpower not conducting Management Headquarters Activity (MHA) must be properly moved into non-MHA Program Element Codes (PEC) to support operational rather than MHA requirements. Continuing effort to better position SOCOM end strength to meet current operational requirements.

**Management/Operational Hqtrs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget**

VI. OP 32 Line Items as Applicable (Dollars in thousands):

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2015</u>	<u>FY 2015/FY 2016</u>		<u>FY 2016</u>	<u>FY 2016/FY 2017</u>		<u>FY 2017</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	146,273	1,792	-23,259	124,806	1,896	4,359	131,061
103 Wage Board	0	0	4,080	4,080	62	481	4,623
199 TOTAL CIV COMPENSATION	146,273	1,792	-19,179	128,886	1,958	4,840	135,684
308 Travel of Persons	19,478	331	-7,200	12,609	227	-216	12,620
399 TOTAL TRAVEL	19,478	331	-7,200	12,609	227	-216	12,620
401 DLA Energy (Fuel Products)	53	-4	-44	5	0	50	55
402 Service Fund Fuel	2	0	-2	0	0	0	0
411 Army Supply	38	1	0	39	-2	0	37
413 Marine Corps Supply	31	2	0	33	-1	0	32
414 Air Force Consol Sust AG (Supply)	4	0	0	4	0	0	4
417 Local Purch Supplies & Mat	314	5	0	319	6	0	325
424 DLA Mat Supply Chain (Weapon Sys)	150	2	-152	0	0	0	0
499 TOTAL SUPPLIES & MATERIALS	592	6	-198	400	3	50	453
502 Army Fund Equipment	4	0	0	4	0	0	4
506 DLA Mat Supply Chain (Const & Equip)	52	1	-53	0	0	0	0
507 GSA Managed Equipment	293	5	0	298	5	0	303
599 TOTAL EQUIPMENT PURCHASES	349	6	-53	302	5	0	307
614 Space & Naval Warfare Center	40	1	0	41	0	0	41
633 DLA Document Services	13	0	0	13	0	0	13
647 DISA Enterprise Computing Centers	524	-52	-472	0	0	0	0
699 TOTAL DWCF PURCHASES	577	-51	-472	54	0	0	54
771 Commercial Transport	440	7	0	447	8	0	455
799 TOTAL TRANSPORTATION	440	7	0	447	8	0	455
913 Purchased Utilities (Non-Fund)	265	5	0	270	5	0	275
914 Purchased Communications (Non- Fund)	1,059	18	-791	286	5	0	291
915 Rents (Non-GSA)	4,782	81	-3,518	1,345	24	0	1,369

Management/Operational Hqtrs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

		Change			Change		
	FY 2015	FY 2015/FY 2016		FY 2016	FY 2016/FY 2017		FY 2017
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
917 Postal Services (U.S.P.S)	25	0	0	25	0	0	25
920 Supplies & Materials (Non-Fund)	15,948	271	-10,340	5,879	106	-249	5,736
921 Printing & Reproduction	446	8	0	454	8	0	462
922 Equipment Maintenance By Contract	9,769	166	-8,062	1,873	34	0	1,907
923 Facilities Sust, Rest, & Mod by Contract	3,281	56	-3,337	0	0	0	0
925 Equipment Purchases (Non-Fund)	8,341	142	-6,922	1,561	28	-260	1,329
930 Other Depot Maintenance (Non-Fund)	263	4	0	267	5	0	272
932 Mgt Prof Support Svcs	3,841	65	-425	3,481	63	123	3,667
933 Studies, Analysis & Eval	9,353	159	882	10,394	187	275	10,856
934 Engineering & Tech Svcs	917	16	-933	0	0	0	0
937 Locally Purchased Fuel (Non-Fund)	5	0	-5	0	0	0	0
955 Other Costs (Medical Care)	125	5	-130	0	0	0	0
957 Other Costs (Land and Structures)	7,984	136	-8,120	0	0	0	0
964 Other Costs (Subsistence and Support of Persons)	230	4	-234	0	0	0	0
984 Equipment Contracts	785	13	0	798	14	0	812
986 Medical Care Contracts	6,358	235	-6,593	0	0	0	0
987 Other Intra-Govt Purch	14,404	245	-9,657	4,992	90	-1,183	3,899
989 Other Services	46,780	795	-37,369	10,206	184	-3,562	6,828
990 IT Contract Support Services	1,753	30	0	1,783	32	0	1,815
999 TOTAL OTHER PURCHASES	136,714	2,454	-95,554	43,614	785	-4,856	39,543
Total	304,423	4,545	-122,656	186,312	2,986	-182	189,116

*The FY 2015 Actual Column includes \$0.0 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$0.0 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$0.0 million of the FY 2017 OCO Request.

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Fiscal Year 2017 President's Budget
UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)



Operating Forces/Operational Support

February 2016

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**Operational Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget**

**Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
Budget Activity (BA) 1: Operating Forces/Operational Support**

	FY 2015 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2016 <u>Enacted</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2017 <u>Estimate</u>
OpsSup	87,790	1,307	13,385	102,482	1,679	3,050	107,211

*The FY 2015 Actual Column includes \$0.0 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$0.0 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$0.0 million of the FY 2017 OCO Request.

I. Description of Operations Financed: Operational Support - Funding supports Facility Sustainment, Restoration and Modernization (FSRM) activities for all USSOCOM components. Also, includes manpower authorizations, SOF-peculiar and support equipment, necessary facilities and associated costs specifically identified and measurable to the 528th Sustainment Brigade and the Special Operations Forces Support Agency (SOFSA). The 528th Sustainment Brigade is comprised of the U.S. Army 112th Special Operations Signal Brigade, Special Troops Battalion supporting for U.S. Army Special Forces Command/Groups, Special Operations Medical Detachment, and other SOF operational support units, capabilities, and Theater Support Elements.

II. Force Structure Summary:

USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2015	FY 2016	FY 2017
Air Force	0	0	0
Army	309	295	285

Operational Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

II. Force Structure Summary (cont.)

Marine Corps	0	0	0
Navy	0	0	0
Total	309	295	285

Military End Strength	FY 2015	FY 2016	FY 2017
Air Force	0	0	2
Army	984	976	977
Marine Corps	0	0	0
Navy	0	0	1
Total	984	976	980

Contractor FTEs	FY 2015	FY 2016	FY 2017
Total	52	52	52

Operational Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

	FY 2016						
	FY 2015	Budget	Congressional Action			Current	FY 2017
			Amount	Percent	Appropriated		
A. <u>BA Subactivities</u>	<u>Actual</u>	<u>Request</u>				<u>Enacted</u>	<u>Estimate</u>
Operational Support	87,790	105,354	-2,872	-2.7	102,482	102,482	107,211
Total	87,790	105,354	-2,872	-2.7	102,482	102,482	107,211

*The FY 2015 Actual Column includes \$0.0 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$0.0 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$0.0 million of the FY 2017 OCO Request.

Operational Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

B. <u>Reconciliation Summary</u>	Change <u>FY 2016/FY 2016</u>	Change <u>FY 2016/FY 2017</u>
Baseline Funding	105,354	102,482
Congressional Adjustments (Distributed)	-1,756	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-1,116	
Subtotal Appropriated Amount	102,482	
Fact-of-Life Changes (2016 to 2016 Only)		
Subtotal Baseline Funding	102,482	
Supplemental		
Reprogrammings		
Price Changes		1,679
Functional Transfers		
Program Changes		3,050
Current Estimate	102,482	107,211
Less: Wartime Supplemental		
Normalized Current Estimate	102,482	

Operational Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

	<u>Amount</u>	<u>Totals</u>
C. <u>Reconciliation of Increases and Decreases</u>		
FY 2016 President's Budget Request (Amended, if applicable)		105,354
1. Congressional Adjustments		-2,872
a. Distributed Adjustments		
1) Overestimation of civilian FTE targets and streamlining management headquarters	-1,756	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8037 Indian Lands	-131	
2) Section 8128 - Adjustment to reflect savings due to lower than anticipated fuel cost	-985	
FY 2016 Appropriated Amount		102,482
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2016 Baseline Funding		102,482
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2016 Estimate		102,482
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2016 Normalized Current Estimate		102,482
6. Price Change		1,679
7. Functional Transfers		
8. Program Increases		11,758
a. Annualization of New FY 2016 Program		
b. One-Time FY 2017 Increases		
c. Program Growth in FY 2017		
1) Civilian Pay FTE Realignment	1,725	
Increase due to realignment of 15 FTEs from Intelligence Budget Sub-Activity to Operational Support Budget Sub-Activity. This action transferred		

Operational Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
billets from a Military Intelligence Program (MIP) specialty to a non-MIP specialty to better support operational requirements. (+15 FTEs)		
2) Civilian Pay Re-price Increase is a result of re-price of Civilian Pay based on FY 2015 Actuals pay rates. OMB guidance directs that civilian pay rates should be priced at the clean rate which excludes one-time anomalies (lump-sum leave, awards, recruitment/retention/relocation bonuses, PCS costs and severance/separation pay). (FY 2016 Baseline: \$28,066 thousand)	7,550	
3) US Army Special Operations Command Sustainment The increase provides funding for the centralization of similar contracts (services/training/logistics support) at the HQs level. The two contracts associated with this increase are the Psychological Service Contract (\$1,083 thousand) and the SOF unique Anti-Terrorism (AT) & Force Protection (FP) Training Support Contract (\$1,400 thousand). Both requirements directly support the subordinate commands. Consolidating these contracts at the USASOC HQs provides consistent contract service levels across all subordinate units. (FY 2016 Baseline: \$19,386 thousand)	2,483	
9. Program Decreases		-8,708
a. Annualization of FY 2016 Program Decreases		
b. One-Time FY 2016 Increases		
c. Program Decreases in FY 2017		
1) Civilian Pay Compensable Days	-201	

Operational Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Decrease in civilian personnel funding due to two less work days in FY 2017. (FY 2016 Baseline: \$28,066 thousand)		
2) Civilian Pay FTE Realignment Decrease due to realignment of 25 FTEs from Operational Support Budget Sub-Activity to Acquisition Program Management Budget Sub-Activity as a result of converting Army Civilians to Air Force Civilians. (FY 2016 Baseline: \$-28,066 thousand; - 25 FTEs)	-2,875	
3) Facility Sustainment, Restoration, and Modernization (FSRM) USSOCOM Command decision to reduce FSRM level of effort and align funding to command's higher priorities. (FY 2016 Baseline: \$23,589 thousand)	-5,371	
4) Special Operations Forces Support Activity Lease The SOF Support Activity has fully moved into the new facility and no longer requires the temporary usage of the older facility. (FY 2016 Baseline: \$10,105 thousand)	-261	
FY 2017 Budget Request		107,211

**Operational Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget**

IV. Performance Criteria and Evaluation Summary:

Facilities Sustainment and Restoration/Modernization

	(Dollars in Thousands)				
	FY 2015	FY 2015	FY 2016	FY 2016	FY 2017
	<u>Actuals</u>	<u>OCO</u>	<u>Enacted</u>	<u>OCO</u>	<u>Estimate</u>
<u>Funding Levels</u>					
<u>Sustainment</u>	5,139	0	9,268	0	6,904

Narrative justification of Sustainment funding: Funding supports unique sustainment contracts for Special Operations Forces (SOF) facilities. These sustainment costs are not included in normal facility sustainment provided by Services/Host bases. Other projects supported by FSRM sustainment funding include, but are not limited to, the repair/replacement of uninterrupted power supply systems, circuit/power panels, bollards, security devices, air conditioning units, generators, and communication infrastructure of various SOF facilities.

FY 2016 reflects an adequate and realistic level of sustainment to continue maintaining facility projects driven by the unique requirements of SOF units and missions that are not provided by Services/Host bases, or when not located on or near military installations. Requirements include: maintenance of uninterrupted power supply systems, generators, and pulverizers at HQ USSOCOM; space reconfiguration at various SOF organizations; maintenance of furnishings at HQ USSOCOM; force protection upgrades at controlled SOF compounds; repair/replace HVAC; and upgrades/renovations at training ranges.

FY 2017 sustainment funding reflects USSOCOM's Command decision to reduce facility sustainment level of effort. Requirements include: facility maintenance at non-military installations; minor facility projects; maintenance of uninterrupted power supply systems, generators, and pulverizers.

**Operational Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget**

IV. Performance Criteria and Evaluation Summary:

Facilities Sustainment and Restoration/Modernization

	FY 2015 <u>Actuals</u>	FY 2015 <u>OCO</u>	FY 2016 <u>Enacted</u>	FY 2016 <u>OCO</u>	FY 2017 <u>Estimate</u>
<u>Funding Levels</u>					
<u>Restoration/Modernization</u>	21,691	0	14,137	0	10,551

Narrative justification of Restoration/Modernization funding: Funding is used for O&M Minor Construction contracts supporting Special Operations units. These totals are for infrastructure updates, building renovations, reconfigurations, modifications and adjustments. Projects included, but are not limited to, doors, walls, security enhancements, communication and electrical upgrades, and rehabilitation/recovery facilities at various SOF training sites.

FY 2016 reflects establishment of an adequate and realistic level of FSRM to maintain facility projects driven by the unique requirements of SOF units and missions that are not provided by Services/Host bases, or when not located on or near military installations. Requirements include: renovate/reconfigure Building 102 at HQ USSOCOM; O&M minor construction and infrastructure maintenance at other SOF unit locations.

FY 2017 funding decrease reflects USSOCOM's Command decision to reduce facility restoration/modernization level of effort. Requirements include: improve Sensitive Compartmented Information Facility's electrical and mechanical infrastructure to allow HVAC operations with emergency generator; correct security deficiencies identified during physical security vulnerability assessment; office space reconfigurations to accommodate consolidating like Headquarters functions; and improvements to Hazardous Waste collection by replacing existing deteriorated containers and relocating accumulation points away from flood zone.

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IV. Performance Criteria and Evaluation Summary:

Facilities Sustainment and Restoration/Modernization

	FY 2015 <u>Actuals</u>	FY 2015 <u>OCO</u>	FY 2016 <u>Enacted</u>	FY 2016 <u>OCO</u>	FY 2017 <u>Estimate</u>
<u>Funding Levels</u>					
<u>Demolition</u>	28	0	0	0	0

Narrative justification of Demolition funding:

	FY 2015 <u>Actuals</u>	FY 2015 <u>OCO</u>	FY 2016 <u>Enacted</u>	FY 2016 <u>OCO</u>	FY 2017 <u>Estimate</u>
<u>TOTAL O&M FUNDING</u>	26,858	0	23,405	0	17,455

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<u>V. Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>942</u>	<u>935</u>	<u>939</u>	<u>-7</u>	<u>4</u>
Officer	169	164	168	-5	4
Enlisted	773	771	771	-2	0
<u>Reservists on Full Time Active Duty (E/S)</u>	<u>42</u>	<u>41</u>	<u>41</u>	<u>-1</u>	<u>0</u>
Officer	9	9	9	0	0
Enlisted	33	32	32	-1	0
<u>Civilian End Strength (Total)</u>	<u>309</u>	<u>295</u>	<u>285</u>	<u>-14</u>	<u>-10</u>
U.S. Direct Hire	309	295	285	-14	-10
Total Direct Hire	309	295	285	-14	-10
<u>Active Military Average Strength (A/S) (Total)</u>	<u>942</u>	<u>935</u>	<u>939</u>	<u>-7</u>	<u>4</u>
Officer	169	164	168	-5	4
Enlisted	773	771	771	-2	0
<u>Reservists on Full Time Active Duty (A/S) (Total)</u>	<u>42</u>	<u>41</u>	<u>41</u>	<u>-1</u>	<u>0</u>
Officer	9	9	9	0	0
Enlisted	33	32	32	-1	0
<u>Civilian FTEs (Total)</u>	<u>309</u>	<u>295</u>	<u>285</u>	<u>-14</u>	<u>-10</u>
U.S. Direct Hire	309	295	285	-14	-10
Total Direct Hire	309	295	285	-14	-10
Average Annual Civilian Salary (\$ in thousands)	110.4	89.2	115.5	-21.2	26.3
<u>Contractor FTEs (Total)</u>	<u>52</u>	<u>52</u>	<u>52</u>	<u>0</u>	<u>0</u>

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Personnel Summary Explanations:

*USSOCOM military personnel are reported in Military Service Estimates.

*Swing in Average Annual Civilian Salary due to Civilian Pay re-price. Prior year actuals reported higher than budgeted due to re-price not being done for several cycles. Re-price was performed to bring salaries to realistic levels.

*Decrease of Civilian FTE due to realignment of 25 FTEs from Operational Support Budget Sub-Activity to Acquisition Program Management Budget Sub-Activity as a result of converting Army Civilians to Air Force Civilians. Also includes realignment of 15 FTEs from Combat Development Activities Budget Sub-Activity to Operational Support Budget Sub-Activity.

*Increase of Active Duty Military End Strength (E/S) due to MARSOC Force Structure Adjustment.

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VI. OP 32 Line Items as Applicable (Dollars in thousands):

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2015</u>	<u>FY 2015/FY 2016</u>		<u>FY 2016</u>	<u>FY 2016/FY 2017</u>		<u>FY 2017</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	34,003	417	-8,110	26,310	400	6,199	32,909
103 Wage Board	97	1	-98	0	0	0	0
199 TOTAL CIV COMPENSATION	34,100	418	-8,208	26,310	400	6,199	32,909
308 Travel of Persons	4,993	85	-526	4,552	82	-285	4,349
399 TOTAL TRAVEL	4,993	85	-526	4,552	82	-285	4,349
401 DLA Energy (Fuel Products)	0	0	62	62	-5	-46	11
411 Army Supply	93	2	0	95	-4	0	91
412 Navy Managed Supply, Matl	120	4	0	124	6	0	130
414 Air Force Consol Sust AG (Supply)	259	-4	0	255	2	0	257
416 GSA Supplies & Materials	50	1	0	51	1	0	52
417 Local Purch Supplies & Mat	29	0	0	29	1	0	30
424 DLA Mat Supply Chain (Weapon Sys)	27	0	0	27	-2	0	25
499 TOTAL SUPPLIES & MATERIALS	578	3	62	643	-1	-46	596
506 DLA Mat Supply Chain (Const & Equip)	113	1	0	114	0	0	114
599 TOTAL EQUIPMENT PURCHASES	113	1	0	114	0	0	114
601 Army Industrial Operations	9	1	0	10	0	0	10
631 Navy Base Support (NFESC)	138	15	0	153	11	0	164
634 NAVFEC (Utilities and Sanitation)	1,300	-4	0	1,296	-56	0	1,240
699 TOTAL DWCF PURCHASES	1,447	12	0	1,459	-45	0	1,414
720 DSC Pounds Delivered	1	1	0	2	0	0	2
771 Commercial Transport	26	0	0	26	0	0	26
799 TOTAL TRANSPORTATION	27	1	0	28	0	0	28
912 Rental Payments to GSA (SLUC)	18	0	-18	0	0	0	0
914 Purchased Communications (Non- Fund)	279	5	0	284	5	0	289
915 Rents (Non-GSA)	9,779	166	356	10,301	185	-261	10,225
917 Postal Services (U.S.P.S)	20	0	0	20	0	0	20

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		Change			Change		
	FY 2015	FY 2015/FY 2016		FY 2016	FY 2016/FY 2017		FY 2017
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
920 Supplies & Materials (Non-Fund)	7,002	119	0	7,121	128	0	7,249
921 Printing & Reproduction	102	2	0	104	2	0	106
922 Equipment Maintenance By Contract	903	15	0	918	17	0	935
923 Facilities Sust, Rest, & Mod by Contract	538	9	22,360	22,907	412	-5,371	17,948
925 Equipment Purchases (Non-Fund)	8,304	141	346	8,791	158	0	8,949
932 Mgt Prof Support Svcs	1,773	30	-361	1,442	26	112	1,580
933 Studies, Analysis & Eval	74	1	-75	0	0	0	0
937 Locally Purchased Fuel (Non-Fund)	27	-2	18	43	-4	283	322
957 Other Costs (Land and Structures)	11,100	189	-10,791	498	9	0	507
984 Equipment Contracts	280	5	0	285	5	0	290
987 Other Intra-Govt Purch	3,723	63	4,110	7,896	142	546	8,584
989 Other Services	2,594	44	6,112	8,750	158	1,873	10,781
990 IT Contract Support Services	16	0	0	16	0	0	16
999 TOTAL OTHER PURCHASES	46,532	787	22,057	69,376	1,243	-2,818	67,801
Total	87,790	1,307	13,385	102,482	1,679	3,050	107,211

*The FY 2015 Actual Column includes \$0.0 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$0.0 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$0.0 million of the FY 2017 OCO Request.

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UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)



Operating Forces/Other Operations

February 2016

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Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
Budget Activity (BA) 1: Operating Forces/Other Operations

	FY 2015 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2016 <u>Enacted</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2017 <u>Estimate</u>
OtherOps	1,533,794	21,398	-632,558	922,634	16,065	20,627	959,326

*The FY 2015 Actual Column includes \$744.6 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$231.3 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$246.0 million of the FY 2017 OCO Request.

I. Description of Operations Financed: Other Operations - Includes manpower authorizations, SOF-peculiar and support equipment, necessary SOF-unique facilities and other operational costs specifically associated with SOF Active Army Rangers; Active and National Guard Army Special Forces activities; Active Army Military Information Support Operations units; Active and Reserve Army Civil Affairs Units; Naval Special Warfare groups, units, teams, and detachments; Marine Corps Forces Special Operations units and teams; Active and Reserve SOF units and detachments, 24th Special Operations Wing, Air Force 720th and 724th Special Tactics Group, Special Tactics Squadrons, Combat Control Squadrons, and SOF Para Rescue Forces. Also included in this sub activity is support for the Theater Special Operations Commands (TSOCs). Humanitarian/ Civic Assistance (H/CA) activities are carried out in conjunction with authorized military operations which are subject to approval by the Secretary of State and Secretary of Defense. These activities promote security and foreign policy interests of the United States and the host nation and allow Special Operations Forces to demonstrate commitment to priority partners supporting overseas contingencies. The H/CA activities are a Title X, Section 401 function of the United States Code.

II. Force Structure Summary:

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II. Force Structure Summary (cont.)

USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2015	FY 2016	FY 2017
Air Force	265	263	277
Army	231	229	234
Marine Corps	145	43	43
Navy	292	327	388
Total	933	862	942

Military End Strength	FY 2015	FY 2016	FY 2017
Air Force	1,410	1,464	1,463
Army	25,769	25,818	25,812
Marine Corps	2,406	2,413	2,418
Navy	4,297	4,592	4,594
Total	33,882	34,287	34,287

Contractor FTEs	FY 2015	FY 2016	FY 2017
Total	899	930	1,035

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III. Financial Summary (\$ in thousands)

	FY 2016						
	FY 2015	Budget	Congressional Action			Current	FY 2017
			Amount	Percent	Appropriated		
<u>A. BA Subactivities</u>	<u>Actual</u>	<u>Request</u>				<u>Enacted</u>	<u>Estimate</u>
Other Operations	1,533,794	935,759	-13,125	-1.4	922,634	922,634	959,326
Total	1,533,794	935,759	-13,125	-1.4	922,634	922,634	959,326

*The FY 2015 Actual Column includes \$744.6 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$231.3 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$246.0 million of the FY 2017 OCO Request.

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III. Financial Summary (\$ in thousands)

	Change <u>FY 2016/FY 2016</u>	Change <u>FY 2016/FY 2017</u>
B. <u>Reconciliation Summary</u>		
Baseline Funding	935,759	922,634
Congressional Adjustments (Distributed)	-13,125	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent	13,708	
Congressional Adjustments (General Provisions)	-13,708	
Subtotal Appropriated Amount	922,634	
Fact-of-Life Changes (2016 to 2016 Only)		
Subtotal Baseline Funding	922,634	
Supplemental	231,273	
Reprogrammings		
Price Changes		16,065
Functional Transfers		
Program Changes		20,627
Current Estimate	1,153,907	959,326
Less: Wartime Supplemental	-231,273	
Normalized Current Estimate	922,634	

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III. Financial Summary (\$ 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)		935,759
1. Congressional Adjustments		-13,125
a. Distributed Adjustments		
1) Overestimation of civilian FTE targets and streamlining management headquarters	-6,025	
2) Unaccounted program termination	-2,000	
3) Unjustified growth for 4th Military Information Support Group	-4,000	
4) Unjustified growth for International Engagement Program	-1,100	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
1) Restoral to base budget (Title II) for Section 8128 fuel price savings applied to OCO (Title IX)	13,708	
d. General Provisions		
1) Section 8128 - Adjustment to reflect savings due to lower than anticipated fuel cost	-13,708	
FY 2016 Appropriated Amount		922,634
2. War-Related and Disaster Supplemental Appropriations		231,273
a. OCO Supplemental Funding		
1) OCO	244,981	
2) Reduction to OCO (Title IX) for Section 8128 fuel price savings applied to Title IX	-13,708	
3. Fact-of-Life Changes		
FY 2016 Baseline Funding		1,153,907
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2016 Estimate		1,153,907
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-231,273
FY 2016 Normalized Current Estimate		922,634

Other Operations
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Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

<u>C. Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
6. Price Change		16,065
7. Functional Transfers		
8. Program Increases		52,275
a. Annualization of New FY 2016 Program		
b. One-Time FY 2017 Increases		
c. Program Growth in FY 2017		
1) Army Special Operations Forces, RANGERS	5,195	
Increase provides a funding solution for meeting a Request For Forces (RFF) supporting persistent presence in SOC-KOREA. Funding reflects one (1) Ranger Company with enablers on a continual basis with rotation based on the Joint Operational Readiness and Training System (JORTS) cycle. Cost per company is estimated at \$1,922 thousand per rotation; three (3) x 105 day rotations to include inflation and programmed growth. This funding is required to transport, sustain and accommodate a Ranger Rifle Company with an operational requirement. The 75th Ranger Regiment requirement and sourcing was validated by the Joint Staff and is being worked for SECDEF approval which is scheduled for signature in late January 2016. (FY 2016 Baseline: \$32,145 thousand)		
2) Civil Military Support Engagement (CMSE)	1,052	
CMSE increase reflects program growth to increase by eleven teams across four AORs (from 49 to 60 teams per year). Teams directly support SOCEUR (three), SOCCENT (one), SOC-SOUTH (three), SOC-AFRICA (three) and SOC-PAC (one). The centrally managed SOCOM headquarters' CMSE program funds all pre-mission		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases

Amount

Totals

training costs to include engagements with Department of State (DoS), Federal Bureau of Investigation (FBI), U.S. Agency for International Development (USAID), and provides specific training required in the AORs for each of the CMSE/T-CMSE/Planners. Military manpower for CMSE did not grow. Actually, SOF Civil Affairs (95th CA BDE) was reorganized and reduced certain capabilities in conjunction with recent Doctrine Change Recommendation (DCR) and Force Designation Unit (FDU) requests. However, since SOF is no longer deploying in larger number elements, we have more healthy Civil Affairs teams. In turn, SOF has been able to refocus those teams from major combat operations to employment in support of the USSOCOM CMSE program, executed by Theater Special Operations Commands in support of their Geographic Combatant Commands (GCCs). This centrally managed J33-CA funding is strictly baseline resourcing distributed to and executed by United States Army Special Operations Command. Overseas Contingency requirements are separately addressed, budgeted and executed. (FY 2016 Baseline: \$10,434 thousand)

3) Civilian Pay - FTE Realignment

9,521

Increase of \$7,974 reflects the realignment of 67 FTEs from the Management/Operational Support Budget Sub-Activity to the Other Operations Budget Sub-Activity. FTEs were realigned to comply with OSD guidance that any manpower not conducting Management Headquarters Activity (MHA) must be properly moved into non-MHA Program Element Codes (PEC) to support

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
operational rather than MHA requirements. Continuing effort to better position SOCOM end strength to meet current operational requirements. Additional increase of \$1,547 reflects increase of 13 FTEs due to Air Force Civilian technical database correction to correlate with the Joint Table of Distribution (JTD). (FY 2016 Baseline: \$90,237 thousand; +80 FTEs)		
4) Civilian Pay - Re-price Increase is a result of re-price of Civilian Pay based on FY 2015 Actuals pay rates. OMB guidance directs that civilian pay rates should be priced at the clean rate which excludes one-time anomalies (lump-sum leave, awards, recruitment/retention/relocation bonuses, PCS costs and severance/separation pay). (FY 2016 Baseline: \$90,237 thousand)	10,998	
5) Naval Special Warfare Group One Increase for 18 contracting FTEs to support the results of the Force Capability and Capacity Review (FCCR). The FCCR provided a force structure review to achieve optimum sea/shore distribution and re-apportion the workforce in rank and rating structure. Realignment of military billets to support the military special skill set priorities required in NSW Group 10 was one of the accomplishments. In conjunction with MILPERS billet changes, contracting support was provided to fill essential gaps in garrison for warehouse and armory staffing. (FY 2016 Baseline: \$40,990 thousand)	2,000	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases

	<u>Amount</u>	<u>Totals</u>
6) Naval Special Warfare Units	215	
Increase of \$196 thousand funds the relocation of Naval Special Warfare Unit FOUR from Virginia Beach, VA to Homestead, FL. Approval obtained 16 July 2015 and OPNAV has approved the Organizational Change Request (OCR). This move will allow closer coordination with Theater Special Operations Command South (SOC-SOUTH) and enhance capabilities with increasing maritime missions and initiatives in Central America and the Caribbean. Co-location leverages capabilities from each command to construct an interdependent and integrated capability that contributes to the desired end state. In addition, projected rental cost increase of \$19 thousand is incorporated for Kuwait facility. (FY 2016 Baseline: \$4,386 thousand)		
7) Preserve the Force and Families, USSOCOM Behavioral Health (BH) increase of \$2,312 thousand funds the transition of a Peer Mentoring Pilot Program into USSOCOM's base budget. Currently this program is funded as a demonstration project by the Defense Suicide Prevention (DSPO) Office as a collaborative effort. (DSPO funded the peer program in FY 2015 using funds that were transferred to them from USSOCOM's budget (\$5 million) by Congress in the 2015 NDAA.) Following the two year pilot funded by DSPO and administered by USSOCOM, the program will transition to permanent status and incorporates thirty-one (31 FTE) additional coordinators throughout the SOF community. Consistent with its	4,075	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases

Amount

Totals

mission, DSPO will continue to provide policy guidance and oversight; however, funding support and administration is a USSOCOM responsibility. This program is an integral component of USSOCOM's suicide prevention strategy. DSPO has not programmed funds in FY 2017. (FY 2016 Baseline: \$10,076 thousand and 38 contractor FTE)

Human Performance increase of \$1,763 thousand funds 16 additional contractor FTEs on the Enterprise Contract and supports associated travel and supplies. The positions include four athletic trainers, four sport dieticians, six strength and conditioning specialists, one sports Psychologist, and one physical therapist. These positions are needed to meet requirements in SOF tactical units to mitigate the impact of continued combat/operational demands by increasing force readiness and accelerating return-to-duty rates. Services support SOF components to include United States Army Special Operations Command (9), Air Force Special Operations Command (3), Naval Special Warfare command (3) and Marine Special Operations Command (1). (FY 2016 Baseline: \$22,240 thousand and 170 contractor FTE)

(FY 2016 Baseline: \$42,391 thousand)

- 8) SOF Personal Equipment Advanced Requirement (SPEAR) Increase of four (4) Full-time equivalent contractor positions for the United States Army Special Operations Command's (USASOC) SOF Personal Equipment

299

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Advanced Requirement (SPEAR). It supports contracting efforts providing logistical management for clothing and equipment and nondestructive inspection to ensure serviceability of ballistic plates; SOF Sustainment Asset Visibility and Information Exchange (SSAVIE) internet web application used for ordering and managing asset visibility. This funding is not duplicative to Maintenance as it supports the labor costs for management, oversight and reporting vice the cost of repairs and parts. (FY 2016 Baseline: \$2,114 thousand)		
9) Theater Special Operations Commands (TSOCs) Increase for Theater Special Operations Commands (TSOCs) reflects growth in operational support. Increase for SOC-AFRICA includes \$1,588 thousand to provide travel, per diem, supplies and equipment for subordinate commands (SOCFWD HQS) located in Germany (Stuttgart/Baumholder), Central Africa and East Africa. SOC-KOREA was funded \$552 thousand to adjust for understated Army crosswalk. This funding level was not part of Army programmed baseline and therefore did not transfer. These requirements were included in the SOC-Korea programming submission to the Army (as the executive Service) but never registered as a baseline increase within the Department of the Army. Historically, funds were only provided as a result of competing in the Unfunded Requirements Process. The requirement as negotiated annually, addresses travel, theater	2,696	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases

	<u>Amount</u>	<u>Totals</u>
peculiar small contracts, and communications. Funding increase of \$556 thousand for SOCEUR and SOC-North supports USSOCOM capability to execute theater-wide Command and Control (C2) of distributed SOF forces. (FY 2016 Baseline: \$53,660 thousand)		
10) Theater Special Operations Commands (TSOCs) Manning Theater Special Operations Commands (TSOCs) ensure SOF strategic capabilities are fully employed and synchronized with conventional military operations. They provide a clear chain of command for in-theater SOF with expertise to plan, conduct and support joint special operations in the theaters' area of responsibility (AOR). USSOCOM continues to shape TSOC organizations to maximize this capability and support the Geographic Combatant Commands. To this effort, an in-depth manpower survey was conducted and validated 36 Full-time equivalent (FTE) contractor positions as a recurring requirement. Resourced growth totaled \$8,756 thousand. Planned position distribution across the TSOCs is as follows: SOC-AFRICA (4); SOCCENT (8); SOC-SOUTH (12); SOC-NORTH (6); SOC-PAC (2); SOC-KOREA (3) and SOCEUR (1). Requirements include Regional Experts, Cultural Advisors, Non-conventional Assisted Recovery (NAR), ISR Support, Security Techs, Defense Readiness Reporting (DRRS), Common Operating Picture Mgr (COP), Knowledge Management Architect, Special Operations Mission Planning Environment (SOMPE) Manager, Bio-Technicians, Tagging, Tracking and Locating (TTL), and Operations Managers.	8,756	

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
(FY 2016 Baseline: \$154,158 thousand)		
11) Theater Special Operations Commands Persistent Engagement	2,024	
Persistent Engagement activities within SOC-AFRICA, SOC-PAC and SOC-SOUTH require additional funding of \$2,024 thousand to support an increase of seven (7) teams. Due to the increased teams and country employment, costs increase for International Cooperative Administrative Support Services (ICASS)/housing support/TDY movements. The Geographic Combatant Commands (GCCs) submit their requirements and these are registered within the Theater Special Operations Commands' (TSOCs) support plan to each GCC Theater Campaign Plan (TCP). Requirements are vetted and funding is contingent on fiscal constraints, ability to access via Partner Nation, and the ability of the component to source the teams against other competing mission requirements. (FY 2016 Baseline: \$70,332 thousand)		
12) USSOCOM Defense Ready Optempo System	2,069	
Funding previously existed under the umbrella of the Preservation of the Force and Families (POTFF) program initiative as the Joint Human Resource (PERSTEMPO Tracking) System (JHRS) program. The FY 2016 funding level was \$3,908 thousand and shows as a program decrease in FY 2017 under the POTFF narrative. This program is now fully implemented and operational across the command and designated as Defense Ready. As a system that monitors personnel and operational tempo of Service Members assigned,		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases

Amount

Totals

<p>this function is now managed within the USSOCOM Directorate of Operations (J3). In FY 2017, Defense Ready reflects \$2,069 thousand, incorporating a \$1,988 thousand savings. Defense Ready funds eight contracts with 3,000 premium support hours as shop programmers handle change requests, posting of unit status events, running reports, validating accuracy and providing training. Contracting functions support subject matter experts. (FY 2016 Baseline: \$0 thousand)</p> <p>13) Warrior Rehabilitation Program (WRP)</p> <p>Increase supports specific WRP efforts at Marine Corps Special Operations Command (MARSOC) and Air Force Special Operations Command (AFSOC). MARSOC increase of \$290 thousand supports efforts to resource the replacement of the majority of two battalion's worth of medical rehabilitation equipment which is in the midst of physical transition from mainside Camp Lejeune to Stone Bay, NC. The facilities utilized by the battalions on a temporary basis were predominantly non-conditioned spaces hastening the equipment's useful life and required replacement. AFSOC increase of \$3,085 thousand for new equipment is based on late FY 2016/early FY 2017 completion/occupancy date for Cannon AFB SOF Operations Facility (STS) - FY15 MILCON project #CZQZ063029. In addition, initial equipment for two other locations was purchased in late FY 2012 and into FY 2013; replacement/upgrades are required for those facilities. (FY 2016 Baseline: \$12,656</p>	<p>3,375</p>
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Other Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

<u>C. Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
thousand)		
9. Program Decreases		-31,648
a. Annualization of FY 2016 Program Decreases		
b. One-Time FY 2016 Increases		
c. Program Decreases in FY 2017		
1) Army Active Special Forces Command (SFCMD)	-9,289	
Funds were realigned in support of the Military Free Fall (MFF) program, SOF SIGINT with provision of baseline training courses, and CYBER training courses for select personnel. In FY 2016, the funding profile for U.S. Army Special Forces Command (USASFC) included \$8,016 thousand supporting the MFF and SOF SIGINT/CYBER training under Other Operations Budget Sub-Activity. In FY 2017, all of these funds are realigned to Specialized Skill and Training Budget Sub-Activity to include -\$3,339 thousand for CYBER training courses and -\$2,952 thousand for MFF training and education; \$1,725 thousand for MFF flying support realigns to Flight Operations Subactivity. The realignment does not represent a negative impact for USASFC, but rather more closely aligns Sub-Activity funding with mission goals. In addition, -\$1,273 thousand is reduced from USASFC as efficiencies are projected for requirements to include supplies, equipment and travel. (FY 2016 Baseline: \$80,152 thousand)		
2) Army Active Special Forces Groups (SFG)	-3,386	
Program decrease reflects a reduction of Ground Mobility Vehicle (GMV) program based on the transition from Block 1.0 to Block 1.1. It is anticipated that		

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
unit ancillary support and day-to-day operational maintenance requirements within Other Operations Sub-Activity will be reduced across the 1st/3rd/5th/7th/10th SFGs. All other maintenance requirements for vehicle support are funded within the SOF Acquisition, Technology and Logistics (SOF AT&L) centrally managed vehicle maintenance program in the Maintenance Sub-Activity. (FY 2016 Baseline: \$111,956 thousand)		
3) Army Special Forces Guard The 19th and 20th Special Forces Guard unit funding is reduced to meet higher command priorities. Acceptable risk is assumed with the minimal impact of delaying additional fielding/modernization for the Secure Internet Protocol Router Network (SIPRNET). Contracting costs and C4I life-cycle replacements were deferred. (Capital Equipment Replacements CERP is funded within the Operations and Maintenance appropriation unless the unit cost of an item is above \$250 thousand investment threshold.) (FY 2016 Baseline: \$7,668 thousand)	-2,997	
4) Care Coalition Program Care Coalition provides athletic training in a positive, motivational environment to inspire recovery and increase the SOF warriors' expectations for success. This centrally managed program's operating requirements include minimal travel, supplies, IT support, advocacy contracts and the Military Adaptive Sports Program (MASP) events. Program decrease reflects a reduction in the number	-623	

Other Operations
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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
of MASP events planned for FY 2017. (FY 2016 Baseline: \$9,219 thousand)		
5) Civilian Pay Compensable Days Decrease in civilian personnel funding due to two less work days in FY 2017. (FY 2016 Baseline: \$90,237 thousand)	-689	
6) Family of Special Operations Vehicles (AFSOC) Decrease reflects projected decline in ancillary supplies/minor repairs and maintenance performed at the unit level for the Light Tactical All-Terrain vehicles (LTATV) and Ground Mobility Vehicles. The centrally managed maintenance program (mechanics/contractor logistics/intermediate and scheduled repairs) is budgeted under SOF AT&L within the Maintenance Sub-Activity. (FY 2016 Baseline: \$550 thousand)	-461	
7) Marine Special Operations Support Group (MSOSG) The decrease for MSOSG reflects the stabilization of the Command Assessment Support Element (ASE). In FY 2016, growth was provided to include equipment purchases which meets current requirements. The FY 2017 funding of \$8,138 thousand fully supports the MSOSG mission to provide assessment, selection, training, education and equipping of personnel for the execution of recurring operations in support of the Geographic Combatant Commands. MSOSG deploys specially qualified Marine Combat Support (CS) and Combat Service Support (CSS) forces worldwide. (FY 2016 Baseline: \$8,900 thousand)	-887	
8) Media Production Center (MPC)	-2,870	

Other Operations
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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
This reduction is associated with Capital Equipment Replacement Program (CERP) which is on a 5 year cycle for the Media Production Center. FY 2016 resources supported equipment buys/upgrades, therefore CERP will be accomplished next in FY 2021. (FY 2016 Baseline: \$5,963 thousand)		
9) Military Information Support Group (MISG) United States Army Special Operations Command (USASOC) reorganized with the 4th and 8th Military Information Support Groups' command elements being incorporated into the 1st Special Forces Command. Efficiencies were gained with the ability to consolidate contracts and venues. Reorganization reduced overall headquarters' costs and right sized non-mission critical support. The MISG is organized and trained to rapidly deploy units worldwide to support SOF and conventional forces. (FY 2016 Baseline: \$18,622 thousand)	-3,015	
10) Naval Special Warfare Range / Contracted Training Realignment of -\$2,367 thousand to the Specialized Skill and Training Sub-Activity occurred to more closely align resources with course goals. (FY 2016 Baseline: \$33,535 thousand)	-2,367	
11) Preservation of the Force and Families (POTFF) - Joint Human Resource System Joint Human Resource (PERSTEMPO Tracking) System (JHRS) reflects a decrease of -\$4,057 thousand (inflated level) associated with an organizational restructure. Both funding and program management transitioned within the USSOCOM HQs to the Defense	-4,057	

Other Operations
Operation and Maintenance, Defense-Wide
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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Ready System (DRS) under the USSOCOM Directorate of Operations (J3). The offsetting entry under Defense Ready program documents \$2,069 thousand growth which incorporates a programmed savings. (FY 2016 Baseline: \$3,908 thousand)		
12) Preservation of the Force and Families (POTFF) - Family Pilot Program The FY 2016 National Defense Authorization Act supported extension of the Family Pilot program for two additional years through FY 2018. Resources totaling \$4,874 thousand were applied for FY 2017 projected requirements. This represents a slight reduction from the FY 2016 inflated position. The programs support conduct of pre/post deployment retreats, educational programs, and assistance intended to aid in the development of resilience. Programs focus on three areas of concern: family orientation, pre/post-deployment preparation and re-integration and relational enhancement. (FY 2016 Baseline: \$4,923 thousand)	-236	
13) Unmanned Aircraft Systems The Unmanned Aircraft System (UAS) funding of -\$215 thousand is realigned from Naval Special Warfare Command Other Operations as part of a consolidation effort to capture all costs as a Military Intelligence program under the Intelligence Sub-Activity. (FY 2016 Baseline: \$215 thousand)	-215	
14) USSOCOM Strategy, Plans and Policy Directorate (J-5) Program decrease reflects reduction of task orders, equipment purchases, and telephone support for	-556	

Other Operations
Operation and Maintenance, Defense-Wide
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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
USSOCOM. (FY 2016 Baseline: \$4,332 thousand)		
FY 2017 Budget Request		959,326

Other Operations
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IV. Performance Criteria and Evaluation Summary:

N/A

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Operation and Maintenance, Defense-Wide
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<u>V. Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>33,469</u>	<u>33,874</u>	<u>34,193</u>	<u>405</u>	<u>319</u>
Officer	5,772	5,947	5,870	175	-77
Enlisted	27,697	27,927	28,323	230	396
<u>Reservists on Full Time Active Duty (E/S)</u>	<u>413</u>	<u>413</u>	<u>94</u>	<u>0</u>	<u>-319</u>
Officer	95	95	71	0	-24
Enlisted	318	318	23	0	-295
<u>Civilian End Strength (Total)</u>	<u>933</u>	<u>862</u>	<u>942</u>	<u>-71</u>	<u>80</u>
U.S. Direct Hire	933	862	942	-71	80
Total Direct Hire	933	862	942	-71	80
<u>Active Military Average Strength (A/S) (Total)</u>	<u>33,469</u>	<u>33,874</u>	<u>34,193</u>	<u>405</u>	<u>319</u>
Officer	5,772	5,947	5,870	175	-77
Enlisted	27,697	27,927	28,323	230	396
<u>Reservists on Full Time Active Duty (A/S) (Total)</u>	<u>413</u>	<u>413</u>	<u>94</u>	<u>0</u>	<u>-319</u>
Officer	95	95	71	0	-24
Enlisted	318	318	23	0	-295
<u>Civilian FTEs (Total)</u>	<u>933</u>	<u>862</u>	<u>942</u>	<u>-71</u>	<u>80</u>
U.S. Direct Hire	933	862	942	-71	80
Total Direct Hire	933	862	942	-71	80
Average Annual Civilian Salary (\$ in thousands)	110.7	104.7	118.3	-6.0	13.6
<u>Contractor FTEs (Total)</u>	<u>899</u>	<u>930</u>	<u>1,035</u>	<u>31</u>	<u>105</u>

**Other Operations
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Personnel Summary Explanations:

*USSOCOM military personnel are reported in Military Service Estimates.

*Active Military End Strength and Active Military Average Strength includes both Active Duty and Guard personnel.

*Swing in Average Annual Civilian Salary due to Civilian Pay re-price. Prior year actuals reported higher than budgeted due to re-price not being done for several cycles. Re-price was performed to bring salaries to realistic levels.

*Increase of Civilian FTE reflects the realignment of 67 FTEs from the Management/Operational Support Budget Sub-Activity to the Other Operations Budget Sub-Activity. FTEs were realigned to comply with OSD guidance that any manpower not conducting Management Headquarters Activity (MHA) must be properly moved into non-MHA Program Element Codes (PEC) to support operational rather than MHA requirements. Continuing effort to better position SOCOM end strength to meet current operational requirements. Additional increase of 13 FTEs due to Air Force Civilian technical database correction to correlate with the Joint Table of Distribution (JTD).

*Increase of Active Military End Strength and decrease of Reservists on Full Time Active Duty due to conversion of Army Reservists to Army National Guard positions.

Contractor Full-time Equivalent (FTEs): Contractor support increased by 105 FTE by FY 2017 as detailed in the OP-5 programmatic narrative for Other Operations Subactivity to include:

Advisory and Assistance: 36 FTEs support the Theater Special Operations Commands (TSOCs) to ensure SOF strategic capabilities are fully employed and synchronized with

Other Operations
Operation and Maintenance, Defense-Wide
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conventional military operations in support of the Geographic Combatant Commands (GCCs). United States Army Special Operations Command (USASOC) receives four (4) billets to provide logistical management for SSAVIE and SPEAR to include management oversight and reporting.

Other Costs: Naval Special Warfare Command Group 1 increases by 18 FTEs as the result of the Force Capability and Capacity Review (FCCR). A military force structure change was implemented to ensure NSW Group 10 had the special military skill sets required for its mission. Group 1 receives a backfill for the loss of the realigned military. Contractors fill essential gaps in garrison for warehouse and armory.

Medical: Preserve the Force and Families program reflects 31 FTE to support the transition of the Peer Mentoring Pilot program from Defense Suicide Prevention Office (DSPO) (developmental stage) to SOF baseline for funding and administration. Human Performance Enterprise contract reflects 16 FTE across SOF components (Army, Air Force, Navy and Marine Corps) to meet the impact of continued combat and operational demands.</

Other Operations
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VI. OP 32 Line Items as Applicable (Dollars in thousands):

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2015</u>	<u>FY 2015/FY 2016</u>		<u>FY 2016</u>	<u>FY 2016/FY 2017</u>		<u>FY 2017</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	101,850	1,248	-12,861	90,237	1,371	19,830	111,438
103 Wage Board	1,473	18	-1,491	0	0	0	0
199 TOTAL CIV COMPENSATION	103,323	1,266	-14,352	90,237	1,371	19,830	111,438
308 Travel of Persons	215,956	3,671	-52,148	167,479	3,015	-462	170,032
399 TOTAL TRAVEL	215,956	3,671	-52,148	167,479	3,015	-462	170,032
401 DLA Energy (Fuel Products)	2,256	-165	3,260	5,351	-439	-2,712	2,200
402 Service Fund Fuel	932	-68	-864	0	0	0	0
411 Army Supply	4,075	104	-1,162	3,017	-140	-1,139	1,738
412 Navy Managed Supply, Matl	11,053	384	-4,134	7,303	361	-75	7,589
413 Marine Corps Supply	512	27	-539	0	0	0	0
414 Air Force Consol Sust AG (Supply)	7,960	-133	-4,367	3,460	33	128	3,621
416 GSA Supplies & Materials	4,187	71	1,621	5,879	106	-1,316	4,669
417 Local Purch Supplies & Mat	11,511	196	6,508	18,215	328	-7,529	11,014
424 DLA Mat Supply Chain (Weapon Sys)	1,547	20	4,665	6,232	-374	-857	5,001
499 TOTAL SUPPLIES & MATERIALS	44,033	436	4,988	49,457	-125	-13,500	35,832
502 Army Fund Equipment	803	0	8,884	9,687	-25	-5,508	4,154
505 Air Force Fund Equip	351	0	-351	0	0	0	0
506 DLA Mat Supply Chain (Const & Equip)	2,233	23	-1,013	1,243	-1	17	1,259
507 GSA Managed Equipment	2,940	50	5,170	8,160	147	8	8,315
599 TOTAL EQUIPMENT PURCHASES	6,327	73	12,690	19,090	121	-5,483	13,728
601 Army Industrial Operations	372	30	-377	25	0	0	25
603 DLA Distribution	15,966	318	-16,284	0	0	0	0
610 Navy Air Warfare Center	606	7	-549	64	2	-2	64
611 Navy Surface Warfare Ctr	730	11	2,004	2,745	88	-98	2,735
613 Naval Fleet Readiness Ctrs (Aviation)	1	0	-1	0	0	0	0
614 Space & Naval Warfare Center	1,985	32	-1,840	177	2	-2	177
631 Navy Base Support (NFESC)	367	41	0	408	29	0	437

Other Operations
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		Change			Change		
	FY 2015	FY 2015/FY 2016		FY 2016	FY 2016/FY 2017		FY 2017
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
633 DLA Document Services	3	0	0	3	0	0	3
634 NAVFEC (Utilities and Sanitation)	8,624	-30	-8,594	0	0	723	723
640 Marine Corps Depot Maint	111	3	-114	0	0	0	0
647 DISA Enterprise Computing Centers	650	-65	-136	449	-45	0	404
661 Air Force Consolidated Sust AG (Maint)	6,832	-211	-6,621	0	0	0	0
671 DISA DISN Subscription Services (DSS)	19	-2	849	866	-61	-1	804
677 DISA Telecomm Svcs - Reimbursable	3	0	1,809	1,812	33	0	1,845
699 TOTAL DWCF PURCHASES	36,269	134	-29,854	6,549	48	620	7,217
702 AMC SAAM (fund)	171,151	0	-170,344	807	0	4,781	5,588
705 AMC Channel Cargo	244	4	482	730	13	1	744
708 MSC Chartered Cargo	5,450	-114	-5,336	0	0	0	0
717 SDDC Global POV	3,371	-128	-3,243	0	0	0	0
719 SDDC Cargo Ops-Port hndlg	0	0	199	199	2	0	201
771 Commercial Transport	22,089	375	-13,539	8,925	161	55	9,141
799 TOTAL TRANSPORTATION	202,305	137	-191,781	10,661	176	4,837	15,674
912 Rental Payments to GSA (SLUC)	472	8	-480	0	0	0	0
913 Purchased Utilities (Non-Fund)	279	5	263	547	10	0	557
914 Purchased Communications (Non-Fund)	30,006	510	-19,291	11,225	202	1,210	12,637
915 Rents (Non-GSA)	11,570	196	-11,602	164	3	19	186
917 Postal Services (U.S.P.S)	231	4	-80	155	3	0	158
920 Supplies & Materials (Non-Fund)	119,139	2,025	-10,747	110,417	1,988	-3,272	109,133
921 Printing & Reproduction	4,940	84	-4,183	841	15	436	1,292
922 Equipment Maintenance By Contract	14,672	249	31,558	46,479	837	2,510	49,826
923 Facilities Sust, Rest, & Mod by Contract	5,557	95	-5,652	0	0	0	0
924 Pharmaceutical Drugs	19	1	216	236	9	0	245

Other Operations
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		Change			Change		
	FY 2015	FY 2015/FY 2016		FY 2016	FY 2016/FY 2017		FY 2017
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
925 Equipment Purchases (Non-Fund)	329,431	5,600	-292,383	42,648	768	-2,255	41,161
926 Other Overseas Purchases	361	6	8,320	8,687	156	271	9,114
927 Air Def Contracts & Space Support (AF)	120	2	-122	0	0	0	0
930 Other Depot Maintenance (Non-Fund)	11,221	191	-9,406	2,006	36	13	2,055
932 Mgt Prof Support Svcs	4,853	83	2,833	7,769	140	9,055	16,964
933 Studies, Analysis & Eval	2,763	47	-2,810	0	0	0	0
934 Engineering & Tech Svcs	454	8	-462	0	0	0	0
937 Locally Purchased Fuel (Non-Fund)	1,888	-138	-1,717	33	-3	1,073	1,103
955 Other Costs (Medical Care)	5,353	198	3,668	9,219	350	-623	8,946
957 Other Costs (Land and Structures)	4,308	73	-4,381	0	0	0	0
964 Other Costs (Subsistence and Support of Persons)	73	1	-74	0	0	0	0
984 Equipment Contracts	635	11	-646	0	0	0	0
986 Medical Care Contracts	450	17	41,924	42,391	1,611	-218	43,784
987 Other Intra-Govt Purch	148,960	2,532	-85,534	65,958	1,187	2,133	69,278
989 Other Services	222,831	3,788	3,486	230,105	4,142	4,433	238,680
990 IT Contract Support Services	4,995	85	-4,799	281	5	0	286
999 TOTAL OTHER PURCHASES	925,581	15,681	-362,101	579,161	11,459	14,785	605,405
Total	1,533,794	21,398	-632,558	922,634	16,065	20,627	959,326

*The FY 2015 Actual Column includes \$744.6 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$231.3 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$246.0 million of the FY 2017 OCO Request.

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Fiscal Year 2017 President's Budget
UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)



Operating Forces/Ship/Boat Operation

February 2016

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Ship/Boat Operations
Operation and Maintenance, Defense-Wide
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Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
Budget Activity (BA) 1: Operating Forces/Ship and Boat Operations

	FY 2015 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2016 <u>Enacted</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2017 <u>Estimate</u>
ShipOps	98,515	1,118	11,234	110,867	1,284	3,668	115,819

*The FY 2015 Actual Column includes \$0.0 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$0.0 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$0.0 million of the FY 2017 OCO Request.

I. Description of Operations Financed: Ship/Boat Operations - Supports Naval Special Warfare Groups 3 and 4, Special Boat Units, and Sea, Air, and Land (SEAL) Teams. Includes Active and Reserve Navy manpower authorizations, SOF-peculiar and support equipment, necessary facilities, and associated costs specifically identified and measurable to combatant and support craft assigned to Naval Special Warfare Command (NSWC).

II. Force Structure Summary:

USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2015	FY 2016	FY 2017
Air Force	0	0	0
Army	0	0	0
Marine Corps	0	0	0
Navy	146	155	154
Total	146	155	154

Ship/Boat Operations
Operation and Maintenance, Defense-Wide
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II. Force Structure Summary (cont.)

Military End Strength	FY 2015	FY 2016	FY 2017
Air Force	0	0	0
Army	0	0	0
Marine Corps	0	0	0
Navy	2,918	2,905	2,905
Total	2,918	2,905	2,905

Contractor FTEs	FY 2015	FY 2016	FY 2017
Total	9	9	9

Ship/Boat Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

	FY 2016						
			Congressional Action				
	FY 2015	Budget				Current	FY 2017
A. BA Subactivities	Actual	Request	Amount	Percent	Appropriated	Enacted	Estimate
Ship/Boat Operations	98,515	113,321	-2,454	-2.2	110,867	110,867	115,819
Total	98,515	113,321	-2,454	-2.2	110,867	110,867	115,819

*The FY 2015 Actual Column includes \$0.0 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$0.0 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$0.0 million of the FY 2017 OCO Request.

Ship/Boat Operations
Operation and Maintenance, Defense-Wide
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III. Financial Summary (\$ in thousands)

B. <u>Reconciliation Summary</u>	Change <u>FY 2016/FY 2016</u>	Change <u>FY 2016/FY 2017</u>
Baseline Funding	113,321	110,867
Congressional Adjustments (Distributed)	-954	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-1,500	
Subtotal Appropriated Amount	110,867	
Fact-of-Life Changes (2016 to 2016 Only)		
Subtotal Baseline Funding	110,867	
Supplemental		
Reprogrammings		
Price Changes		1,284
Functional Transfers		
Program Changes		3,668
Current Estimate	110,867	115,819
Less: Wartime Supplemental		
Normalized Current Estimate	110,867	

Ship/Boat Operations
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III. Financial Summary (\$ in thousands)

	<u>Amount</u>	<u>Totals</u>
C. <u>Reconciliation of Increases and Decreases</u>		
FY 2016 President's Budget Request (Amended, if applicable)		113,321
1. Congressional Adjustments		-2,454
a. Distributed Adjustments		
1) Overestimation of civilian FTE targets and streamlining management headquarters	-954	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8128 - Adjustment to reflect savings due to lower than anticipated fuel cost	-1,500	
FY 2016 Appropriated Amount		110,867
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2016 Baseline Funding		110,867
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2016 Estimate		110,867
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2016 Normalized Current Estimate		110,867
6. Price Change		1,284
7. Functional Transfers		
8. Program Increases		7,459
a. Annualization of New FY 2016 Program		
b. One-Time FY 2017 Increases		
c. Program Growth in FY 2017		
1) Civilian Pay Re-price	2,025	
Increase is a result of re-price of Civilian Pay based on FY 2015 Actuals pay rates. OMB guidance directs that civilian pay rates should be priced at the clean rate which excludes one-time anomalies		

**Ship/Boat Operations
Operation and Maintenance, Defense-Wide
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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
(lump-sum leave, awards, recruitment/retention/relocation bonuses, PCS costs and severance/separation pay). (FY 2016 Baseline: \$14,291 thousand)		
2) Commander, Naval Special Warfare Command Maritime Support Vessel (MSV) Increased funding for cost growth in the C-Champion charter costs through Military Sealift Command (MSC). The MSV program provides the lease, fuel, port costs and per diem rates of the C-Champion vessel. (FY 2016 Baseline: \$10,626 thousand; +0 FTEs)	938	
3) Naval Special Warfare Group 3 Dry Combat Submersible (DCS) Dry Combat Submersible (DCS) funding request supports the capability to conduct undersea missions for greater distances, longer durations and in extreme conditions to support various taskings. Funds the integration of operator training and program support. This includes introducing specialized training of Sea, Air and Land (SEAL) platoons into pre-deployment cycles, providing administrative, materials and logistics support. The majority of increase (\$2.1 million) was realigned to the Ship/Boat Operations Budget Sub-Activity from Maintenance Budget Sub-Activity in order to provide operational funds at the Group level. (FY 2016 Baseline: \$0 thousand; +0 FTEs)	2,900	
4) Naval Special Warfare Group 3 Wet Combat Submersible (WCS) Increase covers training and deployment of Wet Combat Submersible (WCS) transportation costs in support of	1,596	

Ship/Boat Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
various taskings. Previously funded by leveraging no-cost airflow. The no-cost airflow is no longer consistently available. Funding provides deployment and pre-deployment costs for essential Unit Level Training (ULT), forward deployed sustainment and material readiness. (FY 2016 Baseline: \$24,195 thousand; +0 FTEs)		
9. Program Decreases		-3,791
a. Annualization of FY 2016 Program Decreases		
b. One-Time FY 2016 Increases		
c. Program Decreases in FY 2017		
1) Civilian Pay FTE realignment	-106	
Decrease reflects the realignment of one FTE from Ships and Boats Budget Sub-Activity to Specialized Skill Training Budget Sub-Activity. Realignment from the boat teams to the NSW Training Center in support of training requirements. FTEs were realigned to comply with OSD guidance that any manpower not conducting Management Headquarters Activity (MHA) must be properly moved into non-MHA Program Element Codes (PEC) to support operational rather than MHA requirements. Continuing effort to better position SOCOM end strength to meet current operational requirements. (FY 2016 Baseline: \$14,291 thousand; -1 FTEs)		
2) Civilian Pay Compensable Days	-109	
Decrease in civilian personnel funding due to two less work days in FY 2017. (FY 2016 Baseline: \$14,291 thousand)		
3) Naval Special Warfare Group 3	-1,596	

Ship/Boat Operations
Operation and Maintenance, Defense-Wide
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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Decrease reflects a reduction in the total requirement through cost savings and efficiencies from consolidating contracts and recurring services for Intelligence Support Indications Center Level Activities for the Wet Combat Submersible (WCS) and Dry Combat Submersible. Realigns funds to higher priorities such as the WCS transportation costs to partially offset the WCS transportation funding shortfall in accordance with Commander, Naval Special Warfare Command priorities. (FY 2016 Baseline: \$4,671 thousand; +0 FTEs)		
4) Naval Special Warfare Group 4 Decrease is the result of a divestiture from the Maritime Craft Aerial Delivery System (MCADS) program formerly funded to provide MCADS training for air drops, sustainment and operational support to air-deploy the 11-meter rigid inflatable boat (RIB) in support of various requirements and contingencies. MCADS will cease at the end of fiscal year 2016 and the capability is expected to be gapped, but there is no known start for the program at this time. (FY 2016 Baseline: \$5,560 thousand; +0 FTEs)	-1,730	
5) Naval Special Warfare Group 4 (NSWG4) Combatant Craft Assault (CCA) Decrease is in support of realigning funds to higher priorities in accordance with the Commander, Naval Special Warfare Command. (FY 2016 Baseline: \$5,954 thousand; +0 FTEs)	-250	
FY 2017 Budget Request		115,819

Ship/Boat Operations
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IV. Performance Criteria and Evaluation Summary:

N/A

Ship/Boat Operations
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<u>V. Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>1,986</u>	<u>1,973</u>	<u>1,973</u>	<u>-13</u>	<u>0</u>
Officer	233	229	229	-4	0
Enlisted	1,753	1,744	1,744	-9	0
<u>Reservists on Full Time Active Duty (E/S)</u>	<u>932</u>	<u>932</u>	<u>932</u>	<u>0</u>	<u>0</u>
Officer	159	159	159	0	0
Enlisted	773	773	773	0	0
<u>Civilian End Strength (Total)</u>	<u>146</u>	<u>155</u>	<u>154</u>	<u>9</u>	<u>-1</u>
U.S. Direct Hire	146	155	154	9	-1
Total Direct Hire	146	155	154	9	-1
<u>Active Military Average Strength (A/S) (Total)</u>	<u>1,986</u>	<u>1,973</u>	<u>1,973</u>	<u>-13</u>	<u>0</u>
Officer	233	229	229	-4	0
Enlisted	1,753	1,744	1,744	-9	0
<u>Reservists on Full Time Active Duty (A/S) (Total)</u>	<u>932</u>	<u>932</u>	<u>932</u>	<u>0</u>	<u>0</u>
Officer	159	159	159	0	0
Enlisted	773	773	773	0	0
<u>Civilian FTEs (Total)</u>	<u>146</u>	<u>155</u>	<u>154</u>	<u>9</u>	<u>-1</u>
U.S. Direct Hire	146	155	154	9	-1
Total Direct Hire	146	155	154	9	-1
Average Annual Civilian Salary (\$ in thousands)	100.6	92.2	106.0	-8.4	13.8
<u>Contractor FTEs (Total)</u>	<u>9</u>	<u>9</u>	<u>9</u>	<u>0</u>	<u>0</u>

Ship/Boat Operations
Operation and Maintenance, Defense-Wide
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Personnel Summary Explanations:

*USSOCOM military personnel are reported in Military Service Estimates.

*Swing in Average Annual Civilian Salary due to Civilian Pay re-price. Prior year actuals reported higher than budgeted due to re-price not being done for several cycles. Re-price was performed to bring salaries to realistic levels.

*Decrease of Civilian FTE reflects the realignment of one FTE from Ships and Boats Budget Sub-Activity to Specialized Skill Training Budget Sub-Activity. Realignment from the boat teams to the NSW Training Center in support of training requirements. FTEs were realigned to comply with OSD guidance that any manpower not conducting Management Headquarters Activity (MHA) must be properly moved into non-MHA Program Element Codes (PEC) to support operational rather than MHA requirements. Continuing effort to better position SOCOM end strength to meet current operational requirements.

Ship/Boat Operations
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VI. OP 32 Line Items as Applicable (Dollars in thousands):

		Change			Change		
	FY 2015	FY 2015/FY 2016		FY 2016	FY 2016/FY 2017		FY 2017
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	14,689	180	-578	14,291	217	1,810	16,318
199 TOTAL CIV COMPENSATION	14,689	180	-578	14,291	217	1,810	16,318
308 Travel of Persons	11,943	203	1,752	13,898	250	20	14,168
399 TOTAL TRAVEL	11,943	203	1,752	13,898	250	20	14,168
401 DLA Energy (Fuel Products)	155	-11	1,093	1,237	-101	-832	304
412 Navy Managed Supply, Matl	4,283	149	194	4,626	229	141	4,996
416 GSA Supplies & Materials	4,508	77	284	4,869	88	-28	4,929
499 TOTAL SUPPLIES & MATERIALS	8,946	215	1,571	10,732	216	-719	10,229
503 Navy Fund Equipment	1,559	0	989	2,548	98	106	2,752
506 DLA Mat Supply Chain (Const & Equip)	11	0	9	20	0	0	20
507 GSA Managed Equipment	489	8	31	528	10	32	570
599 TOTAL EQUIPMENT PURCHASES	2,059	8	1,029	3,096	108	138	3,342
603 DLA Distribution	6	0	0	6	1	-1	6
610 Navy Air Warfare Center	1,495	18	102	1,615	52	77	1,744
611 Navy Surface Warfare Ctr	123	2	8	133	4	7	144
612 Navy Undersea Warfare Ctr	35	0	3	38	0	3	41
631 Navy Base Support (NFESC)	718	80	-23	775	55	7	837
633 DLA Document Services	184	-4	19	199	3	13	215
671 DISA DISN Subscription Services (DSS)	181	-17	31	195	-14	30	211
699 TOTAL DWCF PURCHASES	2,742	79	140	2,961	101	136	3,198
702 AMC SAAM (fund)	5,117	0	409	5,526	0	442	5,968
703 JCS Exercises	223	-1	-222	0	0	0	0
710 MSC Surge Sealift (Full Operating Status)	22,629	0	1,810	24,439	0	2,415	26,854
771 Commercial Transport	1,094	19	69	1,182	21	74	1,277
799 TOTAL TRANSPORTATION	29,063	18	2,066	31,147	21	2,931	34,099
913 Purchased Utilities (Non-Fund)	157	3	10	170	3	11	184
914 Purchased Communications (Non-Fund)	209	4	13	226	4	14	244

Ship/Boat Operations
Operation and Maintenance, Defense-Wide
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		Change			Change		
	FY 2015	FY 2015/FY 2016		FY 2016	FY 2016/FY 2017		FY 2017
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
915 Rents (Non-GSA)	2,260	38	-2,298	0	0	93	93
920 Supplies & Materials (Non-Fund)	10,776	183	4,873	15,832	285	483	16,600
922 Equipment Maintenance By Contract	1,473	25	93	1,591	29	98	1,718
925 Equipment Purchases (Non-Fund)	2,449	42	154	2,645	48	52	2,745
937 Locally Purchased Fuel (Non-Fund)	885	-65	1,725	2,545	-209	-1,086	1,250
987 Other Intra-Govt Purch	3,708	63	234	4,005	72	8	4,085
989 Other Services	7,156	122	450	7,728	139	-321	7,546
999 TOTAL OTHER PURCHASES	29,073	415	5,254	34,742	371	-648	34,465
Total	98,515	1,118	11,234	110,867	1,284	3,668	115,819

*The FY 2015 Actual Column includes \$0.0 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$0.0 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$0.0 million of the FY 2017 OCO Request.

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Fiscal Year 2017 President's Budget
UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)



Training and Recruiting/Professional Development

February 2016

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**Professional Development Education
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget**

Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
Budget Activity (BA) 3: Training and Recruiting/Professional Development

	FY 2015 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2016 <u>Enacted</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2017 <u>Estimate</u>
ProDev	24,102	364	4,079	28,545	486	1,103	30,134

*The FY 2015 Actual Column includes \$0.0 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$0.0 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$0.0 million of the FY 2017 OCO Request.

I. Description of Operations Financed: Professional Development Education - Includes the Joint Special Operations University (JSOU) at MacDill Air Force Base, Florida, the U.S. Air Force Special Operations School (USAFSOS) at Hurlburt Field, Florida, and the Commander Naval Special Warfare Center for Sea, Air, Land (SEAL) {Teams} and Special Warfare Combatant-Craft Crewmen (SWCC) at San Diego, California. JSOU is an institution of higher learning consisting of teaching and research facilities focused on producing Joint Special Operations strategic and operational analysis and education. As a Joint Special Operations Center of Excellence, JSOU is dedicated to building and maintaining a consortium of Joint Special Operations specialized learning activities focused on professional development of Special Operations Forces (SOF) leaders as well as non-SOF decision makers at the intermediate and senior levels. The USAFSOS offers education in irregular warfare, regional studies and cultural awareness, SOF professional development to educate Air Commandoes, the special operations community, services and other U.S. government agencies. The Center for SEAL and SWCC provides SOF education and leadership growth for platoon leaders, lead petty officers, career counselors, and command leaders.

II. Force Structure Summary:

Professional Development Education
Operation and Maintenance, Defense-Wide
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II. Force Structure Summary (cont.)

USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2015	FY 2016	FY 2017
Air Force	85	86	86
Army	0	0	0
Marine Corps	0	0	0
Navy	0	0	0
Total	85	86	86

Military End Strength	FY 2015	FY 2016	FY 2017
Air Force	44	43	45
Army	12	12	12
Marine Corps	0	2	2
Navy	5	4	4
Total	61	61	63

Contractor FTEs	FY 2015	FY 2016	FY 2017
Total	54	54	57

Professional Development Education
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III. Financial Summary (\$ in thousands)

			FY 2016				
			Congressional Action				
A. <u>BA Subactivities</u>	<u>FY 2015</u> <u>Actual</u>	<u>Budget</u> <u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Current</u> <u>Enacted</u>	<u>FY 2017</u> <u>Estimate</u>
Professional Development	24,102	32,245	-3,700	-11.5	28,545	28,545	30,134
Total	24,102	32,245	-3,700	-11.5	28,545	28,545	30,134

*The FY 2015 Actual Column includes \$0.0 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$0.0 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$0.0 million of the FY 2017 OCO Request.

Professional Development Education
Operation and Maintenance, Defense-Wide
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III. Financial Summary (\$ in thousands)

B. <u>Reconciliation Summary</u>	Change <u>FY 2016/FY 2016</u>	Change <u>FY 2016/FY 2017</u>
Baseline Funding	32,245	28,545
Congressional Adjustments (Distributed)	-3,700	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	28,545	
Fact-of-Life Changes (2016 to 2016 Only)		
Subtotal Baseline Funding	28,545	
Supplemental		
Reprogrammings		
Price Changes		486
Functional Transfers		
Program Changes		1,103
Current Estimate	28,545	30,134
Less: Wartime Supplemental		
Normalized Current Estimate	28,545	

Professional Development Education
Operation and Maintenance, Defense-Wide
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III. Financial Summary (\$ in thousands)

	<u>Amount</u>	<u>Totals</u>
C. <u>Reconciliation of Increases and Decreases</u>		
FY 2016 President's Budget Request (Amended, if applicable)		32,245
1. Congressional Adjustments		-3,700
a. Distributed Adjustments		
1) Professional Development Education - unjustified growth	-3,700	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2016 Appropriated Amount		28,545
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2016 Baseline Funding		28,545
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2016 Estimate		28,545
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2016 Normalized Current Estimate		28,545
6. Price Change		486
7. Functional Transfers		
8. Program Increases		1,238
a. Annualization of New FY 2016 Program		
b. One-Time FY 2017 Increases		
c. Program Growth in FY 2017		
1) Civilian Pay Re-price	446	
Increase is a result of re-price of Civilian Pay based on FY 2015 Actuals pay rates. OMB guidance directs that civilian pay rates should be priced at the clean rate which excludes one time anomalies (lump-sum leave, awards, recruitment/retention/relocation bonuses, PCS costs		

**Professional Development Education
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget**

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
and severance/separation pay). (FY 2016 Baseline: \$9,295 thousand)		
2) Commander Naval Special Warfare Center for Sea, Air, Land (SEAL) Teams and Special Warfare Combatant-Craft Crewmen (SWCC) Funding increase supports the Center for SEAL and SWCC to cover additional core professional development courses supporting Naval Special Warfare personnel. (FY 2016 Baseline: \$466 thousand; +0 FTEs)	305	
3) Force Management Directorate/Joint Special Operations University Funding increase supports a 1.3 percent growth rate in student enrollment based on historical trends and supports an increase of three contractor FTEs. (FY 2016 Baseline: \$16,138 thousand; +0 FTEs)	487	
9. Program Decreases		-135
a. Annualization of FY 2016 Program Decreases		
b. One-Time FY 2016 Increases		
c. Program Decreases in FY 2017		
1) Civilian Pay Compensable Days Decrease in civilian personnel funding due to two less work days in FY 2017. (FY 2016 Baseline: \$9,295 thousand)	-71	
2) U.S. Air Force Special Operations School Minor program decrease is the result of continuing program efficiencies. (FY 2016 Baseline: \$1,379 thousand; +0 FTEs)	-64	
FY 2017 Budget Request		30,134

**Professional Development Education
Operation and Maintenance, Defense-Wide
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IV. Performance Criteria and Evaluation Summary:

	<u>FY2015</u> <u>Actuals</u>			<u>FY2016</u> <u>Enacted</u>			<u>FY2017</u> <u>Estimate</u>		
	Input	Output	Workload	Input	Output	Workload	Input	Output	Workload
Professional Military Education									
Joint Special Operations University (JSOU)	3659	3637	138	3756	3756	167	3756	3756	167
Air Force Special Operations School (AFSOS)	6764	6764	1293	8880	8880	1396	8910	8910	1396
Center for Sea, Air, Land (SEAL) and Special Warfare Combatant-Craft Crewman (SWCC)	302	302	61	565	565	87	565	565	87
Total Professional Military Education	10725	10703	1492	13201	13201	1650	13231	13231	1650
Professional Continuing Education									
Joint Special Operations University (JSOU)	10569	8640	607	10880	9003	654	11065	9362	713
Total Professional Continuing Education	10569	8640	607	10880	9003	654	11065	9362	713
Sub-activity Group Total	21294	19343	2099	24081	22204	2304	24296	22593	2363

Definitions:

Input = number of students entering a given fiscal year

Output = number of students graduating during a given fiscal year

Workload (student-year equivalent) = {(entrants + graduates)/2} x {(course length in days)/days per year}

**Professional Development Education
Operation and Maintenance, Defense-Wide
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IV. Performance Criteria and Evaluation Summary:

Narrative:

1) Professional military Education (PME) - Includes the broad body of knowledge that develops the habits of mind essential to the military professional's expertise in the art and science of war. Special Operations Forces (SOF)- specific education complements and supplements existing Joint, Component, Service and Joint Professional Military Education programs to ensure and enhance SOF operational readiness and strategic thinking.

2) Professional Continuing Education - SOF-specific learning activity that expands professional knowledge and provides up-to-date information on new developments. The outcome generally leads to the issuance of a certificate or continuing education units for the purpose of documenting attendance at a designated seminar or course of instruction.

Explanation of Changes:

- 1) Factors influencing workload include course length, inputs and outputs.
- 2) FY 2017 JSOU increases in inputs is based on a 2 percent growth rate in student enrollment.
- 3) FY 2017 AFSOS increase in inputs is due to an increase in student enrollment in the Air Commando Officer Development Course.
- 4) FY 2017 Center for SEAL/SWCC inputs and outputs are constant.

**Professional Development Education
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<u>V. Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>61</u>	<u>61</u>	<u>63</u>	<u>0</u>	<u>2</u>
Officer	36	34	34	-2	0
Enlisted	25	27	29	2	2
<u>Civilian End Strength (Total)</u>	<u>85</u>	<u>86</u>	<u>86</u>	<u>1</u>	<u>0</u>
U.S. Direct Hire	85	86	86	1	0
Total Direct Hire	85	86	86	1	0
<u>Active Military Average Strength (A/S) (Total)</u>	<u>61</u>	<u>61</u>	<u>63</u>	<u>0</u>	<u>2</u>
Officer	36	34	34	-2	0
Enlisted	25	27	29	2	2
<u>Civilian FTEs (Total)</u>	<u>85</u>	<u>86</u>	<u>86</u>	<u>1</u>	<u>0</u>
U.S. Direct Hire	85	86	86	1	0
Total Direct Hire	85	86	86	1	0
Average Annual Civilian Salary (\$ in thousands)	112.1	108.1	114.1	-4.0	6.0
<u>Contractor FTEs (Total)</u>	<u>54</u>	<u>54</u>	<u>57</u>	<u>0</u>	<u>3</u>

Personnel Summary Explanations:

*USSOCOM military personnel are reported in Military Service Estimates.

*Swing in Average Annual Civilian Salary due to Civilian Pay re-price. Prior year actuals reported higher than budgeted due to re-price not being done for several cycles. Re-price was performed to bring salaries to realistic levels.

**Professional Development Education
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*Contractor FTEs increased by three to support JSOU increase in student enrollment.

**Professional Development Education
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VI. OP 32 Line Items as Applicable (Dollars in thousands):

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2015</u>	<u>FY 2015/FY 2016</u>		<u>FY 2016</u>	<u>FY 2016/FY 2017</u>		<u>FY 2017</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	9,528	117	-350	9,295	141	375	9,811
199 TOTAL CIV COMPENSATION	9,528	117	-350	9,295	141	375	9,811
308 Travel of Persons	2,428	41	889	3,358	60	148	3,566
399 TOTAL TRAVEL	2,428	41	889	3,358	60	148	3,566
671 DISA DISN Subscription Services (DSS)	3	0	1	4	0	0	4
699 TOTAL DWCF PURCHASES	3	0	1	4	0	0	4
914 Purchased Communications (Non- Fund)	4	0	6	10	0	0	10
920 Supplies & Materials (Non- Fund)	597	10	475	1,082	19	45	1,146
921 Printing & Reproduction	31	1	17	49	1	7	57
922 Equipment Maintenance By Contract	232	4	53	289	5	9	303
925 Equipment Purchases (Non-Fund)	306	5	264	575	10	23	608
987 Other Intra-Govt Purch	441	7	127	575	10	32	617
989 Other Services	10,532	179	2,597	13,308	240	464	14,012
999 TOTAL OTHER PURCHASES	12,143	206	3,539	15,888	285	580	16,753
Total	24,102	364	4,079	28,545	486	1,103	30,134

*The FY 2015 Actual Column includes \$0.0 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$0.0 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$0.0 million of the FY 2017 OCO Request.

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Fiscal Year 2017 President's Budget
UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)



Training and Recruiting/Specialized Skill Training

February 2016

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**Specialized Skill Training
Operation and Maintenance, Defense-Wide
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Operation and Maintenance, Defense-Wide Summary (\$ in thousands)

Budget Activity (BA) 3: Training and Recruiting/Specialized Skill Training

	FY 2015 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2016 <u>Enacted</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2017 <u>Estimate</u>
SSTrng	328,313	5,214	-11,400	322,127	5,363	7,725	335,215

*The FY 2015 Actual Column includes \$0.0 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$0.0 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$0.0 million of the FY 2017 OCO Request.

I. Description of Operations Financed: Specialized Skill Training and Recruiting -

Provides for the U.S. Army John F. Kennedy Special Warfare Center (USAJFKSWC), the U.S. Army Special Warfare Center Medical Training Facility, the Naval Special Warfare Center (NSWCEN), the Marine Special Operations School (MSOS), the U.S. Air Force Special Operations Air Warfare Center (SOAWC), and the U.S. Special Operations Forces Language Office. The schools provide recruitment and training in both basic and advanced special operations skills and operations, and educate American and Allied personnel in geo-political and military aspects of joint special operations. Funding also provides Special Operations Forces Language training which produces language proficient personnel.

II. Force Structure Summary:

USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2015	FY 2016	FY 2017
Air Force	0	0	0
Army	574	615	615

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II. Force Structure Summary (cont.)

Marine Corps	0	52	52
Navy	111	126	127
Total	685	793	794

Military End Strength	FY 2015	FY 2016	FY 2017
Air Force	0	0	0
Army	1,116	1,130	1,130
Marine Corps	251	251	253
Navy	603	620	620
Total	1,970	2,001	2,003

Contractor FTEs	FY 2015	FY 2016	FY 2017
Total	324	324	324

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III. Financial Summary (\$ in thousands)

	FY 2016						
	FY 2015	Budget	Congressional Action			Current	FY 2017
			Amount	Percent	Appropriated		
A. <u>BA Subactivities</u>	<u>Actual</u>	<u>Request</u>				<u>Enacted</u>	<u>Estimate</u>
Specialized Skill Training	328,313	322,127	0	0.0	322,127	322,127	335,215
Total	328,313	322,127	0	0.0	322,127	322,127	335,215

*The FY 2015 Actual Column includes \$0.0 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$0.0 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$0.0 million of the FY 2017 OCO Request.

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III. Financial Summary (\$ in thousands)

B. <u>Reconciliation Summary</u>	Change <u>FY 2016/FY 2016</u>	Change <u>FY 2016/FY 2017</u>
Baseline Funding	322,127	322,127
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	322,127	
Fact-of-Life Changes (2016 to 2016 Only)		
Subtotal Baseline Funding	322,127	
Supplemental		
Reprogrammings		
Price Changes		5,363
Functional Transfers		
Program Changes		7,725
Current Estimate	322,127	335,215
Less: Wartime Supplemental		
Normalized Current Estimate	322,127	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2016 President's Budget Request (Amended, if applicable)		322,127
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2016 Appropriated Amount		322,127
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2016 Baseline Funding		322,127
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2016 Estimate		322,127
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2016 Normalized Current Estimate		322,127
6. Price Change		5,363
7. Functional Transfers		
8. Program Increases		27,529
a. Annualization of New FY 2016 Program		
b. One-Time FY 2017 Increases		
c. Program Growth in FY 2017		
1) Civilian Pay FTE Realignment	96	
Increase reflects the realignment of one FTE from Ship/Boat Operations Budget Sub-Activity to Specialized Skill Training Budget Sub-Activity. Realignment from the boat teams to the NSW Training Center in support of training requirements. FTEs were realigned to comply with OSD guidance that any manpower not conducting Management Headquarters Activity (MHA) must be properly moved into non-MHA		

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Program Element Codes (PEC) to support operational rather than MHA requirements. Continuing effort to better position SOCOM end strength to meet current operational requirements. (FY 2016 Baseline: \$73,213 thousand; +1 FTEs)		
2) Civilian Pay Re-price Increase is a result of re-price of Civilian Pay based on FY 2015 Actuals pay rates. OMB guidance directs that civilian pay rates should be priced at the clean rate which excludes one-time anomalies (lump-sum leave, awards, recruitment/retention/relocation bonuses, PCS costs and severance/separation pay). (FY 2016 Baseline: \$73,213 thousand)	2,790	
3) Headquarters Air Force Special Operations Command Training Request will fund the instructor/support portion of the Aircrew Training and Rehearsal (ATARS) contract conducted at Kirtland Air Force Base NM, Hurlburt Field FL, Cannon Air Force Base NM and other locations within Air Force Special Operations Command (AFSOC). In the FY 2016 planning process, AFSOC cut contract funding with the idea that some contractor positions could be converted to non-contractor positions in order to increase the efficiency/effectiveness of training. Further research/direction is to maintain these positions as contractors. The FY 2017 request is more consistent with the FY 2015 level and includes funding for new instructor/support for the MC-130J, C-146A, and/or	12,227	

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
CV-22 training. (FY 2016 Baseline: \$25,632 thousand; +0 FTEs)		
4) Naval Special Warfare Center Advance Training Command Operations	3,142	
The increase is due to realignment of \$2,367 thousand from Budget Sub-Activity Other Operations to Budget Sub-Activity Specialized Skill Training. Funds will support the following courses of instruction: Cross Cultural Competence and Regional Studies, Special Operations Tactical Paramedic, Combat Swimmer and Scan Eagle. These classes are new to the institutional training environment at the Naval Special Warfare Center, though not new to Naval Special Warfare. These courses will increase the throughput at the Center. The remaining funding increase (\$775 thousand) provides for Train-the-Trainer, for training course instructors in techniques, current tactics, and procedures that are addressed in the new courses. (FY 2016 Baseline: \$9,000 thousand; +0 FTEs)		
5) U.S. Air Force 24th Special Operations Wing (24SOW) Terminal Attack Control Training	692	
Increase in funding supports initial training of Joint terminal attack controllers (JTAC) at Yuma, AZ. JTACs are trained to direct the action of combat aircraft engaged in close air support and other offensive air operations from a forward position. The increase in funding supports Contracted Close Air Support (C-CAS) used in training JTACs. This contract provides contracted aircraft (various		

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
designs/capabilities) for the trainees to practice directing real air assets in real time - to simulate deployment conditions. (FY 2016 Baseline: \$3,412 thousand; +0 FTEs)		
6) U.S. Air Force Air Warfare Center Language Sustainment Increase due to costs incurred on re-basing/re-evaluating language courseware to required needs/skills. (FY 2016 Baseline: \$2,476 thousand; +0 FTEs)	202	
7) U.S. Army John F. Kennedy Special Warfare Center and School Training A minor increase of \$311 thousand plus a realignment of \$3,339 thousand from Other Operations Budget Sub-Activity to Specialized Skill Training Budget Sub-Activity will support the following priorities. 1) Increase of \$3,007 thousand enhances the 1st Special Warfare Training Group (Airborne) 6th Battalion intelligence, surveillance, and reconnaissance capabilities and capacity to properly train and sustain Special Operations Forces (SOF) at current levels to execute SOF core activities for networked and distributed operations across the globe. 2) The second program is Cyber training at \$199 thousand. The Cyber program will train 125 Career Management Fields (CMF) 18, 37, and 38 Army SOF personnel annually in digital force protection/Operations Security against adversarial threats. 3) The final program is Signal Intelligence (SIGINT) training at \$444 thousand. The SIGINT program will train 100	3,650	

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C. Reconciliation of Increases and Decreases

	<u>Amount</u>	<u>Totals</u>
newly qualified CMF 35 Special Operations Team-Alpha personnel in tactical SIGINT operations. (FY 2016 Baseline: \$54,243 thousand; +0 FTEs)		
8) U.S. Army Special Warfare Center Military Free Fall School Funds were realigned (\$2,952 thousand) from Budget Sub-Activity Other Operations, to Budget Sub-Activity Specialized Skill Training to support the higher command priority of Military Free Fall (MFF) training. The basis for increasing the requirement is attributed to the expansion of MFF from 560 students trained per year to 1200 per year. This is to sustain the quality/safety of training for Special Forces Qualification Course (SFQC) Soldiers with the integration of the MFF Parachute Course as part of the SFQC training pipeline. (FY 2016 Baseline: \$1,033 thousand; +0 FTEs)	2,952	
9) U.S. Special Operations Headquarters Language Office (SOFLO) Funding request will address gaps in USSOCOM language capability requirements that were recognized in a recent manpower survey in which contract instructor staff requirements more than doubled. This funding increase provides the means to conduct additional instruction to help close the gap in conjunction with improvements to Component training programs and financial incentives. USSOCOM conducts language training at the Component schools (primarily initial acquisition training (IAT)), at Component units with language training requirements (primarily sustainment	1,778	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
and enhancement training (SET) and some IAT) and there is a joint training program run at Headquarters (HQ) USSOCOM. The joint program run by SOFLO provides training to SOF personnel in HQ USSOCOM, the Theater Special Operations Commands, and to Service SOF without access to other training due to their location or duty hours (approximately 75% of training is done after hours). The joint program conducts IAT for SOF who need a new language and SET. The joint program trains approximately 1500 students annually. The joint program also manages some Enterprise level resources such as the USSOCOM training software license. (FY 2016 Baseline: \$9,996 thousand; +0 FTEs)		
9. Program Decreases		-19,804
a. Annualization of FY 2016 Program Decreases		
b. One-Time FY 2016 Increases		
c. Program Decreases in FY 2017		
1) Civilian Pay Compensable Days	-650	
Decrease in civilian personnel funding due to two less work days in FY 2017. (FY 2016 Baseline: \$73,213 thousand)		
2) Marine Special Operations School (MSOS)	-2,816	
The funding decrease is attributed to MARSOC reaching its full operational capability (FOC) of 48 Marine Special Operation Teams (MSOT) in FY 2016. Beginning in FY 2017, MARSOC expects to programmatically generate a more stream-lined flow of critical skill operators (CSO) resulting in a smaller request for funds compared to FY 2016. (FY 2016 Baseline: \$28,503 thousand; +0 FTEs)		

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
3) Naval Special Warfare Center As a result of the Naval Special Warfare (NSW) Force Capability and Capacity Review, other Specialized Skill Training elements of cost were right-sized for higher command priorities without affecting any planned services. This reduction (-\$5,897 thousand) impacted equipment support centrally managed for the Basic Training Command (BTC) as the result of a bottom-up review of inventory stocking plans targeted to meet planned student throughput. In addition, funding (-\$424 thousand) for Special Operations Forces curriculum support at the Navy Postgraduate School is discontinued in FY 2017 for Naval Special Warfare. Other reductions include -\$72 thousand for Naval Special Warfare Center Foreign Language Center (re-balancing of courses and iterations to include the addition of two new courses) and -\$162 thousand for the Naval Special Warfare Center Operations. (FY 2016 Baseline: \$41,098 thousand; +0 FTEs)	-6,558	
4) U.S. Air Force Special Operations Air Warfare Center Minor decrease to support aircraft mission modifications. (FY 2016 Baseline: \$7,563 thousand; +0 FTEs)	-351	
5) U.S. Army Special Warfare Center 1) Special Warfare Center decrease of -\$4,508 thousand is due to the Battle Command Training Center that provides a simulation command and control type training exercise/scenarios for Special Forces group headquarters prior to deploying. Per a September 2014 execute order, Commander, USASOC directed the	-4,523	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
realignment of the Special Operations Mission Training Center (SOMTC) capability from the US Army John F. Kennedy Special Warfare Center and School G3 to USASOC G3 funded by the Service. Due to higher command priorities, no funding was applied in FY 2017. USSOCOM internally funded this issue during the FY 2014-2018 programming cycle for FY 2014/2015/2016. Funding was to establish a second 24-person Mission Command Exercise Team. 2) The remaining decreases are attributed to the Special Warfare Center Foreign Armament Facility (-\$5 thousand) and the Special Warfare Center Dive School (-\$10 thousand). (FY 2016 Baseline: \$14,104 thousand; +0 FTEs)		
6) U.S. Army Special Warfare Center Language Training Center Sustainment Decrease reflects the Enterprise effort to rebalance language capabilities away from the heavy U.S. Central Command emphasis and focus on other geographic regions. The re-balancing includes adjustments to the number of current courses and iterations. Projections include new language sustainment courses. (FY 2016 Baseline: \$28,223 thousand; +0 FTEs)	-2,799	
7) U.S. Army Special Warfare Center Medical Training Facility Decrease due to reduced student pool for Special Operations Combat Medics qualifications annually. In addition, the reduced funding eliminates the annual funding required for sustainment of class VIII	-2,107	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
consumables, acquisition of live patient models, and sustainment of student supplies and materiel required to support. (FY 2016 Baseline: \$12,261 thousand; +0 FTEs)		
FY 2017 Budget Request		335,215

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IV. Performance Criteria and Evaluation Summary:

	<u>FY2015</u> <u>Actuals</u>			<u>FY2016</u> <u>Enacted</u>			<u>FY2017</u> <u>Estimate</u>		
	Input	Output	Workload	Input	Output	Workload	Input	Output	Workload
Initial Skills									
USASOC	9091	6340	1016	11982	9130	1529	14204	11192	1779
AFSOC	1284	1288	245	1066	1066	237	1072	1072	236
MARSOC	1124	735	146	1107	707	138	1107	707	138
NAVSPECWARCOM	2874	1729	350	3007	2015	380	2808	2066	383
HQ SOF Language	0	0	0	0	0	0	0	0	0
Total	14373	10092	1757	17162	12918	2284	19191	15037	2536
Skill Progression									
USASOC	3991	3704	299	4004	3802	351	4003	3817	352
AFSOC	141	135	9	217	217	14	213	213	14
MARSOC	540	531	35	535	528	37	562	517	37
NAVSPECWARCOM	799	794	120	965	946	159	1011	937	162
HQ SOF Language	0	0	0	0	0	0	0	0	0
Total	5471	5164	463	5721	5493	561	5789	5484	565
Functional									
USASOC	14222	13834	2860	12421	11772	1798	15273	14535	2952
AFSOC	1532	1532	138	1942	1942	145	1942	1942	145
MARSOC	5279	5206	337	6130	6107	408	5421	5321	372
NAVSPECWARCOM	2707	2786	156	4051	3995	193	5464	5430	395
HQ SOF Language	1529	1529	59836	1750	1750	71342	1750	1750	72119
Total	25269	24887	63327	26294	25566	73886	29850	28978	75983

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IV. Performance Criteria and Evaluation Summary:

Sub-activity Group Total									
USASOC	27304	23878	4175	28407	24704	3678	33480	29544	5083
AFSOC	2957	2955	392	3225	3225	396	3227	3227	395
MARSOC	6943	6472	518	7772	7342	583	7090	6545	547
NAVSPECWARCOM	6380	5309	626	8023	6956	732	9283	8433	940
HQ SOF Language	1529	1529	59836	1750	1750	71342	1750	1750	72119
Sub-activity Group Total	45113	40143	65547	49177	43977	76731	54830	49499	79084

Definitions:

Input = number of students entering a given fiscal year

Output = number of students graduating during a given fiscal year

Workload (student-year equivalent) = {(entrants + graduates)/2} x {(course length in days)/days per year}

Narrative:

Specialized Skill Training provides military members with initial job qualification skills or new or higher levels of skill in their current military specialty or functional area. The focus is on "occupational" training that relates to skills that individual military members require in order to perform "wartime missions." This training data is reported in the following sub-categories.

- Initial Skills. Represents the training pipeline for producing new Special Operations Forces (SOF) operators. Initial SOF Skills Training is comprised of numerous requirements designed to become a SOF operator (initial qualification as a NAVSPECWARCOM Sea, Air, Land (SEAL) or Special Warfare Combatant-craft Crewman (SWCC), USASOC Special Forces, MARSOC Critical Skills Operator, or AFSOC Air Commando). The funding required to operate and sustain these classes include costs for civilian and contract instructors, curriculum development, training supplies and equipment, uniform items, medical equipment and services, weapons and ordinance sustainment, diving systems, maritime craft, communication devices, and range support.

- Skill Progression. Provides advanced training focused on the unique skills and strategic tactics required to progress in SOF operations. Skill progression courses are supportive of the operators primary specialty skill set, typically have smaller class size, and are designed for mature SOF personnel including individual refresher training courses designed to maintain qualifications and/or proficiency. In addition, these advanced courses are in constant demand and are heavily reliant on specialized equipment and technology that require continuous maintenance and upgrades.

- Functional. Available to personnel in various SOF occupational specialties who require specific, additional skills or qualifications without changing their primary specialty or skill level. These additional skills include language proficiency, Survival Evasion Resistance and Escape training, mission specific training, and specialty skills (e.g., medical, computer networks,

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IV. Performance Criteria and Evaluation Summary:

Small Unmanned Aircraft System operations, Jumpmaster).

Explanation of Changes:

- 1) Factors influencing workload include course length, input and outputs. In FY 2017, the forecasted graduation rate (90.3%) is higher than the projection for FY 2016 (89.4%) and FY 2015 actuals (89.0%) leading to an increase in workload.
- 2) Skill Progression Training includes acquiring aviation skills. The related funding resides in the Flight Operations Budget Sub-activity due to its close association with aviation units/flying hour assets and reliance on the Flying Hour Program (FHP) resources for completion of most training. The numbers here do not reflect the FHP costs and are strictly Flight Operations Support (FOS).
- 3) The Functional Training workload calculations now include the Headquarters (HQ) United States Special Operations Command (USSOCOM) Special Operations Forces (SOF) Language Office courses. SOF Language Office workload is significantly higher than the other Components because class durations are longer, and more students participate, leading to a large number of class days per year. This impacts the workload calculation.
- 4) The significant increase in Functional Training workload between FY 2016 and FY 2017 is primarily due to new language capabilities at USASOC and NSWC.

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<u>V. Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>1,970</u>	<u>2,001</u>	<u>2,003</u>	<u>31</u>	<u>2</u>
Officer	266	251	253	-15	2
Enlisted	1,704	1,750	1,750	46	0
<u>Civilian End Strength (Total)</u>	<u>685</u>	<u>793</u>	<u>794</u>	<u>108</u>	<u>1</u>
U.S. Direct Hire	685	793	794	108	1
Total Direct Hire	685	793	794	108	1
<u>Active Military Average Strength (A/S) (Total)</u>	<u>1,970</u>	<u>2,001</u>	<u>2,003</u>	<u>31</u>	<u>2</u>
Officer	266	251	253	-15	2
Enlisted	1,704	1,750	1,750	46	0
<u>Civilian FTEs (Total)</u>	<u>685</u>	<u>793</u>	<u>794</u>	<u>108</u>	<u>1</u>
U.S. Direct Hire	685	793	794	108	1
Total Direct Hire	685	793	794	108	1
Average Annual Civilian Salary (\$ in thousands)	95.5	92.3	96.4	-3.2	4.1
 <u>Contractor FTEs (Total)</u>	 <u>324</u>	 <u>324</u>	 <u>324</u>	 <u>0</u>	 <u>0</u>

Personnel Summary Explanations:

*USSOCOM military personnel are reported in Military Service Estimates.

*Increase of Civilian FTE reflects the realignment of one FTE from Ship/Boat Operations Budget Sub-Activity to Specialized Skill Training Budget Sub-Activity. Realignment from the boat teams to the NSW Training Center in support of training requirements. FTEs were realigned to comply with OSD guidance that any manpower not conducting Management

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Headquarters Activity (MHA) must be properly moved into non-MHA Program Element Codes (PEC) to support operational rather than MHA requirements. Continuing effort to better position SOCOM end strength to meet current operational requirements.

*Increase of Active Military End Strength (E/S) reflects MARSOC Force Structure adjustment of two Marine Officers from Operational Support budget Sub-Activity to Specialized Skill Training Budget Sub-Activity.

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VI. OP 32 Line Items as Applicable (Dollars in thousands):

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2015</u>	<u>FY 2015/FY 2016</u>		<u>FY 2016</u>	<u>FY 2016/FY 2017</u>		<u>FY 2017</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	62,642	767	8,570	71,979	1,093	2,197	75,269
103 Wage Board	2,750	34	-1,550	1,234	19	39	1,292
199 TOTAL CIV COMPENSATION	65,392	801	7,020	73,213	1,112	2,236	76,561
308 Travel of Persons	14,731	250	69	15,050	271	-445	14,876
399 TOTAL TRAVEL	14,731	250	69	15,050	271	-445	14,876
401 DLA Energy (Fuel Products)	421	-31	-390	0	0	483	483
402 Service Fund Fuel	77	-6	-71	0	0	0	0
411 Army Supply	2,467	63	-206	2,324	-108	-27	2,189
413 Marine Corps Supply	63	3	28	94	-3	3	94
414 Air Force Consol Sust AG (Supply)	1,414	-24	-57	1,333	13	-88	1,258
416 GSA Supplies & Materials	710	12	-53	669	12	-51	630
417 Local Purch Supplies & Mat	4,525	77	227	4,829	87	-27	4,889
424 DLA Mat Supply Chain (Weapon Sys)	1,192	15	-84	1,123	-67	87	1,143
499 TOTAL SUPPLIES & MATERIALS	10,869	109	-606	10,372	-66	380	10,686
502 Army Fund Equipment	9	0	-1	8	0	1	9
503 Navy Fund Equipment	2	0	0	2	0	0	2
505 Air Force Fund Equip	1,225	0	22	1,247	0	22	1,269
506 DLA Mat Supply Chain (Const & Equip)	854	9	-59	804	-1	16	819
507 GSA Managed Equipment	390	7	-30	367	7	0	374
599 TOTAL EQUIPMENT PURCHASES	2,480	16	-68	2,428	6	39	2,473
771 Commercial Transport	562	10	146	718	13	-17	714
799 TOTAL TRANSPORTATION	562	10	146	718	13	-17	714
912 Rental Payments to GSA (SLUC)	3,346	57	-3,403	0	0	0	0
913 Purchased Utilities (Non-Fund)	53	1	-1	53	1	-1	53
914 Purchased Communications (Non- Fund)	1,693	29	-119	1,603	29	0	1,632
915 Rents (Non-GSA)	1,348	23	-1,341	30	1	510	541
920 Supplies & Materials (Non-	24,409	415	1,231	26,055	469	-1,606	24,918

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		Change			Change		
	FY 2015	FY 2015/FY 2016		FY 2016	FY 2016/FY 2017		FY 2017
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
Fund)							
921 Printing & Reproduction	784	13	-33	764	14	-11	767
922 Equipment Maintenance By Contract	1,114	19	-75	1,058	19	-3	1,074
923 Facilities Sust, Rest, & Mod by Contract	492	8	-500	0	0	0	0
925 Equipment Purchases (Non-Fund)	20,830	354	-611	20,573	370	655	21,598
930 Other Depot Maintenance (Non-Fund)	36,841	626	-12,804	24,663	444	12,309	37,416
932 Mgt Prof Support Svcs	6,906	117	295	7,318	132	277	7,727
937 Locally Purchased Fuel (Non-Fund)	181	-13	-168	0	0	91	91
955 Other Costs (Medical Care)	3,075	114	-193	2,996	114	-161	2,949
957 Other Costs (Land and Structures)	1,021	17	-1,038	0	0	0	0
984 Equipment Contracts	1,924	33	53	2,010	36	-11	2,035
987 Other Intra-Govt Purch	3,982	68	625	4,675	84	-86	4,673
989 Other Services	126,280	2,147	121	128,548	2,314	-6,431	124,431
999 TOTAL OTHER PURCHASES	234,279	4,028	-17,961	220,346	4,027	5,532	229,905
Total	328,313	5,214	-11,400	322,127	5,363	7,725	335,215

*The FY 2015 Actual Column includes \$0.0 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$0.0 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$0.0 million of the FY 2017 OCO Request.

Fiscal Year 2017 President's Budget
UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)



Administrative and Servicewide Activities/Acquisition Program
Management

February 2016

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**Acquisition/Program Management
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget**

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

Budget Activity (BA) 4: Administrative and Servicewide Activities/Acquisition Program Management

	<u>FY 2015 Actual</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2016 Enacted</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2017 Estimate</u>
APMngmt	87,095	1,421	-5,253	83,263	1,329	4,837	89,429

*The FY 2015 Actual Column includes \$0.0 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$0.0 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$0.0 million of the FY 2017 OCO Request.

I. Description of Operations Financed: Acquisition and Program Management - Provides resources for Operation and Maintenance costs supporting SOF-peculiar acquisition program management to include engineering and logistical support for SOF acquisition programs. Support also includes funding for travel, operational test and evaluation support, and related supplies and equipment. Funds civilian program management and general contractor support for the Special Operations Forces Acquisition, Technology and Logistics (SOF AT&L) to include support equipment, necessary facilities, SOF AT&L civilians and associated management costs.

II. Force Structure Summary:

USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2015	FY 2016	FY 2017
Air Force	240	287	312
Army	45	45	45
Marine Corps	0	0	0

Acquisition/Program Management
Operation and Maintenance, Defense-Wide
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II. Force Structure Summary (cont.)

Navy	0	0	0
Total	285	332	357

Military End Strength	FY 2015	FY 2016	FY 2017
Air Force	18	22	22
Army	23	24	24
Marine Corps	5	5	5
Navy	7	8	8
Total	53	59	59

Contractor FTEs	FY 2015	FY 2016	FY 2017
Total	278	278	278

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III. Financial Summary (\$ in thousands)

	FY 2016						
			Congressional Action				
	FY 2015	Budget				Current	FY 2017
A. BA Subactivities	Actual	Request	Amount	Percent	Appropriated	Enacted	Estimate
Acquisition/Program Management	87,095	83,263	0	0.0	83,263	83,263	89,429
Total	87,095	83,263	0	0.0	83,263	83,263	89,429

*The FY 2015 Actual Column includes \$0.0 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$0.0 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$0.0 million of the FY 2017 OCO Request.

Acquisition/Program Management
Operation and Maintenance, Defense-Wide
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III. Financial Summary (\$ in thousands)

B. <u>Reconciliation Summary</u>	Change <u>FY 2016/FY 2016</u>	Change <u>FY 2016/FY 2017</u>
Baseline Funding	83,263	83,263
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	83,263	
Fact-of-Life Changes (2016 to 2016 Only)		
Subtotal Baseline Funding	83,263	
Supplemental		
Reprogrammings		
Price Changes		1,329
Functional Transfers		
Program Changes		4,837
Current Estimate	83,263	89,429
Less: Wartime Supplemental		
Normalized Current Estimate	83,263	

Acquisition/Program Management
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

	<u>Amount</u>	<u>Totals</u>
C. <u>Reconciliation of Increases and Decreases</u>		
FY 2016 President's Budget Request (Amended, if applicable)		83,263
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2016 Appropriated Amount		83,263
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2016 Baseline Funding		83,263
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2016 Estimate		83,263
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2016 Normalized Current Estimate		83,263
6. Price Change		1,329
7. Functional Transfers		
8. Program Increases		7,540
a. Annualization of New FY 2016 Program		
b. One-Time FY 2017 Increases		
c. Program Growth in FY 2017		
1) Civilian Pay FTE Realignment	3,325	
Increase due to realignment of 25 FTEs from Operational Support Budget Sub-Activity to Acquisition Program Management Budget Sub-Activity as a result of the Army to Air Force Civilian conversion. (FY 2016 Baseline: \$41,186 thousand; +25 FTEs)		
2) Civilian Pay Reprice	2,677	
Increase is a result of re-price of Civilian Pay		

**Acquisition/Program Management
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget**

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
based on FY 2015 Actuals pay rates. OMB guidance directs that civilian pay rates should be priced at the clean rate which excludes one-time anomalies (lump-sum leave, awards, recruitment/retention/relocation bonuses, PCS costs and severance/separation pay). (FY 2016 Baseline: \$41,186 thousand)		
3) SOF Combat Systems The increase supports the management of the transition of the Ground Mobility Vehicle (GMV)1.0 to the GMV 1.1 fleet and several other SOF Unique systems such as the Combat Craft Heavy and the High Speed Assault Craft. (FY 2016 Baseline: \$11,142 thousand)	1,249	
4) Various Programs Program increases are a result of funding realignments to reflect the actual program management cost of multiple programs located within the SOCOM Acquisition office. (FY 2016 Baseline: \$12,476 thousand)	289	
9. Program Decreases		-2,703
a. Annualization of FY 2016 Program Decreases		
b. One-Time FY 2016 Increases		
c. Program Decreases in FY 2017		
1) Ammunition Program decrease reflects SOCOM internal forced contracting efficiencies (\$79 thousand) and movement from the Acquisition Management Budget Sub-Activity to the Maintenance Sub-Activity (\$1,974 thousand) in order to align the management and sustainment of	-2,053	

Acquisition/Program Management
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
ammunition with the unit actually using the asset. (FY 2016 Baseline: \$1,999 thousand)		
2) Civilian Pay Compensable Days Decrease in civilian personnel funding due to two less work days in FY 2017. (FY 2016 Baseline: \$41,186 thousand)	-314	
3) SOF Acquisition Management Decrease is a result of SOCOM internal forced efficiencies in order to reduce acquisition overhead. Targeted programs include contractor support, travel, training and office supplies for the SOCOM Contracting Office and Technology Applications Program Office. (FY 2016 Baseline: \$16,460 thousand)	-336	
FY 2017 Budget Request		89,429

Acquisition/Program Management
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

IV. Performance Criteria and Evaluation Summary:

N/A

**Acquisition/Program Management
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget**

<u>V. Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>53</u>	<u>59</u>	<u>59</u>	<u>6</u>	<u>0</u>
Officer	51	55	55	4	0
Enlisted	2	4	4	2	0
<u>Civilian End Strength (Total)</u>	<u>285</u>	<u>332</u>	<u>357</u>	<u>47</u>	<u>25</u>
U.S. Direct Hire	285	332	357	47	25
Total Direct Hire	285	332	357	47	25
<u>Active Military Average Strength (A/S) (Total)</u>	<u>53</u>	<u>59</u>	<u>59</u>	<u>6</u>	<u>0</u>
Officer	51	55	55	4	0
Enlisted	2	4	4	2	0
<u>Civilian FTEs (Total)</u>	<u>285</u>	<u>332</u>	<u>357</u>	<u>47</u>	<u>25</u>
U.S. Direct Hire	285	332	357	47	25
Total Direct Hire	285	332	357	47	25
Average Annual Civilian Salary (\$ in thousands)	130.1	124.1	133.1	-6.0	9.0
<u>Contractor FTEs (Total)</u>	<u>278</u>	<u>278</u>	<u>278</u>	<u>0</u>	<u>0</u>

Personnel Summary Explanations:

*USSOCOM military personnel are reported in Military Service Estimates.

*Swing in Average Annual Civilian Salary due to Civilian Pay re-price. Prior year actuals reported higher than budgeted due to re-price not being done for several cycles. Re-price was performed to bring salaries to realistic levels.

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*Increase of Civilian FTE due to realignment of 25 FTEs from Operational Support Budget Sub-Activity to Acquisition Program Management Budget Sub-Activity as a result Army to Air Force Civilian conversion

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VI. OP 32 Line Items as Applicable (Dollars in thousands):

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2015</u>	<u>FY 2015/FY 2016</u>		<u>FY 2016</u>	<u>FY 2016/FY 2017</u>		<u>FY 2017</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	37,088	454	3,028	40,570	616	5,602	46,788
103 Wage Board	0	0	616	616	9	86	711
199 TOTAL CIV COMPENSATION	37,088	454	3,644	41,186	625	5,688	47,499
308 Travel of Persons	3,517	60	0	3,577	64	-326	3,315
399 TOTAL TRAVEL	3,517	60	0	3,577	64	-326	3,315
601 Army Industrial Operations	2,331	185	0	2,516	-3	0	2,513
610 Navy Air Warfare Center	880	11	0	891	29	0	920
611 Navy Surface Warfare Ctr	790	12	0	802	26	0	828
612 Navy Undersea Warfare Ctr	915	11	0	926	8	0	934
614 Space & Naval Warfare Center	867	14	0	881	9	0	890
661 Air Force Consolidated Sust AG (Maint)	446	-14	0	432	-5	0	427
699 TOTAL DWCF PURCHASES	6,229	219	0	6,448	64	0	6,512
705 AMC Channel Cargo	270	5	0	275	5	0	280
799 TOTAL TRANSPORTATION	270	5	0	275	5	0	280
914 Purchased Communications (Non-Fund)	42	1	0	43	1	0	44
920 Supplies & Materials (Non-Fund)	560	10	213	783	14	-2,053	-1,256
922 Equipment Maintenance By Contract	4,997	85	-4,835	247	4	0	251
925 Equipment Purchases (Non-Fund)	1,484	25	0	1,509	27	0	1,536
930 Other Depot Maintenance (Non-Fund)	329	6	0	335	6	0	341
932 Mgt Prof Support Svcs	20,151	343	-2,913	17,581	316	4,239	22,136
934 Engineering & Tech Svcs	2,504	43	-954	1,593	29	31	1,653
987 Other Intra-Govt Purch	7,677	131	-408	7,400	133	-2,742	4,791
989 Other Services	212	4	0	216	4	0	220
990 IT Contract Support Services	2,035	35	0	2,070	37	0	2,107
999 TOTAL OTHER PURCHASES	39,991	683	-8,897	31,777	571	-525	31,823
Total	87,095	1,421	-5,253	83,263	1,329	4,837	89,429

**Acquisition/Program Management
Operation and Maintenance, Defense-Wide
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*The FY 2015 Actual Column includes \$0.0 million of the FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2016 Enacted excludes \$0.0 million of the FY 2016 OCO Appropriations funding (PL 114-113).

*The FY 2017 Estimate excludes \$0.0 million of the FY 2017 OCO Request.

Fiscal Year 2017 President's Budget

The Joint Staff (TJS)



February 2016

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**The Joint Staff
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget**

**Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
Budget Activity (BA) 1: Operating Forces**

	FY 2015 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2016 <u>Enacted</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2017 <u>Estimate</u>
TJS	426,756	4,342	31,715	462,813	8,867	120,134	591,814

* The FY 2015 Actual column includes \$75 thousand of FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

* The FY 2016 Estimate column excludes \$9,900 thousand of FY 2016 OCO Appropriations funding (PL 114-113).

* The FY 2017 OCO Budget request is zero.

I. Description of Operations Financed: The Chairman of the Joint Chiefs of Staff (CJCS) is the principal military adviser to the President, National Security Council, and Secretary of Defense. The Chairman presides over and serves as a member of the Joint Chiefs of Staff. CJCS relies upon the Joint Staff (TJS) to craft and distribute guidance for combatant forces' unified strategic direction, operations under unified commands, and integration into effective combat forces. On behalf of the Chairman, TJS provides Combatant Commands (CCMDs), the Services, and U.S. war fighters with joint policy, strategy, and doctrine necessary to employ effective joint combat forces in contingencies worldwide.

Goldwater-Nichols legislation (P.L. 99-433) strengthened joint military participation in the management of Department of Defense (DoD) resources by providing the CJCS, CCMDs, and the Joint Staff a greater voice in the planning, programming, budgeting, and execution process. While resource management is an internal matter of each Military Department by statute, the Chairman retains responsibility to review major personnel, materiel, and logistics requirements of the Armed Services in relation to strategic and operational plans. Ultimately, the CJCS is the one person tasked with providing the President and Secretary of Defense (SecDef) strategic planning, direction, and advice on requirements, programs, and budget priorities identified by the CCMDs and Services.

The Joint Staff
Operation and Maintenance, Defense-Wide
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I. Description of Operations Financed (cont.)

Eleven major program areas make up TJS's Operation and Maintenance funding for FY 2017. Four programs enable the Joint and CCMD staffs to provide advice and recommendations to the CJCS through information gathering and sharing, joint doctrine and education development, and detailed studies and analyses: the Planning and Decision Aid System (PDAS); the Joint Analytical Model Improvement Program (JAMIP) which will transition to Analytical Support to Force Planning in FY 2017; the Combatant Commander Exercise Engagement and Training Transformation (CE2T2) Program; Joint Staff Activities Program; Defense Critical Infrastructure Program; Joint Staff Analytical Support (JSAS), which is made up of five subcategories; and Support to Information Operations Capabilities. The Combatant Commander Initiative Fund (CCIF) directly supports combatant commanders with unforeseen contingency requirements. Joint Command, Control, Communications, Computers and Cyber (C5) Capability Development, Integration and Interoperability Assessments support cyber operations. The final two programs support day-to-day operations: the Pentagon Reservation Maintenance Revolving Fund (PRMRF), and Management Headquarters.

NOTE: In FY 2017, the National Defense University (NDU) realigns under the Joint Staff as a Chairman of the Joint Chiefs of Staff (CJCS) Controlled Activity. As such, CJCS has been delegated the authority from the Secretary of Defense for direct management control and responsibility over the programming and execution of NDU's resources. NDU's budget justification materials are provided following the Joint Staff's submission under a separate sub-activity group.

1. The Planning and Decision Aid System (PDAS) (\$41,074K) supports the planning and execution of Integrated Joint Special Technical Operations. PDAS is a classified, protected program under the Secretary of Defense (SecDef).

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Operation and Maintenance, Defense-Wide
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I. Description of Operations Financed (cont.)

2. The Joint Analytical Model Improvement Program (JAMIP) will transition to Analytical Support to Force Planning (\$8,069K) in the beginning of FY 2017. Analytical Support to Force Planning is a Joint Staff and OSD co-sponsored program that supports strategic analysis for the entire DoD and is underpinned by the Joint Data Support (JDS) program. The JDS program supports OSD and Joint Staff management and execution of DoD's Support for Strategic Analysis (SSA) initiative. This initiative includes support to DoD-level study teams developing Defense Planning Scenarios (DPS), Multi-Service Forces Data (MSFD), and Current and Future-Year Baselines. JDS is the single authoritative source of SSA products from which the Joint Staff, OSD, Services, Agencies, and CCMDs use as starting points for analysis supporting their planning, programming, and acquisition efforts.

3. The Joint Staff Combatant Commander Exercise Engagement and Training Transformation (CE2T2) Program Element (\$8,964K) provides funding to support Joint Staff operations at the Department of Defense Complex located in Suffolk, VA. Elements of support include facility leases, maintenance, utilities, and security; information technology and communication services; and personnel, administrative, and logistical support. Also includes funding to support development of Joint doctrine.

4. The Joint Staff Activities Program (\$24,091K) provides civilian pay funding for civilian full-time-equivalent (FTE) supporting the Office of the Secretary of Defense Personnel & Readiness (OSD P&R) sponsored Combatant Command Exercise Engagement and Training Transformation (CE2T2) program.

5. The Defense Critical Infrastructure Program (\$500K) funds the operation and maintenance of the DoD Secure Internet Protocol Router Network (SIPRNet) and Joint Worldwide

The Joint Staff
Operation and Maintenance, Defense-Wide
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I. Description of Operations Financed (cont.)

Intelligence Communications System (JWICS) web-based geospatial data application used to store, analyze, and visualize Defense Critical Infrastructure Program (DCIP) data.

6. The Joint Staff Analytical Support (JSAS) Program (\$35,871K) provides defense analytical support capabilities for the CJCS and CCMDs. JSAS encompasses the developmental tools and infrastructure required to conduct analyses and formulate the results to best assist the CJCS in fulfilling his statutory responsibilities. Key deliverables provided by JSAS include wide-ranging force structure assessments, course of action development for the Joint Force environment, analysis and studies to aid in decision-making, and other analysis efforts to implement timely, low-cost initiatives. Summary-level descriptions of the JSAS major categories include:

Joint Collaborative Analysis (JCA) provides the CJCS with the analytical capabilities needed to support decision making associated with force structure assessment, joint course of action development, and joint and coalition analysis that directly contribute to the accomplishment of CCMD and Joint Staff missions.

Functional Capabilities Boards (FCBs) provide analytic support for the Joint Requirements Oversight Council (JROC). FCBs support the JROC by integrating stakeholder views (OSD, CCMDs, Services, Defense Agencies, Joint Staff, and other federal agencies) in concept development, capabilities planning, and force development to ensure the US military can execute assigned missions. FCBs provide assessments and recommendations that enhance capabilities integration, examine joint priorities among existing and future programs, assess program alternatives (including unclassified, collateral, compartmented, and special access programs), minimize duplication of effort throughout the Services, and provide oversight in the management of materiel and non-materiel changes that support the

The Joint Staff
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

I. Description of Operations Financed (cont.)

national defense and military strategies to achieve optimum effectiveness and efficiency of the Armed Forces.

Joint Logistics provides strategic guidance with a global perspective to the Joint Logistics Enterprise in order to advocate for CCMDs requirements while accounting for Military Services' responsibilities enabling timely, effective, and efficient initiatives to improve logistics processes, practices, and technologies for the Joint Force. Joint Logistics provides the best possible logistics advice to the CJCS through detailed readiness assessments, concept development and analyses, multi-national and interagency partnerships, joint doctrine and education development, and a comprehensive understanding of supply, maintenance, distribution, operational contract support and services, health services support and engineering.

Adaptive Planning provides an analytic baseline for developing scenarios, contingency operations, forces, and equipment for future challenges. This common and collaborative framework also provides the starting point for strategic analysis in support of the Planning, Programming, Budgeting, and Execution process. JDS is the single authoritative source of SSA products from which the Joint Staff, OSD, Services, Agencies, and CCMDs use as starting points for analysis supporting their planning, programming, and acquisition efforts.

Joint Training System (JTS) manages training throughout the DoD. JTS provides an integrated, capability-requirements-based method for aligning individual, staff, and collective training programs with assigned missions consistent with command priorities, required capabilities, and available resources. The JTS supports DoD's implementation of the Joint Learning Continuum by providing the construct to plan and implement a

The Joint Staff
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

I. Description of Operations Financed (cont.)

comprehensive organizational program that may include elements of training, education, self-development, and experience to achieve mission capability.

7. The Support to Information Operations Capabilities Program (\$14,491K) via the Joint Information Operations Range (JIOR) is a closed-loop network that forms a live-fire range, utilizing encrypted tunneling over existing networks, to conduct training, testing, and experimentation in support of Information Operations (IO) Electronic Warfare (EW), Computer Network Attack (CNA)/Computer Network Defense (CND), and Cyberspace mission areas in a threat representative environment. It is unique within the Department.

8. The Combatant Commander Initiative Fund (CCIF) (\$15,000K) enables the CJCS to act quickly to support the Combatant Commanders when they lack the authority, flexibility, or resources to solve emergent challenges and unforeseen contingency requirements critical to joint war fighting readiness and national security interests. The strongest candidates for approval are initiatives that support CCMD activities and functions, enhance interoperability, and yield high benefits at low cost. Initiatives support authorized activities such as force training, joint exercises, contingencies, command and control, military education and training of foreign personnel, defense personnel expenses for bilateral or regional cooperation programs, urgent and unanticipated humanitarian relief and reconstruction assistance, force protection, and joint war fighting capabilities.

9. The Joint C5 Capability Development, Integration and Interoperability Assessments Program (\$6,435K) maintains the integration lab, and provides support for cyber capability development, integration, and assessments.

10. The Pentagon Reservation Maintenance Revolving Fund (PRMRF) (\$84,553K) pays TJS's share of the maintenance, sustainment, protection, repair, and renovation of the Pentagon

The Joint Staff
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget

I. Description of Operations Financed (cont.)

Reservation. The PRMRF budget request includes TJS rent, force protection provided by the Pentagon Force Protection Agency, and real property operations to include standard maintenance, repair and utilities. TJS's annual PRMRF funding requirements also include the costs of real property operations and security of Raven Rock Mountain Complex. The Washington Headquarters Service (WHS) is the executive agent for Raven Rock Mountain Complex, and tenants share financing of operations via the PRMRF Defense Working Capital Fund. TJS's share of construction and maintenance of the Unified Command Center (UCC), which includes the National Military Command Center (NMCC), Resource Situational Awareness Center (RSAC), and National Joint Operations and Intelligence Center (NJOIC), is also included in the PRMRF line.

11. Management Headquarters (\$267,065K) provides the day-to-day financial resources necessary to support TJS operations. Across the Joint Staff, Management Headquarters resources support various efforts to include the following: The Office of the Joint Staff Comptroller operates and maintains auditable systems for Joint Staff specific program development, budget formulation for Congressional justification books, recording of financial transactions, accounting, financial reporting, acquisition package development, audit readiness preparation, and management of official representation funds. The J-6 directorate provides secure/non secure data services through the Joint Staff Information Network (JSIN), management of video teleconferencing services, and executes operations to ensure IT services at the Pentagon and remote site locations operate efficiently. The J6 also supports C4 capability integration, interoperability, and assessments. The Joint Staff Security Office (JSSO) develops and implements security policies and procedures, issues security badges, processes security clearances, and maintains network access security. The Office of the Secretary, Joint Staff (SJS) supports the Nation's top military leadership with precise and timely action processing and information management operations that enable the CJCS and other Joint Staff leaders to effectively communicate decisions and strategic information. Finally, the Joint Staff

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I. Description of Operations Financed (cont.)

Support Service Office (JSSSO) provides maintenance support for facilities and new construction and renovation of existing spaces.

The National Defense University (NDU) (\$85,701K) is the premier center for Joint Professional Military Education (JPME) and is under the direction of the Chairman, Joint Chiefs of Staff. The University's main campus is on Fort McNair in Washington, D.C. The Joint Forces Staff College is located in Norfolk, VA. The Middle States Commission on Higher Education accredits the National Defense University. The NDU conducts world class Joint Professional Military Education (JPME), seminars, symposia and professional development and conferencing for DOD and Congressional representatives.

NDU colleges and institutions, located at Ft. McNair, Washington, DC, and Norfolk, VA.:

- CAPSTONE / PINNACLE / KEYSTONE
- College of International Security Affairs (CISA)
- Dwight D. Eisenhower School of National Security and Resource Strategy
- Information Resources Management College (iCollege)
- Institute for National Strategic Studies (INSS)
- Joint Forces Staff College (JFSC)
- National War College (NWC)
- NDU Operations

1. CAPSTONE / PINNACLE / KEYSTONE (\$2,964K)

The Joint Staff
Operation and Maintenance, Defense-Wide
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I. Description of Operations Financed (cont.)

CAPSTONE is a congressionally mandated course that is required for all newly promoted active duty one star generals/admirals. Attendance is required within the first two years of selection to the one star rank. CAPSTONE, offered four times a year, is an intensive five-week course consisting of seminars, case studies, informal discussions, visits, to key U.S. military commands within the continental United States, and overseas field studies to areas with high U.S. interests. Overseas field studies involve interactions with the Combatant Commanders, American Ambassadors, embassy staffs, and senior political and military leaders of foreign governments. The university hosts two additional programs, twice annually:

PINNACLE prepares prospective three-star commanders to lead joint and combined forces, building upon CAPSTONE and the Joint Flag Officer Warfighting Course.

KEYSTONE educates Command Senior Enlisted Leaders (CSELs) in a general / flag officer level joint or Service headquarters.

The table provides student enrollments in the three programs:

AY	CAPSTONE	PINNACLE	KEYSTONE
2015	204	30	80
2016	204	30	80
2017	204	30	80

2. College of International Security Affairs (CISA) (\$5,865K) is the Department of Defense flagship for education and the building of partnership capacity in combating terrorism and irregular warfare at the strategic level. The Officer Professional Military

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I. Description of Operations Financed (cont.)

Education Policy (OPMEP), CJCSI 1800.01D, stipulates that irregular warfare is as strategically important as traditional warfare. The CISA program develops critical and creative thinkers that understand combating terrorism and irregular warfare in the contemporary security environment.

The program at Fort McNair serves a joint, interagency, and multinational student composition of approximately 60 students, 40 of whom are members of the International Combating Terrorism Fellowship program. The other 20 students include seven U.S. officers from all services who receive JMPE II credit upon graduation, and 13 governmental officials from across the Interagency.

The Joint Special Operations Masters of Arts (JSOMA) program at Fort Bragg North Carolina was transferred to NDU from the U.S. Special Operations Command in FY 2014. The program serves 40 U.S. Special Operators (O3 - O5 commissioned officers and select senior non-commissioned officers). For FY 2016, the student body also includes two Foreign Service Officers from the Department of State, and two international officers. The program emphasizes irregular warfare within a context of international security studies. CISA provides a tailored accredited 10-month Master of Arts degree in Strategic Security Studies to joint war fighters between deployments to the Afghanistan-Pakistan Region and to the special operations community. Top civilian faculty, as well as internationally-recognized experts and government officials, expose students to both historical and contemporary issues associated with irregular warfare, counterterrorism, as well as the emerging threats of the 21st century contemporary security environment. The curriculum is reviewed and updated continually to be relevant to the joint warfighter and to special operators.

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I. Description of Operations Financed (cont.)

The South and Central Asia Program (SCAP) serves a joint student composition of up to 40 U.S. military officers of all Services annually (typically O4 - O5 officers), providing focused international security studies content on the major strategic challenges in the South and Central Asia region.

3. Dwight D. Eisenhower School of National Security and Resource Strategy

(formerly Industrial College of the Armed Forces) (\$7,889K) prepares its graduates to lead the strategic institutions and activities associated with the integrated development and resource execution of national security and national defense strategies:

AY	Army	Air Force	Navy	USMC	Coast Guard	Sub Total	Civilians	International Students	Total
2015	62	61	36	17	2	179	99	31	309
2016	62	57	32	17	3	171	107	32	310
2017	61	57	32	17	2	169	116*	33	318

Reserve attendance is determined by the individual uniformed Service and are sub-sets of the total number. *Private sector numbers for 2017 reflect allocated quotas. 2015 and 2016 are actual student numbers.

FY 2017 funding supports a new partnership with the University of California, Berkeley to promote Adaptive Leadership skills with funding provided to the National Defense University's Budget Activity 03 from the Joint Staff's Budget Activity 01. \$159K was realigned.

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I. Description of Operations Financed (cont.)

4. Information Resources Management College (iCollege) (\$7,909K) prepares military and civilian leaders to attain and retain national strategic advantage within cyberspace. The *IRMC* programs provide a dynamic forum in which senior defense professionals and the broader military and federal civilian communities gain knowledge, skills, and competencies for information resources management and government information leadership. The college plays an important role in Joint PME via its Joint PME Pilot Program, Joint PME elective and the cyber concentration certificate programs. The DoD Chief Information Officer, services, and defense agencies rely upon the *IRMC* for cyberspace workforce education. It is the DoD-designated educational institution for implementing educational requirements of the Clinger-Cohen, Defense Acquisition Workforce Improvement, and Federal Information Security Management Acts. The National Security Agency certified the college as Center of Academic Excellence in Information Assurance and Cyber Security Education. In FY 2011, the *IRMC* received master's degree granting authority. There are 420 students enrolled in the master's program. There is an anticipated increase in the students for FYs 2016 and 2017. The DOD Comptroller and Federal Chief Financial Officer (CFO) Council established the CFO Academy to prepare middle to senior level members of the government financial management community for management and leadership responsibilities. The *IRMC* offers courses in strategic finance and leadership as part of its CFO Leadership Certificate program. In FY 2015, the CFO Academy maintained a total student enrollment of 178 students and expects to maintain that level in FY 2016 and FY 2017.

5. Institute for National Strategic Studies (INSS) (\$6,364K) conducts research in support of the NDU education mission and to enhance and enrich leader development within its academic programs; conducts strategic studies and synthesize the resultant research and analysis into policy recommendations, publications, and activities in support of the research requirements of the Secretary of Defense, Chairman of the Joint Chiefs of Staff, and the combatant commanders; and engages with other U.S. Government Agencies and the national security community. The four INSS components are the: Center for Strategic

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I. Description of Operations Financed (cont.)

Research (CSR), Center for the Study of Chinese Military Affairs (CSCMA), Center for Complex Operations (CCO), and NDU Press. The CCO and CSCMA were authorized by legislation.

INSS leverages NDU's intellectual capital to analyze global trends and issues, create products which inform the debate, influence policy formulation and execution, and assist leaders to better understand, operate, and creatively think in an unpredictable and complex world. Beyond support of NDU's academic and leader development programs, each center provides strategic support to national stakeholders. The CSR provides policy support and conducts both directed and independent leading-edge research and analysis in the areas of strategic and regional studies. The CSCMA serves as a national focal point for multi-disciplinary research and analytic exchanges on the national goals and strategic posture of the People's Republic of China. The CCO serves as a knowledge manager for complex operations training and education; facilitates innovation and creation of new knowledge; and supports lessons learned and best practices. The research components execute a program of workshops and seminars pertaining to national security strategy, defense policy, and national military strategy. NDU Press is a cross-component publishing house with the mission of advancing JPME, national security policy, and international security issues for the CJCS in the form of balanced and thoroughly researched professional publications. INSS research plans are refreshed at least annually to ensure relevance and strategic focus, updated as necessary in response to emergent world events. Product lines include: *Joint Force Quarterly*, PRISM, policy briefs, case studies, and occasional papers.

6. Joint Forces Staff College (JFSC) (\$16,520K) is an intermediate and senior-level joint college that educates national security leaders to plan and execute joint, multinational, and interagency operations, instilling a primary commitment to joint, multinational, and

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I. Description of Operations Financed (cont.)

interagency teamwork, attitudes, and perspectives. The College is congressionally mandated to educate joint leaders. The Officer Professional Military Education Policy (OPMEP), CJCSI 1800.01E, establishes three Joint Professional Military Education (JPME) programs: the Joint Advanced Warfighting School (JAWS), the Joint and Combined Warfighting School (JCWS), and the Joint Continuing and Distance Education School (JCDES) to meet that mandate. JFSC has an additional JPME supporting school sponsored by the Joint Staff: the Joint Command, Control, and Information Operations School (JC2IOS).

JFSC graduates students from its JPME programs which include JAWS, JCWS in-resident and satellite, and Advanced Joint Professional Military Education (AJPME). The JPME supporting short courses included in JC2IOS are: the Joint Command and Control, Communications, Computers and Intelligence/Cyber Staff and Operations Course (JC4ICSOC), the Joint Information Planners Course (JIPC), the Defense Military Deception Training Course (DMTC), the Defense OPSEC Planners Course (DOPC), and the Joint Information Operations Orientation Course (JIOOC). The web-based Senior Enlisted Joint Professional Military Education (SEJPME) course transitioned to Joint Knowledge Online, an online existing system operated by the Joint Staff, effective 1 September 2015.

Funding supports a new program to teach JCWS on-site at select Combatant Command Headquarters. The total number of students attending JCWS remains the same in AY 2016 and AY 2017. This program has shifted from a reimbursed pilot to a direct funded program with funding provided to the National Defense University's Budget Activity 03 from the Joint Staff's Budget Activity 01. Realigned funding supports civilian pay \$640K and travel expenses \$249K. Five Civilian FTEs are realigned from reimbursable to direct funding.

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I. Description of Operations Financed (cont.)

The table provides student enrollments by military service, civilian and international officers as well as JPME course enrollments:

AY	Active Duty	Reserve Component	Civilians	International Officers	Total	JAWS	JCWS	AJPME	Total	JC2IOS	JIMPC	HLSPC	SEJPME
2015	937	327	26	53	1,343	38	1,016	289	1,343	269	0	0	10,127
2016	975	225	30	132	1,362	41	952	225	1,218	240	Discontinued		N/A
2017	841	275	25	128	1,269	42	952	275	1,269	212	Discontinued		N/A

Student enrollments are reduced for JC2IOS due to military manpower reductions.

7. National War College (NWC) (\$6,023K) conducts a senior-level course of study in national security strategy to prepare selected military officers, federal officials, and international officers for high-level policy, command, and staff responsibilities. The college emphasizes the joint (multi-service), interagency, and international perspectives and awards the Master of Science in National Security Strategy. Enrollment in AY 2015, AY 2016, and AY 2017 consists of 208 students each year.

The table provides student enrollments by military service, civilian and international officers:

AY	Army	Air Force	Navy	USMC	Coast Guard	Sub Total	Civilians	International Officers	Total
2015	43	43	23	17	2	128	48	32	208

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I. Description of Operations Financed (cont.)

2016	43	41	21	14	2	121	55	32	208
2017	43	42	21	14	2	122	54	32	208

Reserve attendance is determined by the individual uniformed Service and are sub-sets of the total number.

8. NDU Operations (\$32,167K)

The National Defense University Information Technology Directorate (ITD), Facilities, Events, Human Resources, Resource Management, Library, Security, and Health Fitness Directorates provide general support to the Joint Staff and NDU components enabling the University to optimize its educational, research, and outreach mission.

For FY 2017, funding realignments were provided from the Joint Staff to improve Information Technology sustainment at NDU for two purposes: First to meet growing Cyber Security requirements and second to develop expanded academic technology tools built to support holistic Student and Faculty Life-Cycle processes. This expanded capability allows for future expansion of on-line and career long learning options with funding provided to the National Defense University's Budget Activity 03 from the Joint Staff's Budget Activity 01. Realigned funding totals \$4,895K.

FY 2017 also includes realigned funding for expanded Senior Leader Ethics education and totals \$265K.

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I. Description of Operations Financed (cont.)

Note: SNAP IT Crosswalk for NDU

System Name	Acronym	UII	SnAP-IT Budget \$	OP-5 Budget \$	Delta	Comments
NDU IT Infrastructure Maintenance	NDU/ITD	007-000000218	15,129	15,129	-	Reflected on OP-5 Part I, NDU Operations FY 2017
NDU Information Resource Management College	IRMC	007-000100711	7,909	7,909	-	Reflected on OP-5 Part I, iCollege FY 2017
NDU Library Integrated Library System	NDU Library ILS	007-000100712	39	39	-	Reflected on OP-5 Part I, NDU Operations FY 2017
Total NDU FY 2017 System Dollars			23,077	23,077		

II. Force Structure Summary:

N/A

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III. Financial Summary (\$ in thousands)

	FY 2016						
	FY 2015 <u>Actual</u>	Budget <u>Request</u>	<u>Congressional Action</u>			Current <u>Enacted</u>	FY 2017 <u>Estimate</u>
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
A. BA Subactivities							
1. Operating Forces	426,756	485,888	-23,075	-4.8	462,813	462,813	506,113
Analytical Support to Force Planning	0	0	0	n/a	0	0	8,069
CCMD Exercise Engagement and Training	0	9,731	0	0.0	9,731	9,731	8,964
Transformation (CE2T2) Combatant Commanders Initiatives Fund (CCIF)	2,228	15,000	0	0.0	15,000	15,000	15,000
Defense Critical Infrastructure Program (DCIP)	0	500	0	0.0	500	500	500
Joint Analytical Model Improvement Program (JAMIP)	7,308	7,998	0	0.0	7,998	7,998	0
Joint C5 Capability Development, Integration and Interoperability	0	6,384	0	0.0	6,384	6,384	6,435
Joint Staff Activities	100	24,509	-920	-3.8	23,589	23,589	24,091
Joint Staff Analytical Support (JSAS)	45,237	42,581	-5,041	-11.8	37,540	37,540	35,871
Management HQ OCJS	241,815	252,112	-15,090	-5.0	237,022	237,022	267,065
Pentagon Reservation (PRMRF)	81,790	81,142	0	0.0	81,142	81,142	84,553
Planning and Decision Aid System (PDAS)	48,278	41,089	0	0.0	41,089	41,089	41,074

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III. Financial Summary (\$ in thousands)

		FY 2016						
			Congressional Action					
	FY 2015	Budget				Current	FY 2017	
A. <u>BA Subactivities</u>	<u>Actual</u>	<u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Enacted</u>	<u>Estimate</u>	
Support to Information Operations Capabilities	0	4,842	-2,024	-41.8	2,818	2,818	14,491	
3. Training	0	0	0	n/a	0	0	85,701	
Capstone	0	0	0	n/a	0	0	2,964	
Center for Joint Strategic Logistics	0	0	0	n/a	0	0	0	
College of International Security Affairs	0	0	0	n/a	0	0	5,865	
Eisenhower School	0	0	0	n/a	0	0	7,889	
Information Resources Management College	0	0	0	n/a	0	0	7,909	
Institute for National Strategic Studies	0	0	0	n/a	0	0	6,364	
Joint Forces Staff College	0	0	0	n/a	0	0	16,520	
National War College	0	0	0	n/a	0	0	6,023	
NDU Operations	0	0	0	n/a	0	0	32,167	
Total	426,756	485,888	-23,075	-4.8	462,813	462,813	591,814	

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III. Financial Summary (\$ in thousands)

	Change <u>FY 2016/FY 2016</u>	Change <u>FY 2016/FY 2017</u>
B. <u>Reconciliation Summary</u>		
Baseline Funding	485,888	462,813
Congressional Adjustments (Distributed)	-22,837	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-238	
Subtotal Appropriated Amount	462,813	
Fact-of-Life Changes (2016 to 2016 Only)		
Subtotal Baseline Funding	462,813	
Supplemental	9,900	
Reprogrammings		
Price Changes		8,867
Functional Transfers		114,681
Program Changes		5,453
Current Estimate	472,713	591,814
Less: Wartime Supplemental	-9,900	
Normalized Current Estimate	462,813	

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III. Financial Summary (\$ 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)		485,888
1. Congressional Adjustments		-23,075
a. Distributed Adjustments		
1) O&M and IT Budget Justification are Inconsistent	-15,000	
2) Overestimation of Civilian FTE Targets and Streamlining Mgt Headquarters	-4,600	
3) Joint Staff Analytical Support - Unjustified Growth	-3,237	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8037 - Indian Lands	-174	
2) Section 8024 - FFRDC	-64	
FY 2016 Appropriated Amount		462,813
2. War-Related and Disaster Supplemental Appropriations		9,900
a. OCO Supplemental Funding		
1) European Reassurance Initiative	9,900	
The European Reassurance Initiative supports seven North Atlantic Treaty Organization (NATO) exercises that occur, for the most part, on an annual basis. Exercise locations vary depending on the NATO Command that is the lead Command conducting the exercise. For the purpose of this initiative, EUCOM will work to expand U.S. participation in NATO exercises in FY 2016. Funding will be used to supply Airlift, Rotary Aviation, U.S. Navy Ships, Artillery systems, Airborne and Mechanized Forces, Staff Augmentation and Exercise Enablers to further develop the existing exercise construct.		
3. Fact-of-Life Changes		
FY 2016 Baseline Funding		472,713

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III. Financial Summary (\$ in thousands)

<u>C. Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2016 Estimate		472,713
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-9,900
FY 2016 Normalized Current Estimate		462,813
6. Price Change		8,867
7. Functional Transfers		114,681
a. Transfers In		
1) NDU Topline Transfer in to Joint Staff	79,650	
In FY 2017, the National Defense University (NDU) realigns under the Joint Staff as a Chairman of the Joint Chiefs of Staff (CJCS) Controlled Activity. As such, CJCS has been delegated the authority from the Secretary of Defense for direct management control and responsibility over the programming and execution of NDU's resources. (+490 FTEs)		
2) Defense Information Systems Network Cost Recovery Model Transfer	35,667	
The Management Headquarters increase of \$35,667K from FY 2016 to FY 2017 is due to funding transferred from the Defense Information Systems Agency (DISA) to the Joint Staff. An OSD decision revised DISA Defense Information Systems Network (DISN) cost model and realigned funding to the Joint Staff (OP-32 914 Purchased Communications) in order to directly pay the fair share of the FY 2017 DISN subscription costs. (FY 2016 Baseline: \$0 thousand)		
b. Transfers Out		
1) Global Force Management Data Initiative Transfer	-636	
Transfers funding to the Defense Human Resources		

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III. Financial Summary (\$ in thousands)

<u>C. Reconciliation of Increases and Decreases</u>		<u>Amount</u>	<u>Totals</u>
Activity (DHRA) along with responsibility to provide hardware, software and labor support for the Global Force Management Data Initiative Combined Organizational Servers (COS), which combines the functionality of both the OSD Organizational Server (OSDOS) and Joint Organizational Server (JOS), a DHRA repository where relationships between DoD person attributes and GFMDI representation of billets are stored along with force structure, and mechanisms to link DoD manpower and personnel systems to this repository. This action realigns responsibility for management of Global Force Management Data Initiative (GFM DI) information technology activities to organizations best suited to gain synergies from the work. (FY 2016 Baseline: \$36,507 thousand)			
8. Program Increases			26,827
a. Annualization of New FY 2016 Program			
b. One-Time FY 2017 Increases			
c. Program Growth in FY 2017			
1) Support to Info Ops Capabilities		9,719	
The changes to Support to Info Ops need to be viewed from a cross-appropriation perspective. In FY 2017 the Joint Staff has an internal realignment that moves \$9,719K from RDT&E to the O&M appropriation within the Support to Info Ops Capabilities program. This is a budget neutral transfer and simply a change in how the dollars will be appropriated. The execution of those dollars is more appropriate in the O&M appropriation given the transition from a research focus to an operational sustainment focus.			

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases

Amount

Totals

The program operates, manages, and secures the Joint Information Operations Range (JIOR) for mission rehearsal, training, certification, test and research & development to CCMDs, Services, and Agencies. The JIOR enables realistic training events and has been identified by US CYBERCOM as the host for their Simulation Training Exercise Platform (STEP) and was designated the network transport for the Cyber Mission Forces (CMF) Persistent Training Environment (PTE). The program has significantly reduced the required Research and Development necessary to realistically replicate the cyberspace domain in which the JIOR operates. (FY 2016 Baseline: \$2,818 thousand)

2) Analytical Support to Force Planning

8,069

The increase to Analytical Support to Force Planning (ASFP) is offset by a corresponding decrease in the Joint Analytical Model Improvement Program (JAMIP) to effectively realign to a new Program Element. The JAMIP decrease is reflected in the Program Decreases following this section. The realignment was made to maintain JAMIP historical data while more closely aligning the ASFP Program Element with the intended activities the funding supports. The activities within this program provides strategic analysis for the entire DoD and is underpinned by the Joint Data Support (JDS) program. The JDS program supports OSD and Joint Staff management and execution of DoD's Support for Strategic Analysis (SSA) initiative. This initiative includes support to DoD-level study teams

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases

	<u>Amount</u>	<u>Totals</u>
developing Defense Planning Scenarios (DPS), Multi-Service Forces Data (MSFD), and Current and Future-Year Baselines. JDS is the single authoritative source of SSA products from which the Joint Staff, OSD, Services, Agencies, and CCMDs use as starting points for analysis supporting their planning, programming, and acquisition efforts. (FY 2016 Baseline: \$0 thousand)		
3) Internal Realignment from TJS BA 01 to NDU BA 03 The Chairman of the Joint Chiefs of Staff directed the internal realignment from the Joint Staff Budget Activity 01 funding topline to the National Defense University (NDU) Budget Activity 03 in order to support NDU's continuing Joint Professional Military Education programs. This realignment supports NDU Operations Information Technology Directorate (ITD) investment to improve cyber security and to support expanded use of academic technology for future distance learning, JFSC transition of the JCWS Satellite Program from Pilot to full operation capability (includes internal realignment of 5 FTEs from reimbursable to direct), and Academic Affairs Adaptive Leader Ethics Program. (FY 2016 Baseline: \$462,813 thousand; +5 FTEs)	6,051	
4) IT Inconsistencies Restoral for Support to Info Ops Capabilities The increase of \$1,954K between FY 2016 and FY 2017 is the result of restoring undistributed Congressional Mark for IT inconsistencies in FY 2016 taken against Support to Info Ops Capabilities. (FY	1,954	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
2016 Baseline: \$0 thousand)		
5) Pentagon Reservation Working Capital Fund	1,034	
The increase in Pentagon Reservation funding supports the Joint Staff's rental obligations for allocated space on the Pentagon Reservation. All rental rates are established and managed by Washington Headquarters Service (WHS) and all Pentagon tenants are required to pay the rates specified by WHS. The cost per square foot has increased due to the transfer of overtime utilities from Above Standard charges into Standard rent and inflation changes. The JS has better utilized Pentagon Space and due to these actions it will allow a decrease to the Buildings Maintenance Fund (BMF) in FY17 (NCR Leased Facilities).		
(FY 2016 Baseline: \$81,142 thousand)		
9. Program Decreases		-21,374
a. Annualization of FY 2016 Program Decreases		
b. One-Time FY 2016 Increases		
c. Program Decreases in FY 2017		
1) Joint Analytical Model Improvement Program	-7,998	
The decrease in the Joint Analytical Model Improvement Program (JAMIP) is an internal realignment to the Analytical Support to Force Planning (ASFP) Program to effectively realign to a new Program Element. The ASFP increase is reflected in the Program Increases preceding this section. The realignment was made to maintain JAMIP historical data while more closely aligning the ASFP Program		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases

	<u>Amount</u>	<u>Totals</u>
Element with the intended activities the funding supports. The activities executed provide support to DoD-level study teams developing Defense Planning Scenarios (DPS), Multi-Service Forces Data (MSFD), and Current and Future-Year Baselines. These activities are better defined by ASFP rather than the Joint Analytical Model Improvement Program. (FY 2016 Baseline: \$7,998 thousand)		
2) Internal Realignment from TJS BA 01 to NDU BA 03 The Chairman of the Joint Chiefs of Staff directed the internal realignment from the Joint Staff Budget Activity 01 funding topline to the National Defense University (NDU) Budget Activity 03 in order to support NDU's continuing Joint Professional Military Education programs. This realignment supports NDU Operations Information Technology Directorate (ITD) investment to improve cyber security and to support expanded use of academic technology for future distance learning, JFSC transition of the JCWS Satellite Program from Pilot to full operation capability (includes internal realignment of 5 FTEs from reimbursable to direct), and Academic Affairs Adaptive Leader Ethics Program. (FY 2016 Baseline: \$79,650 thousand)	-6,051	
3) Management HQ The decrease in Management Headquarters represents the Joint Staff's commitment to meeting the required 20% reduction to Management Headquarters by 2019. The Joint Staff is continuing to meet the required reductions projected over several fiscal years and is	-4,849	

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
achieving this decrease through significant reductions in the amount of contracted services utilized by the staff and other smaller targeted reductions. (FY 2016 Baseline: \$237,022 thousand)		
4) Joint Staff Analytical Support (JSAS) The decrease in Joint Staff Analytical Support includes the elimination of requirements due to the completion of a contract for studies and analysis, a decrease in IT support for server maintenance and non-continuation of various other contracts. The reduction to IT support for server maintenance is the result of no longer paying for the recurring cost of server hosting and management. (FY 2016 Baseline: \$37,540 thousand)	-1,709	
5) Joint Staff Combatant Commander Exercise Engagement and Training Transformation (CE2T2) The decrease is directly related to the operational efficiencies gained through the reductions in Management Headquarters. The Management Headquarters reductions resulted in reduced requirements for Base Support, primarily related to facility maintenance and management and professional support services. (FY 2016 Baseline: \$9,731 thousand)	-767	
FY 2017 Budget Request		591,814

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IV. Performance Criteria and Evaluation Summary:

DoD Strategic Objective 5.2-2C: Protect critical DoD infrastructure and partner with other critical infrastructure owners in government and the private sector to increase mission assurance.

Performance Measure #1

5.2.1-2C: Percent of applicable Information Technology (IT) and National Security Systems (NSS) that are Certification and Accreditation (C&A)-compliant (DoD CIO).

DoD Long-Term Performance Goals

5.2.1-2C: By FY 2017, 99% of applicable Information Technology (IT) and National Security Systems (NSS) will be Certification and Accreditation (C&A)-compliant.

JS Annual Performance Goal

FY 2017: 100%

Performance Measure #2

5.2.3-2C: Cumulative percentage of DoD Non-secure Internet Protocol Router Network (NIPRNet) accounts with Public Key Infrastructure (PKI) cryptographic logon capability (DoD CIO).

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IV. Performance Criteria and Evaluation Summary:

DoD Long-Term Performance Goals

5.2.3-2C: By FY 2017, 95% of DoD NIPRNet accounts will have PKI cryptographic logon capability.

JS Annual Performance Goal

FY 2017: 100%

Performance Measure #3

5.2.4-2C: Cumulative percentage of DoD Secure Internet Protocol Router Network (SIPRNet) accounts with Public Key Infrastructure (PKI) cryptographic logon capability (DoD CIO).

DoD Long-Term Performance Goals

5.2.4-2C: By FY 2017, 95% of DoD SIPRNet accounts will have PKI cryptographic logon capability.

JS Annual Performance Goal

FY 2017: 100%

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IV. Performance Criteria and Evaluation Summary:

DoD Strategic Objective 5.5-2U/2V: Improve financial management and increase efficiencies in headquarters and administrative functions, support activities, and other overhead accounts.

Performance Measure #1

5.5.1-2U: Percent of DoD's general funds, Funds Balance with Treasury, validated as audit-ready (USD(C/CFO)).

DoD Long-Term Performance Goals

5.5.1-2U: By FY 2017, 100% of DoD's Funds Balance with Treasury will have been validated as audit-ready.

JS Annual Performance Goal

FY 2017: 100%

Performance Measure #2

5.5.2-2U: Percent of DoD's general fund Statement of Budgetary Resources for material Components validated as audit-ready (USD(C/CFO)).

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IV. Performance Criteria and Evaluation Summary:

DoD Long-Term Performance Goals

5.5.2-2U: By FY 2017, 100% of DoD's general fund Statement of Budgetary Resources for material Components will have been validated as audit-ready.

JS Annual Performance Goal

FY 2017: 100%

Performance Measure #3

5.5.3-2U: Percent of DoD mission-critical assets (Real Property, Military Equipment, General Equipment, Operating Materials and Supplies, and Inventory balances) validated for existence and completeness (USD(C/CFO)).

DoD Long-Term Performance Goals

5.5.3-2U: By FY 2017, 100% of DoD mission-critical assets (Real Property, Military Equipment, General Equipment, Operating Materials and Supplies, and Inventory balances) will be validated as audit-ready for existence and completeness.

JS Annual Performance Goal

FY 2017: 80%

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IV. Performance Criteria and Evaluation Summary:

National Defense University

National Defense University's primary mission is to prepare and support national security leaders through teaching, research, and applied learning. Success of the University's programs is measured in the quantity and quality of graduates who are skilled in national and international security, joint professional military education, and strategic leadership and decision making. The University also measures success by the caliber of its faculty, the quality and rigor of its academic programs, and the level and pace in which research products enter the national security arena.

Faculty is selected primarily based on strategic needs of joint education and national security reflecting the institution's mission to prepare strategic leaders for national and international security and joint leadership. Seventy-nine percent of NDU's faculty members have graduate degrees and a significant number are joint qualified officers. NDU has prepared a student body who will assume senior leader positions immediately upon graduation to enhance global strategic security.

All joint academic programs at NDU have been reviewed and approved by the Program for Accreditation of Joint Education, a rigorous evaluation of the curriculum and student outcomes assessment. In addition, the University is regionally accredited by the Middle States Commission on Higher Education.

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IV. Performance Criteria and Evaluation Summary:

NDU Faculty and staff are nationally and internationally recognized for their expertise and contributions to research in their respective fields. Topics include ethical leadership, logistics management, the role of military forces in various countries, joint operations, and other related security issues. Due to the sensitive nature and complex topics addressed, many products of NDU faculty and staff cannot be attributed or publicly disclosed. NDU publishes The Chairman of the Joint Chiefs of Staff national security journal, *Joint Force Quarterly*, which is a major contribution to the research and curriculum quality. NDU also publishes a journal of complex operations, titled *Prism*, which has been highly regarded in its inaugural year.

BA 3 Training and Recruitment
Average Cost per Student:

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
National War College	\$71,312	\$72,263	\$73,347
Eisenhower School	\$70,200	\$70,996	\$72,061
JFSC	\$27,892	\$29,380	\$29,821

Average Cost per student is based on resident courses.

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<u>V. Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>1,311</u>	<u>1,306</u>	<u>1,447</u>	<u>-5</u>	<u>141</u>
Officer	1,058	1,073	1,202	15	129
Enlisted	253	233	245	-20	12
<u>Reserve Drill Strength (E/S) (Total)</u>	<u>466</u>	<u>468</u>	<u>444</u>	<u>2</u>	<u>-24</u>
Officer	312	312	295	0	-17
Enlisted	154	156	149	2	-7
<u>Reservists on Full Time Active Duty (E/S)</u>	<u>63</u>	<u>57</u>	<u>63</u>	<u>-6</u>	<u>6</u>
Officer	55	49	56	-6	7
Enlisted	8	8	7	0	-1
<u>Civilian End Strength (Total)</u>	<u>945</u>	<u>981</u>	<u>1,478</u>	<u>36</u>	<u>497</u>
U.S. Direct Hire	945	981	1,478	36	497
Total Direct Hire	945	981	1,478	36	497
Memo: Reimbursable Civilians Included	214	0	86	-214	86
<u>Active Military Average Strength (A/S) (Total)</u>	<u>1,311</u>	<u>1,306</u>	<u>1,447</u>	<u>-5</u>	<u>141</u>
Officer	1,058	1,073	1,202	15	129
Enlisted	253	233	245	-20	12
<u>Reserve Drill Strength (A/S) (Total)</u>	<u>466</u>	<u>468</u>	<u>444</u>	<u>2</u>	<u>-24</u>
Officer	312	312	295	0	-17
Enlisted	154	156	149	2	-7
<u>Reservists on Full Time Active Duty (A/S) (Total)</u>	<u>64</u>	<u>57</u>	<u>63</u>	<u>-7</u>	<u>6</u>
Officer	55	49	56	-6	7
Enlisted	9	8	7	-1	-1
<u>Civilian FTEs (Total)</u>	<u>945</u>	<u>981</u>	<u>1,470</u>	<u>36</u>	<u>489</u>
U.S. Direct Hire	945	981	1,470	36	489

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<u>V. Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
Total Direct Hire	945	981	1,470	36	489
Memo: Reimbursable Civilians Included	214	0	86	-214	86
Average Annual Civilian Salary (\$ in thousands)	150.4	137.3	137.4	-13.1	.1
<u>Contractor FTEs (Total)</u>	<u>711</u>	<u>636</u>	<u>705</u>	<u>-75</u>	<u>69</u>

TJS requires staff that qualifies for and possesses Top Secret/Secret Compartmented Information (TS/SCI) security clearances. In addition, military and civilian personnel selected to work on the Joint Staff are seasoned professionals with joint experience. The Joint Staff's program funding reflects the Secretary's guidance to reduce funding and the size of management headquarters and meets the Chairman's Strategic Direction to the Joint Force.

The apparent growth of 34 contractor full-time equivalents (CFTEs) between FY 2016 and FY 2017 is due to the reduction of certain OP-32 codes used to allocate the undistributed Congressional Mark for IT inconsistencies. Many of the OP-32 codes used to allocate the IT budget are included in those considered for the CFTE calculation and were targeted to comply with Congressional intent. FY 2017 returns the CFTEs to their normal projected baseline number as efforts are made to provide more consistent O&M and IT budget justification materials.

The apparent growth of the remaining 35 contractor full-time equivalents (CFTEs) between FY 2016 and FY 2017 is due to the National Defense University's budget data being combined with The Joint Staff's in FY 2017.

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VI. OP 32 Line Items as Applicable (Dollars in thousands):

<u>OP 32 Line</u>	<u>FY 2015</u> <u>Actual</u>	<u>Change</u> <u>FY 2015/FY 2016</u>		<u>FY 2016</u> <u>Enacted</u>	<u>Change</u> <u>FY 2016/FY 2017</u>		<u>FY 2017</u> <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	109,901	1,346	23,428	134,675	2,046	52,811	189,532
103 Wage Board	0	0	55	55	1	608	664
107 Voluntary Sep Incentives	38	0	-38	0	0	0	0
199 Total Civ Compensation	109,939	1,346	23,445	134,730	2,047	53,419	190,196
308 Travel of Persons	6,625	113	673	7,411	133	4,117	11,661
399 Total Travel	6,625	113	673	7,411	133	4,117	11,661
416 GSA Supplies & Materials	0	0	0	0	0	415	415
499 Total Supplies & Materials	0	0	0	0	0	415	415
672 PRMRF Purchases	81,790	-998	350	81,142	2,377	1,034	84,553
699 Total DWCF Purchases	81,790	-998	350	81,142	2,377	1,034	84,553
771 Commercial Transport	108	2	61	171	3	35	209
799 Total Transportation	108	2	61	171	3	35	209
912 Rental Payments to GSA (SLUC)	8,784	149	2,138	11,071	199	0	11,270
913 Purchased Utilities (Non-Fund)	3,745	64	24	3,833	69	-69	3,833
914 Purchased Communications (Non-Fund)	11,117	189	3,273	14,579	262	35,679	50,520
915 Rents (Non-GSA)	0	0	60	60	1	-1	60
917 Postal Services (U.S.P.S)	14	0	61	75	1	4	80
920 Supplies & Materials (Non-Fund)	2,382	40	848	3,270	59	2,823	6,152
921 Printing & Reproduction	0	0	0	0	0	637	637
922 Equipment Maintenance By Contract	46,424	789	-4,303	42,910	772	1,129	44,811
923 Facilities Sust, Rest, & Mod by Contract	187	3	1,549	1,739	31	3,040	4,810
925 Equipment Purchases (Non-Fund)	10,467	178	-8,225	2,420	44	2,031	4,495
932 Mgt Prof Support Svcs	19,843	337	-8,191	11,989	216	1,007	13,212
933 Studies, Analysis & Eval	18,728	318	-1,185	17,861	321	3,857	22,039
934 Engineering & Tech Svcs	0	0	0	0	0	467	467
957 Other Costs (Land and Structures)	0	0	0	0	0	762	762
984 Equipment Contracts	0	0	0	0	0	1,519	1,519
987 Other Intra-Govt Purch	25,223	429	29,588	55,240	994	-9,542	46,692
989 Other Services	13,263	225	14,109	27,597	497	5,808	33,902

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	FY 2015	Change		FY 2016	Change		FY 2017
		FY 2015/FY 2016			FY 2016/FY 2017		
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
990 IT Contract Support Services	68,117	1,158	-22,560	46,715	841	11,963	59,519
999 Total Other Purchases	228,294	3,879	7,186	239,359	4,307	61,114	304,780
Total	426,756	4,342	31,715	462,813	8,867	120,134	591,814

Note: The Joint Staff remains committed to meeting the 20% Management Headquarters reduction by FY 2019. Most of the decreases reflected in the OP-32 codes listed above reflect this commitment. The Joint Staff is on track to meeting the reduction goal by 2019 and significant progress is evident in this budget estimate submission. The Joint Staff has focused the 20% Management Headquarters reductions on the following areas: contract services, IT support, management & professional services and civilian personnel.

Note: The reported increase in OP-32 Code 925 is a result of required technology refresh supporting the Joint Lessons Learned Information System (JLLIS). This is a periodic expense that has not been incurred since FY 2013 and is funded under the Management Headquarters Program.

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Washington Headquarters Services (WHS)



February 2016

Operation & Maintenance, Defense-Wide

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**Washington Headquarters Services
Operation and Maintenance, Defense-Wide
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**Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
Budget Activity (BA) 4: Administrative and Service-Wide Activities**

	FY 2015 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2016 <u>Enacted</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2017 <u>Estimate</u>
WHS	589,242	6,055	23,285	618,582	8,523	2,769	629,874

* The FY 2015 Actuals column includes \$1,517 thousand of FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

* The FY 2016 Enacted column excludes \$2,102 thousand of FY 2016 OCO Appropriations funding (PL 114-113).

* The FY 2017 Estimate column excludes \$3,137 thousand of FY 2017 OCO Budget request.

I. Description of Operations Financed:

The Washington Headquarters Services (WHS) was established on October 1, 1977, as a Department of Defense (DoD) field activity by DoD Directive 5100.4. In general, the organization represents a consolidation of functions providing over 160 administrative and operational support services for 70 distinct customers across the National Capital Region (NCR) to include the Office of the Secretary of Defense (OSD), the defense agencies, field activities, and other specified DoD components which do not have internal support capability. For reasons of economy and efficiency, the organizations that WHS supports are not authorized their own administrative capability. WHS enables centralized operational support functions for maximum efficiency and control, while adopting a business model based on the following Lines of Business (LoB):

Compensation and Benefits: WHS centrally manages its civilian compensation and benefits program which resources 1,384 direct FTEs.

Facilities and Installation Management: The funds associated with this program pay the OSD and WHS portions of rent for the Pentagon, including Raven Rock Mountain Complex, Mark Center, and leased space within the NCR. The rent payments cover costs for Facility

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I. Description of Operations Financed (cont.)

and Installation services to include space management, facility operation, maintenance, repair and alteration, minor construction, custodial, physical security, property management, safety, health, environmental management, fire protection and other support services.

Financial Management: Services include planning, programming, budgeting, execution, and accounting services for WHS and its customers. Develops policies for and performs the administration of funds, provides accounting support, and establishes reporting procedures for all funds allotted to OSD, WHS and selected DoD field activities. Key functions also performed include developing the Program Objective Memorandum, Budget Estimate Submission, and President's Budget; funds distribution and certification; financial reporting; civilian pay management; and leads the audit readiness effort. WHS maintains quality, efficiency, and effectiveness of financial operations through the delivery of timely, accurate, and reliable products and services. Increases are required to improve processes and system configurations in preparation for audit in FY 2018.

Human Resources: Provides support for executive, political, military and civilian personnel. Services and functions include: employee benefits, administration of the Drug-Free Workforce Program, advisory services on staffing activities, classification and management advisory on compensation, external recruitment efforts, personnel security and clearance appeals, work force development, awards and incentive programs, and labor and management employee relations services. Enables WHS to provide the appropriate level of executive and political personnel support for its client base which includes the OSD; the military departments; defense agencies and field activities; the National Security Council; White House Support Group; state, local and academic institutions; and other executive agencies and legislative bodies. This LoB also enables WHS to serve its OSD

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I. Description of Operations Financed (cont.)

and Fourth Estate customers, appropriately, for high demand services such as the hiring of consultants and experts; and Intergovernmental Personnel Act assignments.

Information Technology: The WHS Information Technology (IT) program provides IT infrastructure and office automation systems, supporting software, and IT support services for OSD, WHS, the Pentagon Force Protection Agency (PFPA), the DoD Consolidated Adjudication Facility (DoD CAF), and other WHS supported users and communities. This program provides support for approximately 13,000 IT customers, including service desk support, network management, system administration, hardware and software maintenance, continuity of operations (COOP) support, and the provisioning of networked personal computers, stand-alone personal computers, laptops, and peripherals. In addition, the WHS IT program solutions and services, among other support areas, includes support for over 24,000 workstations, application lifecycle support for approximately 154 mission applications, voice communications (landline and wireless) for over 21,000 devices, audio visual/video teleconference services for over 67,000 end users, and direct IT support to the immediate offices of the Secretary of Defense and Deputy Secretary of Defense. Increases are programmed in FY 2017 to support Defense Information Systems Network (DISN) Cost Recovery.

WHS Operations: Provides administrative and operational support to the Office of the Secretary of Defense (OSD) and its principal staff, certain DoD field activities, and other specified DoD activities. Other services include continuity of operations, planning and program evaluation, legal services, the Mass Transit Subsidy Program, and the automatic declassification program as required by Executive Order. Support is also provided for acquisition planning, technical guidance and business strategy development for all programs, historical services, and executive level advice and assistance on all procurement and contracting matters to the DCMO, WHS, and OSD.

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I. Description of Operations Financed (cont.)

DoD Consolidated Adjudications Facility (DoD CAF): Serves as the DoD executive organization for determining the security clearance eligibility, common access card credentialing, and suitability of non-Intelligence Agency DoD personnel, including eligibility for access to Sensitive Compartmented Information (SCI). These determinations, which total over 1 million cases annually, involve all applicants actively affiliated with the Department of Defense, to include Active Duty, National Guard, Reserve, civilian; and contractor personnel under the National Industrial Security Program. In addition to DoD employees, the DoD CAF supports the White House, Staff of the United States Senate and House of Representatives, the Congressional Budget Office, and the U.S. Capitol Police. The workload performed by the DoD CAF comprises nearly 95 percent of all adjudicative reviews performed within DOD and over 70 percent of those executed across the federal government. The DoD CAF is responsible to ensure that, based on all available information, the individual's loyalty, reliability and trustworthiness are such that entrusting an individual with classified information, assigning them to sensitive duties, or providing them physical and logical access to facilities and systems is clearly consistent with the interests of national security. Resources associated with the DoD CAF are aligned within the WHS Operations and Compensation and Benefits sub-activities.

Changes from FY 2016 - FY 2017: The FY 2017 budget estimate reflects a net increase of \$+11,292 thousand; the net price change of \$+8,523 thousand and a net program change of \$+2,769 thousand. The program changes below consist of:

(1) \$-10,088 net decrease in Compensation and Benefits, a net decrease of -6 civilian FTEs reflects efficiencies taken as a result of organizational delayering (-71 FTEs) and management headquarters reductions (-7 FTEs) offset by +50 FTEs for DoD CAF, +20 FTEs for

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I. Description of Operations Financed (cont.)

Financial Improvement and Audit Readiness (FIAR), and +2 FTE functional transfers, a 3 percent reduction in the average annual salary to reflect actual execution, and two fewer compensable days.

(2) \$-6,546 net decrease in the Facilities and Installation Management line of business is primarily driven by the near completion in FY 2016 of forced moves resulting from the expiration of three leases; reductions in some minor construction, furniture, and office reconfiguration costs, and deferring some lower priority projects.

(3) \$+18,356 net increase in Information Technology includes the Defense Information Systems Network (DISN) to accommodate the revised DISN services customer bills for the impact of the new DISN Cost Recovery Model based on customer consumption.

(4) \$+2,730 net increase in Financial Management for support with leading Financial Improvement Audit Readiness (FIAR) efforts, plus implementing the latest version of the EBAS-D software to support the FY 2018 audit requirements.

(5) \$-1,476 net decrease in WHS Operations is due to implementing efficiencies in contract service requirements, printing, supplies, and travel.

(6) \$-206 net decrease in Human Resources for support contracts and elimination of the courier function.

II. Force Structure Summary:

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II. Force Structure Summary (cont.)

N/A

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III. Financial Summary (\$ in thousands)

	FY 2016						
			Congressional Action				
	FY 2015	Budget				Current	FY 2017
A. BA Subactivities	Actual	Request	Amount	Percent	Appropriated	Enacted	Estimate
Compensation and Benefits	175,451	190,700	-322	-0.2	190,378	190,378	183,179
Facilities/Installation Management	187,160	221,417	-2,784	-1.3	218,633	218,633	214,082
Financial Management	24,243	9,453	0	0.0	9,453	9,453	12,219
Human Resources	16,751	14,860	0	0.0	14,860	14,860	14,921
Information Technology	145,922	143,312	0	0.0	143,312	143,312	164,248
WHS Operations	39,715	41,946	0	0.0	41,946	41,946	41,225
Total	589,242	621,688	-3,106	-0.5	618,582	618,582	629,874

* The FY 2015 Actuals column includes \$1,517 thousand of FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

* The FY 2016 Enacted column excludes \$2,102 thousand of FY 2016 OCO Appropriations funding (PL 114-113).

* The FY 2017 Estimate column excludes \$3,137 thousand of FY 2017 OCO Budget request.

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III. Financial Summary (\$ in thousands)

B. <u>Reconciliation Summary</u>	Change <u>FY 2016/FY 2016</u>	Change <u>FY 2016/FY 2017</u>
Baseline Funding	621,688	618,582
Congressional Adjustments (Distributed)	-2,784	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-322	
Subtotal Appropriated Amount	618,582	
Fact-of-Life Changes (2016 to 2016 Only)		
Subtotal Baseline Funding	618,582	
Supplemental	2,102	
Reprogrammings		
Price Changes		8,523
Functional Transfers		2,060
Program Changes		709
Current Estimate	620,684	629,874
Less: Wartime Supplemental	-2,102	
Normalized Current Estimate	618,582	

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III. Financial Summary (\$ in thousands)

	<u>Amount</u>	<u>Totals</u>
C. <u>Reconciliation of Increases and Decreases</u>		
FY 2016 President's Budget Request (Amended, if applicable)		621,688
1. Congressional Adjustments		-3,106
a. Distributed Adjustments		
1) Facilities - unjustified growth	-2,784	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8037 (Indian Lands)	-233	
2) Section 8024 (FFRDC)	-89	
FY 2016 Appropriated Amount		618,582
2. War-Related and Disaster Supplemental Appropriations		2,102
a. OCO Supplemental Funding		
1) OCO	2,102	
3. Fact-of-Life Changes		
FY 2016 Baseline Funding		620,684
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2016 Estimate		620,684
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-2,102
FY 2016 Normalized Current Estimate		618,582
6. Price Change		8,523
7. Functional Transfers		2,060
a. Transfers In		
1) Pentagon Rent Cost Transfer	1,732	
Functional transfer from the Office of the Under Secretary of Defense (Intelligence) (OUSD(I) to WHS to support the increased Pentagon rent costs due to the move of some OUSD(I) personnel from leased space into the Pentagon.		

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
2) Resource Management Transfer	328	
Functional transfer from OSD Deputy Chief Management Office to WHS (+2 FTEs). (+2 FTEs)		
8. Program Increases		57,682
a. Annualization of New FY 2016 Program		
b. One-Time FY 2017 Increases		
c. Program Growth in FY 2017		
1) Defense Information Systems Network (DISN) Cost Recovery Model consumption Adjustments	21,511	
Increase represents a reallocation of baseline funding to customers to accommodate the revised DISN bills for the impact of the new DISN Cost Recovery Model. The new DISN Cost Recovery Model reallocates cost from a centrally managed and funded program, to customers based on consumption. This impacts IT Contract Support. (FY 2016 Baseline: \$0 thousand; +0 FTEs)		
2) IT Contract Support	13,658	
Reflects realignments of funds from Other Intra-Governmental Purchases to IT Contract Support Services for the Desktop Server Management program to more accurately reflect the OP-32 cost element. It is not an increase, but realignment between OP-32 lines. Resources are required to host, support, and maintain mission and enterprise applications for the WHS customers. This provides project management support to implement enterprise and business IT solutions to enable WHS customers to perform their mission effectively and efficiently. This impacts IT		

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Contract Support Services. (FY 2016 Baseline: \$19,712 thousand; +0 FTEs)		
3) DoD CAF Continuing Evaluation and Resourcing (50 FTEs) The FY 2017 funding increase provides 50 FTEs and enables the DoD CAF to maintain its projected adjudicative workload and to support, in part, the Department's increased investment in Continuous Evaluation. (FY 2016 Baseline: \$76,539 thousand; +50 FTEs)	5,626	
4) Comprehensive Audit Readiness This increase funds contract support for financial system sustainment, integration and assertion of Washington Headquarters Services (WHS) and OSD financial statements by September 2018. Washington Headquarters Services is responsible for leading the audit readiness effort for the OSD, WHS, and PFPA financial statements. The funding provides support for developing and implementing corrective action plans for all audit weaknesses identified in current business processes in accordance with objectives and schedules established by OSD Comptroller Financial Improvement Audit Readiness (FIAR) guidance. This increase also funds deployment of the latest version of the commercial Enterprise Resource Planning System, EBAS-D. This upgrade will provide auditable financial processes that do not exist in the older version. This impacts IT Contract Support Services.	3,091	

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
(FY 2016 Baseline: \$5,479 thousand; +0 FTEs)		
5) Pentagon Rent - Additional Space Increase represents changes to the Pentagon rent in that OSD/WHS assumed additional space vacated by Defense Intelligence Agency. This space will be occupied by OUSD(I) and other OSD/WHS tenets. This impacts the Pentagon Rent line. (FY 2016 Baseline: \$132,750 thousand; +0 FTEs)	2,794	
6) Financial Improvement and Audit Readiness Current audit experience revealed that changes associated with developing the capability to become audit ready involve an additional level of effort to adjust business processes and actually conduct audits. This Increase provides the fourth estate with an additional 20 FTEs to support OSD Comptroller with full financial statement audits, oversight of examination contracts, remediation efforts and its statutory goal of a state of audit readiness by FY 2018. (FY 2016 Baseline: \$11,651 thousand; +20 FTEs)	2,613	
7) Leased Facilities Rent The increase reflects Pentagon Force Protection Agency operational changes to leased facilities to garner savings to pay for cost associated with Access Control, Intrusion Detection, and Physical Security programs to other delegated leased facilities and the Pentagon Reservation. The savings reduced the rate charged and realigned the savings to its customer to offset the cost increase of the aforementioned	2,378	

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
programs. (FY 2016 Baseline: \$57,980 thousand; +0 FTEs)		
8) Pentagon Rent - Access Control, Intrusion Detection and Physical Security A realignment of funding between customers to cover share of cost for improvements to access control, intrusion detection and physical security to the Pentagon Reservation. This impacts the Pentagon Rent line. (FY 2016 Baseline: \$132,750 thousand; +0 FTEs)	1,716	
9) Mandatory Declassification Review The OSD Mandatory Declassification Review (MDR) program is mandated by an Executive Order, 32 CFR, ISSO Instructions, and DoD guidance to process MDRs on behalf of OSD and Joint Staff. Contractor services are required to assist in the elimination of the program case backlog and then provide program sustainment to prevent future backlog. Current staffing was based on an annual caseload of 2,880 cases. The current annual caseload is 7,200 cases. This impacts Management and Professional Support Services. (FY 2016 Baseline: \$1,026 thousand; +0 FTEs)	979	
10) Pentagon Rent - Historian Office The increase reflects the Historian Office relocation from a non-cancellable lease to the Pentagon (\$+827 thousand). This impacts the Pentagon Rent line. (FY 2016 Baseline: \$132,750 thousand; +0 FTEs)	827	
11) Minor Construction The increase reflects planned construction at the	733	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases

Amount

Totals

Mark Center to implement the Office of the Future space efficiencies strategies, such as altering building infrastructure to accommodate furniture, IT, power, etc. changes which will improve utilization rates of personnel to square footage. The increase also reflects an anticipated increase in minor construction requests due to the OSD reorganizations which will occur following the new administration change in FY 2017. This increase impacts Facilities Maintenance by Contracts. (FY 2016 Baseline: \$863 thousand; +0 FTEs)	
12) Human Resources	732
The LMS is the primary vehicle for mandatory DoD training certification and compliance reporting and has increased in users resulting in a gap in on-line training capabilities. This increase will fund system maintenance, program support, and address training and competency gaps in the development of career SES personnel. This impacts Other Intra-Governmental Purchases and Other Services. (FY 2016 Baseline: \$2,243 thousand; +0 FTEs)	
13) DoD CAF Continuing Evaluation and Resourcing.	611
Increase is for fit-up cost for additional office space needed for increase in personnel to support the DoD CAF in its ability to process its expected caseload, and to expand continuous evaluation to cover 500,000 cleared personnel in FY 2017. This impacts Facilities Maintenance by Contract, Management and Professional Support Services, Other	

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Intra-Governmental Purchases, and Other Services. (FY 2016 Baseline: \$8,641 thousand; +0 FTEs)		
14) SecDef Maintenance	291	
Maintenance costs for equipment no longer covered under warranties, and upgrades. This impacts Equipment Maintenance by Contract. (FY 2016 Baseline: \$10,087 thousand; +0 FTEs)		
15) Defense Ready	122	
This increase funds software licenses associated with automating manual processes in addition to combining five (5) human resource tools marked for decommissioning into one automated application. The Defense Ready application will include human resource functions such as Workplace, Security Management, Security and Policy Appeals, Reasonable Accommodations, Reports Tracking, Competitive level Codes, and Data migration. This impacts Supplies and Materials. (FY 2016 Baseline: \$174 thousand; +0 FTEs)		
9. Program Decreases		-56,973
a. Annualization of FY 2016 Program Decreases		
b. One-Time FY 2016 Increases		
1) Two fewer compensable days' pay.	-1,409	
The number of paid work days changes from 262 in FY 2016 to 260 in FY 2017.		
c. Program Decreases in FY 2017		
1) Compliance Move Project	-15,750	
Residual compliance move project, required due to three expiring leases, completed in FY 2016. This impacts Facilities Maintenance by Contract. (FY 2016		

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Baseline: \$18,156 thousand; +0 FTEs)		
2) Desktop and Server Management Funds were realigned to IT Contract Support for the Centers of Excellence program. This impacts IT Contract Support Services. (FY 2016 Baseline: \$19,712 thousand; +0 FTEs)	-13,658	
3) Re-Pricing This decrease reflects re-pricing of Compensation and Benefits to bring the average annual rate per Full-time Equivalent down by 3 percent and in line with execution. (FY 2016 Baseline: \$190,378 thousand; +0 FTEs)	-8,615	
4) Workforce Efficiencies This decrease reflects the reduction of -71 FTEs for efficiencies taken as a result of the Budget Control Act and organizational delayering. (FY 2016 Baseline: \$190,378 thousand; -71 FTEs)	-7,704	
5) Telecommunications This reflects a reduction in the Information Technology Analytics (ITA) Ports Bill cost, based on a decrease in the amount of leased space used to operate the program. This impacts Purchased Communications. (FY 2016 Baseline: \$17,478 thousand; +0 FTEs)	-1,889	
6) Contractor Support Reductions Efficiencies were applied in the DoD CAF for contractor support to include administration, mailroom and call center support, facility, security and safety support, acquisition contracted personnel,	-1,127	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
and other administrative contractor reductions. This impacts Facility Maintenance by Contracts, Management and Professional Support Services, Studies, Analysis and Evaluation, and Other Services. (FY 2016 Baseline: \$16,835 thousand; +0 FTEs)		
7) IT Efficiencies Additional decreases are due to planned IT efficiencies (\$-1,071). This impacts IT Contract Support Services and Other Intra-Governmental Purchases. (FY 2016 Baseline: \$30,486 thousand; +0 FTEs)	-1,071	
8) Service Requirement Review Board (SRRB) As part of the Department of Defense reform agenda, savings were identified during the SRRB process by reducing contract support and streamlining acquisition practices. Savings reflects a reduction in contract overhead and contract support for records and correspondence management, document conversions and e-records. This impacts Management and Professional Support Services. (FY 2016 Baseline: \$8,595 thousand; +0 FTEs)	-1,021	
9) Project Deferrals Deferred lower priority project requests and some furniture, carpeting, and draperies replacements. This impacts Purchased Utilities, Supplies and Materials, Facilities Maintenance by Contract, and Other Services. (FY 2016 Baseline: \$8,076 thousand; +0 FTEs)	-976	
10) Major Headquarters Activities	-927	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
As part of the Department of Defense reform agenda, eliminates seven (7) civilian full-time equivalent positions and resources to maintain, with limited exceptions, major headquarters activities' civilian staffing at reduced level. Decrease reflects the Service's plan for Streamlining Management Headquarters. (FY 2016 Baseline: \$190,378 thousand; -7 FTEs)		
11) Continuing Efficiencies	-919	
This reflects decreases in printing and publishing, centralized subscription services, OSD credit cards, travel, and flexible spending. This impacts Supplies and Materials, Travel, and Other Services. (FY 2016 Baseline: \$5,482 thousand; +0 FTEs)		
12) Human Resources Support Contracts	-830	
Reductions in contracts, training, and awards implemented; funding redirected to higher priority Learning Management System. This impacts Other Intra-Governmental Purchases and Management and Professional Service Support Contracts. (FY 2016 Baseline: \$12,773 thousand; +0 FTEs)		
13) Enterprise Licensing Agreements	-608	
Decrease reflects projected savings from the Department's IT Consolidation initiative to combine enterprise licenses agreements under one agency. This impacts supplies and equipment maintenance by contracts. (FY 2016 Baseline: \$8,838 thousand; +0 FTEs)		
14) Defense Finance and Accounting Services (DFAS)	-361	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases

Amount

Totals

Implementation of WHS Direct Treasury Disbursement initiative realigns the disbursing function from DFAS to WHS and will mitigate some DFAS labor costs. This impacts the Defense Finance and Accounting Services. (FY 2016 Baseline: \$2,307 thousand; +0 FTEs)

15) Courier Function

-108

Streamlined operations by eliminating the courier function to create efficiencies. Funding redirected to higher priority Learning Management System. This impacts Other Services. (FY 2016 Baseline: \$106 thousand; +0 FTEs)

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629,874

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IV. Performance Criteria and Evaluation Summary:

The WHS provides administrative and operational support services to OSD as well as certain defense agencies and joint activities which do not have their own administrative support capability. WHS's objectives are to provide accurate and responsive support in civilian and military personnel services, information technology, facilities operations and management, acquisition and procurement, financial management, and other miscellaneous activities. Additionally WHS strives to ensure compliance with the 2007 National Security Presidential Directive (NSPD)-51 and Homeland Security Presidential Directive (HSPD)-20 risk management principles for continuing operations during the event of a national emergency.

In addition to these traditional services, WHS administers data systems in support of the OSD decision and policy making processes, provides automated data processing services, continuity integration enterprise-level storage devices, information technology resources, and manages Department of Defense-occupied, GSA-controlled space in common support facilities throughout the National Capital Region. WHS has also expanded its services to include the newly established DoD CAF.

The following identifies some of the more significant indicators for WHS Operations and Maintenance:

1) <u>Personnel Services and Personnel Security</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
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IV. Performance Criteria and Evaluation Summary:

Percentage of SES hiring actions that meet the target cycle time of 95 business days or less.	90%	90%	90%
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Percentage of GS-15 and below hiring actions completed within 75 business days or less.	90%	90%	90%
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Percentage of interim clearances granted within 10 business days of NIP received to interim granted portion of the process.	90%	90%	90%
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2) <u>Information Technology Support</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
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Customer service in providing Account Management is a top priority. The standards for these services are as follows:

Account Creation - 8 business hours	90%	90%	90%
Account Modification - 12 business hours	90%	90%	90%
Account Disablement - 4 business ours	90%	90%	90%

The percentage of Tier 1 incidents resolved on the first call.	70%	70%	70%
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	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
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3) Facilities and Operational Services

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IV. Performance Criteria and Evaluation Summary:

Space Managed (square feet in 000)			
OSD/WHS Pentagon Assigned Square Footage*	1,147	1,150	1,208
OSD/WHS Mark Center Assigned Square Footage*	580	580	567
OSD/WHS Leased Space Assigned Square Footage*	706	706	615

Note: Adjustments from FY 2015 to FY 2016 reflect the results of MILCON project (PFPA Support Operations Center) coming online.

*Figures include joint use space for all of the above.

4) <u>Acquisition and Procurement Support</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
Total Percentage of all committed O&M Dollars obligated prior to expiration	100%	100%	100%
Percentage of Total Acquisitions awarded Within specified timeframes	80%	80%	80%
5) <u>Program, Budget and Accounting</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>

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IV. Performance Criteria and Evaluation Summary:

Program/Budget Coverage (Approp/Funds)	15	15	15
Installation Accounting (Allotments Processed)	14	14	14
Direct Program Transactions Processed	2,500	2,600	2,700
Reimbursable Program Transactions Processed	52,500	54,080	55,970
Agency Accounting Reports	1,817	1,908	2,000
6) <u>Mandatory Declassification Program Mgmt (MDR)</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
Mandatory Declassification Cases Received	7,200	7,500	6,300
Annual Backlog (Open Cases greater than 1 year old as of October 1 st each year).	1,290 (18%)	1,440 (19%)	1,560 (20%)
7) <u>DoD Consolidated Adjudication Facility</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
Number of personnel serviced	3,352,806	3,330,528	3,512,156
Number of adjudication determinations	840,000	848,000	836,000

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<u>V. Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>153</u>	<u>185</u>	<u>175</u>	<u>32</u>	<u>-10</u>
Officer	31	52	45	21	-7
Enlisted	122	133	130	11	-3
<u>Reservists on Full Time Active Duty (E/S)</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>
Enlisted	1	1	1	0	0
<u>Civilian End Strength (Total)</u>	<u>1,458</u>	<u>1,410</u>	<u>1,397</u>	<u>-48</u>	<u>-13</u>
U.S. Direct Hire	1,458	1,410	1,397	-48	-13
Total Direct Hire	1,458	1,410	1,397	-48	-13
Memo: Reimbursable Civilians Included	29	18	11	-11	-7
<u>Active Military Average Strength (A/S) (Total)</u>	<u>153</u>	<u>185</u>	<u>175</u>	<u>32</u>	<u>-10</u>
Officer	31	52	45	21	-7
Enlisted	122	133	130	11	-3
<u>Reservists on Full Time Active Duty (A/S) (Total)</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>
Enlisted	1	1	1	0	0
<u>Civilian FTEs (Total)</u>	<u>1,419</u>	<u>1,408</u>	<u>1,395</u>	<u>-11</u>	<u>-13</u>
U.S. Direct Hire	1,419	1,408	1,395	-11	-13
Total Direct Hire	1,419	1,408	1,395	-11	-13
Memo: Reimbursable Civilians Included	42	18	11	-24	-7
Average Annual Civilian Salary (\$ in thousands)	127.4	137.0	132.4	9.6	-4.6
 <u>Contractor FTEs (Total)</u>	 <u>831</u>	 <u>814</u>	 <u>851</u>	 <u>-17</u>	 <u>37</u>

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V. Overseas Contingency Operations (OCO) Personnel Summary	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
<u>Civilian End Strength (Total)</u>	<u>15</u>	<u>17</u>	<u>23</u>	<u>+2</u>	<u>+6</u>
U.S. Direct Hire	15	17	23	+2	+6
Total Direct Hire	15	17	23	+2	+6
<u>Civilian FTEs (Total)</u>	<u>15</u>	<u>17</u>	<u>23</u>	<u>+2</u>	<u>+6</u>
U.S. Direct Hire	15	17	23	+2	+6
Total Direct Hire	15	17	23	+2	+6

\$-10,088 net decrease in Compensation and Benefits, a net decrease of -6 civilian FTEs reflects efficiencies taken as a result of organizational delayering (-71 FTEs) and management headquarters reductions (-7 FTEs) offset by +50 FTEs for DoD CAF, +20 FTEs for Financial Improvement and Audit Readiness (FIAR), and +2 FTE functional transfers, a 3 percent reduction in the average annual salary to reflect actual execution, plus two fewer compensable days.

The -7 reimbursable civilian FTEs reflect the removal of the Joint Forces Command support services transferred to the Defense Logistics Agency.

The increase of +37 contractor FTEs reflects the capture of the newly transferred Historian Office and other proper realignments.

The net of +6 OCO FTEs is as follows: An additional +10 OCO full-time civilians are to provide security program oversight and guidance to the multiple military commissions proceedings and process an anticipated surge of security clearance requests in

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preparation for the upcoming trials. The DoD CAF OCO eliminated -4 FTE billets effective 30 September 2016.

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VI. OP 32 Line Items as Applicable (Dollars in thousands):

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2015</u>	<u>FY 2015/FY 2016</u>		<u>FY 2016</u>	<u>FY 2016/FY 2017</u>		<u>FY 2017</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	175,377	2,148	12,663	190,188	2,889	-10,088	182,989
107 Voluntary Sep Incentives	74	0	116	190	0	0	190
199 Total Civ Compensation	175,451	2,148	12,779	190,378	2,889	-10,088	183,179
308 Travel of Persons	749	13	797	1,559	28	-109	1,478
399 Total Travel	749	13	797	1,559	28	-109	1,478
417 Local Purch Supplies & Mat	496	8	-504	0	0	0	0
499 Total Supplies & Materials	496	8	-504	0	0	0	0
672 PRMRF Purchases	118,353	-1,444	15,618	132,527	3,883	7,069	143,479
680 Building Maint Fund Purch	28,921	659	28,400	57,980	-2,395	2,378	57,963
696 DFAS Financial Operation (Other Defense Agencies)	4,172	233	-2,098	2,307	-93	-361	1,853
699 Total DWCF Purchases	151,446	-552	41,920	192,814	1,395	9,086	203,295
912 Rental Payments to GSA (SLUC)	50	1	-51	0	0	0	0
913 Purchased Utilities (Non-Fund)	1,072	18	-562	528	10	-1	537
914 Purchased Communications (Non-Fund)	14,258	242	2,978	17,478	315	-1,872	15,921
915 Rents (Non-GSA)	23,754	404	-24,158	0	0	0	0
920 Supplies & Materials (Non-Fund)	20,121	342	-6,676	13,787	248	-1,665	12,370
921 Printing & Reproduction	1,425	24	-1,417	32	1	-33	0
922 Equipment Maintenance By Contract	4,445	76	734	5,255	95	15	5,365
923 Facilities Sust, Rest, & Mod by Contract	10,563	180	13,189	23,932	431	-15,006	9,357
925 Equipment Purchases (Non-Fund)	2,082	35	2,715	4,832	87	-107	4,812
932 Mgt Prof Support Svcs	56,190	955	-24,227	32,918	593	-5,738	27,773
933 Studies, Analysis & Eval	2,184	37	-181	2,040	37	672	2,749
934 Engineering & Tech Svcs	2,214	38	-2,252	0	0	0	0
960 Other Costs (Interest and Dividends)	26	0	-26	0	0	0	0
987 Other Intra-Govt Purch	33,904	576	7,045	41,525	747	-4,856	37,416

Exhibit OP-5, Operation and Maintenance
Detail

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	FY 2015	Change		FY 2016	Change		FY 2017
<u>OP 32 Line</u>	<u>Actual</u>	<u>FY 2015/FY 2016</u>		<u>Enacted</u>	<u>FY 2016/FY 2017</u>		<u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
989 Other Services	5,128	87	3,319	8,534	154	-1,506	7,182
990 IT Contract Support Services	83,684	1,423	-2,137	82,970	1,493	33,977	118,440
999 Total Other Purchases	261,100	4,438	-31,707	233,831	4,211	3,880	241,922
Total	589,242	6,055	23,285	618,582	8,523	2,769	629,874

* The FY 2015 Actuals column includes \$1,517 thousand of FY 2015 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

* The FY 2016 Enacted column excludes \$2,102 thousand of FY 2016 OCO Appropriations funding (PL 114-113).

* The FY 2017 Estimate column excludes \$3,137 thousand of FY 2017 OCO Budget request.