OFFICE OF THE SECRETARY OF DEFENSE

FISCAL YEAR (FY) 2018 PRESIDENT'S BUDGET

MAY 2017
VOLUME 1
PART 1 of 2
Justification for FY 2018
Operation and Maintenance, Defense-Wide

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Office of the Under Secretary of Defense-Comptroller
Operation and Maintenance, Defense-Wide
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Preparation of the Defense-Wide budget, excluding revolving funds, cost the Department of Defense a total of approximately $1,150,000 in FY 2017.

Operation and Maintenance, Defense-Wide Baseline

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$ in thousands	FY 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
O&M,D-W	38,422,030	568,468	-6,011,377	32,979,121	459,490	1,271,106	34,709,717

The FY 2016 Actual column includes $6,248 million of FY 2016 Overseas Contingency Operations (OCO) funding (PL 114-113). The FY 2017 Estimate column excludes $7,015 million of FY 2017 OCO Budget request funding. The FY 2018 Estimate column excludes $7,712 million of FY 2018 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 2017 and FY 2018 include (dollars in millions)

32,979	FY 2017 column of the FY 2017 Budget Request
32,979	Adjusted FY 2017
+863	Net program changes in Defense Agencies (unclassified)
+322	Net pricing changes in Defense Agencies (unclassified)
+546	Price and program growth in classified programs
34,710	FY 2018 President's Budget Request

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<u>Classified Programs Major Changes:</u>
Measured changes in classified programs may be found in Volume III of the Operation and Maintenance, Defense-Wide justification entitled "Other Programs, Classified Justification Book."

<u>Defense Agency Programs FY 2018 Highlights:</u>
Highlights of Defense Agency FY 2018 funding include program changes of:

- $+472.420 million (TJS): The FY 2018 TJS budget request increase of $472.4 million is due to the transfer of the Combatant Commanders Exercise and Engagement Training Transformation Program ($550.5 million) from the Office of the Secretary of Defense and the reduction of $-64.4 million tied to the transfer of the Joint Service Provider (JSP) requirements to the Defense Information Systems Agency. The overall effect to the Joint Staff is a net-zero profile change for FY 2018.

- $+451.080 million (DISA): The FY 2018 DISA budget request has an increase of $354.2 million that is attributable to the transfer of JSP requirements from the Washington Headquarters Services and the Joint Staff. This funding will provide contract support services for the service delivery and desktop server management required to host, support and maintain mission and enterprise applications for JSP customers.

- $+215.914 million (DSCA): The FY 2018 DSCA budget request supports training and equipping foreign security forces to build their capacity to conduct counterterrorism operations, reform of security cooperation programs and activities through funding transfers from counter-drug and weapons of mass destruction

activities, and continued commitment to maritime security and maritime domain awareness.

- $+134.328 million (DSS): The FY 2018 DSS budget request covers the cost of Office of Personnel Management price increases for personnel security investigation - industry.

- $-100.661 million (OEA): The FY 2018 OEA budget request reflects a reduction of $-86.7 million for the Guam public infrastructure investments. This reduction was necessary as the public infrastructure requirements were fully funded in FY2017.

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Summary by Agency ($ in thousands)

OP-32A	FY 2016	Price	Program	FY 2017	Price	Program	FY 2018
CMP	181,999	3,458	-24,977	160,480	3,210	19,310	183,000
DAU	137,038	2,588	-968	138,658	2,722	3,590	144,970
DCAA	587,048	10,467	-15,567	581,948	11,042	4,846	597,836
DCMA	1,343,228	24,457	-11,305	1,356,380	26,002	56,628	1,439,010
DHRA	704,805	13,021	14,631	732,457	14,414	60,883	807,754
DISA	1,339,804	23,719	164,868	1,528,391	30,231	451,080	2,009,702
DLA	375,403	6,129	-23,568	357,964	6,790	35,668	400,422
DLSA	133,598	2,350	-110,964	24,984	489	-1,266	24,207
DMA	190,758	3,556	29,108	223,422	4,349	-10,186	217,585
DoDDE	2,795,044	61,440	-185,341	2,671,143	55,145	68,101	2,794,389
DPAA	128,110	2,429	-17,858	112,681	2,208	16,379	131,268
DSCA	1,985,723	37,581	-1,526,550	496,754	9,828	215,914	722,496
DSS	580,184	10,884	-22,357	568,711	11,226	103,728	683,665
DTRA	510,488	9,458	-71,800	448,146	8,645	85,813	542,604
DTSA	33,216	599	1,602	35,417	664	-1,369	34,712
MDA	422,950	8,135	36,190	467,275	9,286	27,497	504,058
NDU	84,051	1,588	-85,639	0	0	0	0
OEA	213,765	4,062	-62,428	155,399	3,102	-100,661	57,840
OSD	2,044,754	29,718	-34,487	2,039,985	30,132	-457,873	1,612,244
SOCOM	7,979,742	141,091	-2,723,596	5,397,237	69,723	15,049	5,482,009
TJS	460,563	9,570	121,681	591,814	12,532	472,420	1,076,766
WHS	604,170	9,432	16,272	629,874	10,178	-203,276	436,776
Other	15,585,589	152,736	-1,478,324	14,260,001	137,572	408,831	14,806,404
Total	**38,422,030**	**568,468**	**-6,011,377**	**32,979,121**	**459,490**	**1,271,106**	**34,709,717**

*The FY 2016 Actual column **includes** $6,248 million of FY 2016 Overseas Contingency Operations (OCO) appropriations funding (PL 114-113).
*The FY 2017 Estimate column **excludes** $7,015 million of FY 2017 OCO Budget request funding.
*The FY 2018 Estimate column **excludes** $7,712 million of FY 2018 OCO Budget request funding.

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0100D Operation and Maintenance, Defense-Wide	(Dollars in Thousands)		
	FY 2016	FY 2017	FY 2018

Budget Activity 01: Operating Forces

0100D 010 1PL1 Joint Chiefs of Staff	460,563	506,113	440,853
0100D 020 8PL1 Joint Chiefs of Staff – CE2T2			551,511
0100D 030 1GTN Office of the Secretary of Defense	533,299	524,439	
0100D 040 1PL2 Special Operations Command/Operating Forces	7,537,980	4,942,459	5,008,274
Total, BA 01: Operating Forces	8,531,842	5,973,011	6,000,638

Budget Activity 03: Training and Recruiting

0100D 050 3EV2 Defense Acquisition University	137,038	138,658	144,970
0100D 060 3PL1 Joint Chiefs of Staff		85,701	84,402
0100D 070 PEV5 National Defense University	84,051		
0100D 080 3EV7 Special Operations Command/Training and Recruiting	360,417	365,349	379,462
Total, BA 03: Training and Recruiting	581,506	589,708	608,834

Budget Activity 04: Administration and Servicewide Activities

0100D 090 4GT3 Civil Military Programs	181,999	160,480	183,000
0100D 110 4GT6 Defense Contract Audit Agency	587,048	581,948	597,836
0100D 120 4GTO Defense Contract Management Agency	1,343,228	1,356,380	1,439,010
0100D 130 4GT8 Defense Human Resources Activity	704,805	732,457	807,754
0100D 140 4GT9 Defense Information Systems Agency	1,339,804	1,528,391	2,009,702
0100D 160 4GTA Defense Legal Services Agency	133,598	24,984	24,207
0100D 170 4GTB Defense Logistics Agency	375,403	357,964	400,422
0100D 180 ES18 Defense Media Activity	190,758	223,422	217,585
0100D 190 4GTC Defense Personnel Accounting Agency	128,110	112,681	131,268
0100D 200 4GTD Defense Security Cooperation Agency	1,985,723	496,754	722,496

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					(Dollars in Thousands)		
0100D Operation and Maintenance, Defense-Wide					**FY 2016**	**FY 2017**	**FY 2018**
0100D	210	4GTE	Defense Security Service		580,184	568,711	683,665
0100D	230	4GTH	Defense Technology Security Administration		33,216	35,417	34,712
0100D	240	4GTI	Defense Threat Reduction Agency		510,488	448,146	542,604
0100D	260	4GTJ	Department of Defense Education Activity		2,795,044	2,671,143	2,794,389
0100D	270	011A	Missile Defense Agency		422,950	467,275	504,058
0100D	290	4GTM	Office of Economic Adjustment		213,765	155,399	57,840
0100D	300	4GTN	Office of the Secretary of Defense		1,511,455	1,515,546	1,612,244
0100D	310	4GT1	Special Operations Command/Admin & Svc-Wide Activities		81,345	89,429	94,273
0100D	320	4GTQ	Washington Headquarters Services		604,170	629,874	436,776
0100D	999		Classified Programs		15,585,589	14,260,001	14,806,404
	Total, BA 04: Administration and Servicewide Activities				29,308,682	26,416,402	28,100,245
Total Operation and Maintenance, Defense-Wide					**38,422,030**	**32,979,121**	**34,709,717**

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Operation and Maintenance, Defense-Wide (0100)

Object	Object Sub-Class Title	FY 2016 Program Amount	FY 2016 Foreign Currency Amount	Price Growth Percent	Price Growth Growth	FY 2016 Program Growth Amount	FY 2017 Program Amount	FY 2017 Foreign Currency Amount	Price Growth Percent	Price Growth Growth	FY 2017 Program Growth Amount	FY 2018 Program Amount
	Civ Compensation											
101	Exec, Gen'l & Spec Scheds	5,312,541	1,649	1.88%	99,912	-21,087	5,393,015	581	1.95%	105,389	95,424	5,594,409
103	Wage Board	42,171	0	1.88%	794	20,380	63,345	0	1.95%	1,238	-13,733	50,850
104	FN Direct Hire (FNDH)	5,568	0	1.89%	105	3,898	9,571	0	1.95%	187	-1,311	8,447
106	Benefit to Fmr Employees	10,795	0	0.00%	0	-115	10,680	0	0.00%	0	415	11,095
107	Voluntary Sep Incentives	5,787	0	0.00%	0	-4,747	1,040	0	0.00%	0	1,144	2,184
111	Disability Compensation	8,271	0	0.00%	0	651	8,922	0	0.00%	0	115	9,037
121	PCS Benefits	9,099	0	0.00%	0	5,522	14,621	0	0.00%	0	-4,893	9,728
199	**Total Civ Compensation**	**5,394,232**	**1,649**		**100,811**	**4,502**	**5,501,194**	**581**		**106,814**	**77,161**	**5,685,750**
	Travel											
308	Travel of Persons	927,248	761	1.90%	17,630	-230,072	715,567	180	2.00%	14,313	76,586	806,646
399	**Total Travel**	**927,248**	**761**		**17,630**	**-230,072**	**715,567**	**180**		**14,313**	**76,586**	**806,646**
	Supplies & Materials											
401	DLA Energy (Fuel Products)	132,662	0	6.00%	7,960	-41,345	99,277	0	-0.40%	-397	28,736	127,616
411	Army Supply	10,945	0	-4.62%	-506	-4,451	5,988	0	2.84%	170	22,446	28,604
412	Navy Managed Supply, Matl	28,341	0	4.94%	1,400	-15,161	14,580	0	-1.15%	-167	1,063	15,476
413	Marine Corps Supply	629	0	-3.66%	-23	-480	126	0	-2.38%	-3	2	125
414	Air Force Consol Sust AG (Supply)	329,304	0	0.96%	3,161	-16,417	316,048	0	-8.32%	-26,295	-114,994	174,759
416	GSA Supplies & Materials	14,579	0	1.90%	277	-1,328	13,528	0	2.00%	270	147	13,945
417	Local Purch Supplies & Mat	94,725	0	1.90%	1,799	-29,942	66,582	0	2.00%	1,333	-855	67,060
418	Air Force Retail Supply (Gen Support Div)	3,043	0	3.61%	110	-3,153	0	0	0.00%	0	86,991	86,991
421	DLA Mat Supply Chain (Cloth & Textiles)	1,325	0	1.36%	18	-1,343	0	0	0.00%	0	0	0

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422	DLA Mat Supply Chain (Medical)	126	0	0.00%	0	-126	0	0	0.00%	0	0	0
423	DLA Mat Supply Chain (Subsistence)	12	0	0.00%	0	-12	0	0	0.00%	0	0	0
424	DLA Mat Supply Chain (Weapon Sys)	6,608	0	-6.01%	-397	913	7,124	0	-5.99%	-427	485	7,182
499	**Total Supplies & Materials**	**622,299**	**0**		**13,799**	**-112,845**	**523,253**	**0**		**-25,516**	**24,021**	**521,758**
	Equipment Purchases											
502	Army Fund Equipment	10,850	0	-0.26%	-28	-6,442	4,380	0	2.83%	124	-39	4,465
503	Navy Fund Equipment	2,485	0	3.86%	96	447	3,028	0	0.10%	3	0	3,031
505	Air Force Fund Equip	0	0	0.00%	0	2,155	2,155	0	0.00%	0	23	2,178
506	DLA Mat Supply Chain (Const & Equip)	8,589	0	-0.09%	-8	-4,998	3,583	0	-0.11%	-4	30	3,609
507	GSA Managed Equipment	5,056	0	1.90%	96	6,444	11,596	0	2.00%	232	-177	11,651
599	**Total Equipment Purchases**	**26,980**	**0**		**156**	**-2,394**	**24,742**	**0**		**355**	**-163**	**24,934**
	DWCF Purchases											
601	Army Industrial Operations	37,807	0	-0.11%	-42	-34,681	3,084	0	0.00%	0	33,680	36,764
603	DLA Distribution	1,697	0	15.14%	257	-1,710	244	0	15.16%	37	0	281
610	Navy Air Warfare Center	21,205	0	3.20%	679	-10,542	11,342	0	2.66%	302	2,830	14,474
611	Navy Surface Warfare Ctr	22,356	0	3.22%	720	3,797	26,873	0	1.43%	384	3,139	30,396
612	Navy Undersea Warfare Ctr	2,078	0	0.91%	19	1,746	3,843	0	3.77%	145	0	3,988
614	Space & Naval Warfare Center	11,378	0	1.05%	119	7,327	18,824	0	3.78%	712	-8,882	10,654
623	Navy Transportation (Special Mission Ships)	17,900	0	-4.90%	-877	-17,023	0	0	0.00%	0	0	0
630	Naval Research Laboratory	303	0	0.66%	2	-305	0	0	0.00%	0	0	0
631	Navy Base Support (NFESC)	1,013	0	7.11%	72	2,312	3,397	0	-1.50%	-51	29	3,375
633	DLA Document Services	2,775	0	1.48%	41	-1,489	1,327	0	1.43%	19	998	2,344

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634	NAVFEC (Utilities and Sanitation)	4,639	0	-4.33%	-201	552	4,990	0	0.34%	17	15	5,022
640	Marine Corps Depot Maint	190	0	4.21%	8	-198	0	0	0.00%	0	0	0
647	DISA Enterprise Computing Centers	9,142	0	-10.00%	-914	20,513	28,741	0	1.90%	546	992	30,279
661	Air Force Consolidated Sust AG (Maint)	9,561	0	-1.11%	-106	-7,448	2,007	0	2.59%	52	1	2,060
671	DISA DISN Subscription Services (DSS)	80,507	0	-7.00%	-5,636	-18,224	56,647	0	1.90%	1,076	21,985	79,708
672	PRMRF Purchases	101,166	0	2.93%	2,964	141,249	245,379	0	2.93%	7,189	-43,920	208,648
675	DLA Disposition Services	36	0	0.00%	0	-36	0	0	0.00%	0	0	0
677	DISA Telecomm Svcs - Reimbursable	23,000	0	1.90%	437	-11,914	11,523	0	2.00%	230	40,720	52,473
679	Cost Reimbursable Purchase	35,757	0	1.90%	679	4,395	40,831	0	2.00%	817	-3,023	38,625
680	Building Maint Fund Purch	33,379	0	-4.13%	-1,379	27,190	59,190	0	-4.13%	-2,445	-1,254	55,491
695	DFAS Financial Operations (DLA)	4,848	0	-4.89%	-237	-2,746	1,865	0	-4.88%	-91	3,126	4,900
696	DFAS Financial Operation (Other Defense Agencies)	35,329	0	-4.03%	-1,425	162	34,066	0	-4.03%	-1,373	8,726	41,419
699	**Total DWCF Purchases**	**456,066**	**0**		**-4,820**	**102,927**	**554,173**	**0**		**7,566**	**59,162**	**620,901**
	Transportation											
702	AMC SAAM (fund)	371,739	0	0.00%	0	-277,145	94,594	0	0.00%	0	-10,358	84,236
703	JCS Exercises	90,790	0	-9.00%	-8,171	85,707	168,326	0	1.30%	2,188	-54,627	115,887
705	AMC Channel Cargo	10,809	0	1.90%	205	-9,687	1,327	0	2.03%	27	-256	1,098
708	MSC Chartered Cargo	53,418	0	5.40%	2,884	-25,298	31,004	0	-26.80%	-8,309	6,613	29,308
710	MSC Surge Sealift (Full Operating Status)	23,336	0	0.00%	0	3,518	26,854	0	0.00%	0	-960	25,894
719	SDDC Cargo Ops-Port hndlg	1,987	0	0.81%	16	42,193	44,196	0	1.30%	575	-36,305	8,466
720	DSC Pounds Delivered	8	0	12.50%	1	-7	2	0	0.00%	0	0	2
771	Commercial Transport	155,864	509	1.90%	2,971	-64,870	94,474	138	2.00%	1,891	27,284	123,787

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799	Total Transportation	707,951	509		-2,094	-245,589	460,777	138		-3,628	-68,609	388,678
	Other Purchases											
901	Foreign National Indirect Hire (FNIH)	10,342	12	1.88%	195	224	10,773	4	1.95%	210	-1,006	9,981
912	Rental Payments to GSA (SLUC)	82,430	0	1.90%	1,565	-17,049	66,946	0	2.00%	1,339	4,493	72,778
913	Purchased Utilities (Non-Fund)	65,472	350	1.90%	1,250	875	67,947	91	2.00%	1,362	-681	68,719
914	Purchased Communications (Non-Fund)	368,341	147	1.90%	7,000	33,767	409,255	25	2.00%	8,184	-30,545	386,919
915	Rents (Non-GSA)	106,445	304	1.90%	2,028	302,573	411,350	82	2.00%	8,229	-47,232	372,429
917	Postal Services (U.S.P.S)	4,801	0	1.90%	91	-2,110	2,782	0	2.05%	57	567	3,406
920	Supplies & Materials (Non-Fund)	541,692	408	1.90%	10,301	-18,444	533,957	118	2.00%	10,680	-10,128	534,627
921	Printing & Reproduction	20,486	0	1.89%	388	-11,767	9,107	0	2.01%	183	4,109	13,399
922	Equipment Maintenance By Contract	1,513,420	0	1.90%	28,757	-57,248	1,484,929	0	2.00%	29,698	372,343	1,886,970
923	Facilities Sust, Rest, & Mod by Contract	245,467	1,408	1.90%	4,694	97,276	348,845	663	2.00%	6,989	12,245	368,742
924	Pharmaceutical Drugs	1,541	0	3.96%	61	-1,237	365	0	4.11%	15	-7	373
925	Equipment Purchases (Non-Fund)	1,116,258	271	1.90%	21,214	-373,659	764,084	59	2.00%	15,283	-8,122	771,304
926	Other Overseas Purchases	5,422	0	1.90%	103	4,307	9,832	0	2.00%	197	-403	9,626
928	Ship Maintenance By Contract	9,179	0	1.90%	174	-8,139	1,214	0	1.98%	24	0	1,238
929	Aircraft Reworks by Contract	909,554	0	1.90%	17,282	-835,291	91,545	0	2.00%	1,831	0	93,376
930	Other Depot Maintenance (Non-Fund)	272,155	0	1.90%	5,171	168,922	446,248	0	2.00%	8,925	-13,374	441,799
932	Mgt Prof Support Svcs	811,439	0	1.90%	15,418	-192,110	634,747	0	2.00%	12,695	106,130	753,572
933	Studies, Analysis & Eval	163,942	0	1.90%	3,116	47,759	214,817	0	2.00%	4,297	793	219,907
934	Engineering & Tech Svcs	419,149	0	1.90%	7,965	-143,289	283,825	0	2.00%	5,676	42,987	332,488

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Object	Object Sub-Class Title	FY 2016 Program Amount	FY 2016 Foreign Currency Amount	Price Growth Percent	Growth	FY 2016 Program Growth Amount	FY 2017 Program Amount	FY 2017 Foreign Currency Amount	Price Growth Percent	Growth	FY 2017 Program Growth Amount	FY 2018 Program Amount
935	Training and Leadership Development	168,373	0	1.90%	3,199	-171,572	0	0	0.00%	0	212,782	212,782
937	Locally Purchased Fuel (Non-Fund)	25,744	0	6.00%	1,544	-6,453	20,835	0	-0.40%	-84	-3,252	17,499
951	Other Costs (Special Personal Svc Pay)	22,122	0	0.00%	0	-15,032	7,090	0	0.00%	0	8,376	15,466
955	Other Costs (Medical Care)	18,416	0	4.00%	737	-5,673	13,480	0	3.90%	526	-691	13,315
957	Other Costs (Land and Structures)	36,118	0	1.90%	686	-30,887	5,917	0	1.99%	118	-41	5,994
959	Other Costs (Insurance Claims/Indmnties)	67	0	1.49%	1	-67	1	0	0.00%	0	0	1
960	Other Costs (Interest and Dividends)	321	0	1.56%	5	-183	143	0	1.40%	2	449	594
964	Other Costs (Subsistence and Support of Persons)	1,441	0	1.87%	27	-1,419	49	0	2.04%	1	648	698
984	Equipment Contracts	30,213	0	1.90%	575	-24,662	6,126	0	1.99%	122	10,643	16,891
985	Research & Development, Contracts	5,731	0	0.00%	0	-3,486	2,245	0	0.00%	0	1,362	3,607
986	Medical Care Contracts	38,566	0	4.00%	1,542	3,768	43,876	0	3.90%	1,712	-181	45,407
987	Other Intra-Govt Purch	4,953,708	291	1.90%	94,124	-2,394,138	2,653,985	93	2.00%	53,081	344,734	3,051,893
988	Grants	610,940	0	1.90%	11,608	-195,665	426,883	0	2.00%	8,538	-94,485	340,936
989	Other Services	1,510,303	2,934	1.90%	28,751	-54,897	1,487,091	754	2.00%	29,758	-129,583	1,388,020
990	IT Contract Support Services	612,141	0	1.90%	11,634	-144,912	478,863	0	2.00%	9,578	-89,785	398,656
991	Foreign Currency Variance	-74	0	0.00%	0	336	262	0	0.00%	0	0	262
998	Other Costs (SOCOM Only)	0	0	0.00%	0	0	0	0	0.00%	0	972	972
999	**Total Other Purchases**	**14,701,665**	**6,125**			**281,206**	**-4,049,582**	**10,939,414**	**1,889**		**219,226**	**694,117**	**11,854,646**
	Published Official Position	**22,836,441**	**9,044**			**406,688**	**-4,533,053**	**18,719,120**	**2,788**		**319,130**	**862,275**	**19,903,313**

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Civil Military Programs (CMP)

May 2017

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Civil Military Programs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

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

	FY 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
CMP	181,999	3,458	-24,977	160,480	3,210	19,310	183,000

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)** (Title 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.

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 and include the District of Columbia (D.C.) and

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

Puerto Rico for a total of 29 line-items. 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 NGYCP has measurably improved the employment and academic outcomes for at-risk youth. Compared to peers, at-risk youth who participate in NGYC have higher rates of employment and higher earnings, and are more likely to earn a GED or college credits.

The **<u>Innovative Readiness Training Program (IRT)</u>** (Title 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:

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 water fowl 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** (Title 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-

I.   Description of Operations Financed (cont.)

on instruction and activities that meet or exceed 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 2017 to FY 2018: After considering the effects of inflation and price growth, the net program change is an increase of $22,520 thousand. ($3,210 inflationary & $19,310 programmatic.)

- The National Guard Youth Challenge program will enable the Department to provide the targeted 75% federal share of funds to operate all 38 current Challenge program locations. ($5,288 thousand)
- The IRT Program increase of $132 thousand supports planned unit and individual programmatic training activities across various communities.

I.   <u>Description of Operations Financed (cont.)</u>
- The STARBASE Program is a DoD Youth Outreach Program and mentorship program designed to raise the interest in learning and improving the knowledge and skills of students to develop a highly educated and skilled American workforce who can meet the advance technological requirements of DoD. This program was funded in FY 2017 through a congressional add.

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

N/A

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

A. BA Subactivities	FY 2016 Actual	Budget Request	FY 2017 Congressional Action Amount	Percent	Appropriated	Current Estimate	FY 2018 Estimate
DoD STARBASE Program	24,598	0	0	0.0	0	0	17,100
Innovative Readiness Training	8,116	15,819	0	0.0	0	15,819	16,003
National Guard Youth Challenge Program	149,285	144,661	0	0.0	0	144,661	149,897
Total	**181,999**	**160,480**	**0**	**0.0**	**0**	**160,480**	**183,000**

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

B. <u>Reconciliation Summary</u>	Change <u>FY 2017/FY 2017</u>	Change <u>FY 2017/FY 2018</u>
Baseline Funding	**160,480**	**160,480**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**160,480**	
Fact-of-Life Changes (2017 to 2017 Only)		
Subtotal Baseline Funding	**160,480**	
Supplemental		
Reprogrammings		
Price Changes		3,210
Functional Transfers		
Program Changes		19,310
Current Estimate	**160,480**	**183,000**
Less: Wartime Supplemental		
Normalized Current Estimate	**160,480**	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2017 President's Budget Request (Amended, if applicable)		**160,480**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2017 Appropriated Amount		**160,480**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2017 Baseline Funding		**160,480**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2017 Estimate		**160,480**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2017 Normalized Current Estimate		**160,480**
6. Price Change		3,210
7. Functional Transfers		
8. Program Increases		19,310
a. Annualization of New FY 2017 Program		
b. One-Time FY 2018 Increases		
c. Program Growth in FY 2018		
1) STARBASE	17,100	

       The funding increase supports the STARBASE program.
       The STARBASE program is a DoD Youth Outreach Program
       and mentorship program designed to raise the interest
       in learning and improving the knowledge and skills of
       students to develop a highly educated and skilled
       American workforce who can meet the advance
       technological requirements of DoD. This program was

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
funded through a congressional add in FY 2017. (FY 2017 Baseline: $0 thousand; +0 FTEs)		
2) National Guard Youth Challenge Program The program increase provides funding up to the 75% authorized level for the continued employment and academic outcomes of at-risk youth. The program works with state and local governments to provide at-risk youth higher rates of employment, higher earnings, and the possibility of earning a GED or college credits. (FY 2017 Baseline: $144,661 thousand; +0 FTEs)	2,078	
3) Innovative Readiness Training The increase supports planned unit and individual programmatic training activities across various communities. (FY 2017 Baseline: $15,819 thousand; +0 FTEs)	132	
9. Program Decreases		
a. Annualization of FY 2017 Program Decreases		
b. One-Time FY 2017 Increases		
c. Program Decreases in FY 2018		
FY 2018 Budget Request		**183,000**

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.

STATE	**FY 2016**	**FY 2017**	**FY 2018**
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

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

Idaho   200   200   200

<u>STATE</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>
Illinois	630	630	360
Indiana	200	200	200
Kentucky(2)	400	400	400
Louisiana (3)	1,400	1,400	1,400
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

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

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

<u>**STARBASE Program Sites by Fiscal Year**</u>: Funding for the DoD STARBASE program was provided in the FY 2017 Appropriations Act; however, funding for DoD STARBASE is not included in the FY 2018 President's Budget Request.

<u>**Number of Sites Serviced**</u>:	<u>**FY 2016**</u>	<u>**FY 2017**</u>	<u>**FY 2018**</u>
USAF/AFR/ANG	57	57	57
Navy/Navy Reserve/Marine Corps	1	1	1
Army	1	1	1
TOTALS	**59**	**59**	**59**

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V. **Personnel Summary**

N/A

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

		Change FY 2016/FY 2017			Change FY 2017/FY 2018		
OP 32 Line	FY 2016 Actual	Price	Program	FY 2017 Estimate	Price	Program	FY 2018 Estimate
988 Grants	181,999	3,458	-24,977	160,480	3,210	19,310	183,000
999 Total Other Purchases	181,999	3,458	-24,977	160,480	3,210	19,310	183,000
Total	181,999	3,458	-24,977	160,480	3,210	19,310	183,000

Fiscal Year 2018 President's Budget

Defense Acquisition University

May 2017

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Defense Acquisition University
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

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

	FY 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
DAU	137,038	2,588	-968	138,658	2,722	3,590	144,970

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 161,000 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

Defense Acquisition University
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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.

DAU's quality and breadth of learning assets support improved acquisition outcomes. Thus, 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 2016):

- Provided almost 7 million hours of foundational learning;
- Graduated 189,438 students;
- An additional 669,751 continuous learning modules completed by students
- Provided 156,621 hours of Mission Assistance;
- Offered 311 online continuous learning modules; and
- Provided 129,301 contact hours on Defense Acquisition Portal and Acquisition Community Connection with 79,104 registered ACC users and more than 19 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, agile, and trusted government agents. DAU is the one institution that affects every member of the Defense Acquisition Workforce throughout all professional career stages. The University provides a full range of basic, intermediate, and advanced certification

I.   Description of Operations Financed (cont.)

training; assignment specific training; continuous learning modules; rapid deployment training; knowledge sharing resources; job support tools; mission assistance; workshops; and job-relevant applied research. Quality products and services must be delivered in the most effective and efficient way. DAU develops a qualified acquisition workforce through foundational learning, workflow learning, and performance learning, which, when combined, result in more successful acquisition outcomes. As an inherently governmental resource, only DAU has the combined attributes of being a steward of the acquisition body of knowledge, staffed with government expert practitioners, accredited and recognized world-wide for excellence, and possessing a strong trusted relationship with senior Department of Defense leadership and Congress.

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 Defense Acquisition Workforce and rapid training on emerging defense acquisition policy initiatives.

In addition to delivering training in the classroom and online, DAU provides on-site consulting, customized workshops, and a wide variety of acquisition-related learning resources that are available to the Defense Acquisition Workforce 24/7 in the workplace, at home, or on the go. These resources include communities of practice, job support tools, an acquisition knowledge repository, the defense acquisition guidebook, and the defense acquisition portal, which contains links to the latest acquisition policies and guidance.

I.   Description of Operations Financed (cont.)

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

Strong Relationships with DoD and Congressional Leadership. By providing high-quality and relevant training to the Defense Acquisition Workforce, DAU has earned the support and advocacy of senior Defense Leadership and Congress. This relationship ensures DAU learning products and services meet the needs of the acquisition community.

Core Capabilities

As the primary training organization for the DAW, DAU is committed to developing qualified acquisition professionals by fully engaging our students, in the classroom, online, and on the job. DAU is fully integrated in our learners' careers from the time they enroll in their first DAU course until they retire. The three domains of our Acquisition Learning Model — foundational learning, workflow learning, and performance learning—work together to enhance workplace performance, promote mission effectiveness, and help the Defense Acquisition Workforce achieve better acquisition outcomes.

I.   Description of Operations Financed (cont.)
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.

- 2016 e-Learning Top 100 Award - Best in Government
- 2016 CLO Learning Elite Award (Top 10 and # 2)
- 2016 CLO Learning and Practice Awards (3 Awards) Business Partnership - Bronze; Trailblazer - Bronze; and Innovation - Silver.
- 2016 Brandon Hall Group Excellence in Learning - Best Corporate University Strategy - Silver.
- 2016 National Association of Government Communicators 2nd Place
- Named the Best Public Sector Learning Organization at the 2015 Enterprise Learning! Conference
- 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)

I. <u>Description of Operations Financed (cont.)</u>
- ELearning 100 Award for Excellence in Learning Technology Innovation (2012, 2014)
- Chief Learning Officer (CLO) Learning Elite Award (2011, 2012, 2014)

As the primary learning assets provider for the Defense Acquisition Workforce, DAU is a strategic enabler that expedites the right acquisition outcomes by fully engaging its students, in the classroom, online, 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.

<u>Strategic Goals</u>: 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
- **Infrastructure:** Develop and sustain effective and efficient infrastructure and business processes to support a global learning environment for our customers

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

Foundational Learning gives the workforce long-term knowledge and habits of mind. DAU will continue the exceptional structured learning provided for the workforce — there is simply no comparable way for professionals to learn about DoD's complex acquisition system and to gather advanced skills. This learning will be increasingly enhanced with the rapid insertion of new information and best practices to keep the content relevant and engaging. It will include even more simulations and exercises that promote critical thinking, team-building, and problem solving in ambiguous situations. It will be informed by what our performance support teams are discovering in Performance Learning, as they help acquisition teams solve real-world problems. It will be increasingly connected to Workflow Learning, by using those assets in the classroom and in distance learning courses, and also by introducing students to our online assets so that they are encouraged to use them throughout their careers. Students will continue to leave our courses informed, challenged and armed with the tools they'll need to succeed.

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

- Contracting Officer's Representative (COR)
- Contingency contracting
- Executive-level courses
- International
- Acquisition program management
- Requirements management
- Services acquisition

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

DAU offers over 150 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.

Workflow Learning helps the workforce succeed on the job every day. DAU assists the workforce long after they've completed their certification training, and Workflow Learning will be a primary means for doing so. Our future web-presence will be a place where workers go for the information they want and need. Our web-presence will be rich in content that supports and reinforces foundational learning, updates knowledge with best practices, and provides a wide variety of perspectives. The future acquisition professional will go there to find a resource they remember learning about in a DAU course, and now need. While they're on our website, they will also learn about breaking news or find a new insight in their field or in the more global challenges of acquisition. Our web presence will be interesting, engaging, and easy to use. The integrated environment will deliver the information users need, not just the information they think they need. For example, the new www.dau.mil site deployed in February 2017. The new www.dau.mil has been built to support the acquisition community's needs today, and allow DAU to more easily meet needs in the future (e.g., better search engine, mobile friendly, faster updates, and greater reliability) (71,600 contact hours; more than 15 million page views in FY 2016).

Additionally, DoD policy calls for the Defense Acquisition Workforce 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

I.   Description of Operations Financed (cont.)

modules offer the workforce the opportunity to meet their continuous learning requirements while keeping abreast of current initiatives in acquisition (FY 2016 Continuous Learning Graduates: 669,751; FY 2016 Continuous Learning Contact Hours: 3.1 million).

Performance Learning exploits high-impact opportunities for teams and the overall workforce. DAU will increase its presence in the acquisition environment by providing more performance support to programs and teams at critical junctures. This, stakeholders convey, has great and immediate impact. DAU will make more acquisition organizations aware of its ability to help, and improve even more outcomes. In the process, faculty will be continuously exposed to contemporary acquisition problems and solutions, will bring this knowledge back to the classroom, and turn it into workflow learning assets for the benefit of the entire workforce. The future DAU will still be known for exceptional structured learning that the workforce needs to thrive in an increasingly complex environment, but it will also be increasingly known as the place to go for information the workforce needs to do their job, and as a valuable asset to contact for program assistance or services acquisition. In short, DAU will be there to help achieve better acquisition outcomes throughout a workforce member's career (835 consulting efforts totaling 156,621 hours in FY 2016).

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.

I.   Description of Operations Financed (cont.)

Since 2001, the University has increased overall graduates from about 46,000 to 206,000 per year (FY 2018 est.). Concurrently, the nominal average training cost per student has dropped 67 percent. The FY 2018 estimate for the average cost per student is $704.

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 (almost 37,000 surveys in FY 2016 averaging 90%).

Through 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.

I. <u>**Description of Operations Financed (cont.)**</u>
Defense Acquisition University
Course Delivery Comparisons (does not include student travel)

COURSE ID	COURSE NAME	VENDOR	DAU	% Delta
ACQ 265	Mission-Focused Services Acquisition	$995	$892	-10%
CON 360	Contracting for Decision Makers	$2,369	$2,231	-6%
CON 243	Architect-Engineer Contracting	$1,099	$792	-28%
CON 244	Construction Contracting	$1,099	$801	-27%
CON 170	Fundamentals of Cost and Price Analysis	$2,369	$2,237	-6%
PMT 257	Program Management Tools Course	$2,500	$357	-86%

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.

When achieved, all these outcomes together will improve acquisition workforce professionalism in a constrained DoD resource environment and ultimately move DAU closer to achieving its vision of enabling the Defense Acquisition Workforce to achieve better acquisition outcomes, now and in the future.

Defense Acquisition University
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II. <u>Force Structure Summary</u>:

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 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 39,385)

- **Mid-Atlantic** – California, Maryland (serves workforce of 28,955)

- **Midwest** – Kettering, Ohio (serves workforce of 23,115)

- **South** – Huntsville, Alabama (serves workforce of 36,655)

- **West** – San Diego, California (serves workforce of 33,355)

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

			FY 2017				
			Congressional Action				
A. <u>BA Subactivities</u>	<u>FY 2016 Actual</u>	<u>Budget Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Current Estimate</u>	<u>FY 2018 Estimate</u>
1. Teaching	97,353	96,151	0	0.0	0	96,151	101,401
2. Curriculum Development	13,464	12,521	0	0.0	0	12,521	7,847
3. Performance Learning	16,784	14,292	0	0.0	0	14,292	19,732
4. Workflow Learning	6,353	12,771	0	0.0	0	12,771	13,015
5. Research	581	990	0	0.0	0	990	1,007
6. Human Capital	2,503	1,933	0	0.0	0	1,933	1,968
Total	**137,038**	**138,658**	**0**	**0.0**	**0**	**138,658**	**144,970**

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

B. <u>Reconciliation Summary</u>	Change FY 2017/FY 2017	Change FY 2017/FY 2018
Baseline Funding	**138,658**	**138,658**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**138,658**	
Fact-of-Life Changes (2017 to 2017 Only)		
Subtotal Baseline Funding	**138,658**	
Supplemental		
Reprogrammings		
Price Changes		2,722
Functional Transfers		
Program Changes		3,590
Current Estimate	**138,658**	**144,970**
Less: Wartime Supplemental		
Normalized Current Estimate	**138,658**	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2017 President's Budget Request (Amended, if applicable)		**138,658**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2017 Appropriated Amount		**138,658**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2017 Baseline Funding		**138,658**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2017 Estimate		**138,658**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2017 Normalized Current Estimate		**138,658**
6. Price Change		2,722
7. Functional Transfers		
8. Program Increases		4,317
a. Annualization of New FY 2017 Program		
b. One-Time FY 2018 Increases		
1) Facilities Sust, Rest, & Mod by Contract: Facility maintenance is required over and above the normal recap at the Ft. Belvoir campus; most buildings built early last century.	885	

       Costs allocated to sub-activities (Teaching: +$537K; Curriculum Development: +$138K; Performance Support: +$153K; Workflow Learning: +$49K; Research: +$3K; Human Capital: +$5K) (FY 2017 Baseline: $865 thousand)

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
2) Purchased Communications (Non-Fund): Supports connectivity to new leased space in Los Angeles and upgrades connectivity to current classroom spaces DAU-wide.	500	

   Costs allocated to sub-activities (Teaching: +$500K)
   (FY 2017 Baseline: $1,479 thousand)

  c. Program Growth in FY 2018

1) Travel of Persons: Student travel to support increased demand for classroom certification courses.	2,600	

   Costs allocated to sub-activities (Teaching: +$2,600)
   (FY 2017 Baseline: $11,102 thousand)

2) Exec, Gen'l & Spec Scheds: Adds one FTE to reflect increased intermittent faculty use.	150	

   Costs allocated to sub-activities (Teaching: +$80K;
   Curriculum Development: +$10K; Performance Learning:
   +$60K) (FY 2017 Baseline: $99,910 thousand; +1 FTEs)

3) Rental Payment to GSA (SLUC): Supports move of Los Angeles personnel from current space (current lease is expiring). The new facilities will provide more space and better student accommodations.	100	

   Costs allocated to sub-categories (Teaching: +$100)
   (FY 2017 Baseline: $1,724 thousand)

4) Exec, Gen'l & Spec Scheds: Reflects reduction of staff FTEs with a requisite increase of faculty FTEs and a grade mix change.	82	

   Costs allocated to sub-activities (Teaching: +$54K;
   Performance Learning: +$20K; Workflow Learning: +$8K)
   (FY 2017 Baseline: $99,910 thousand; +0 FTEs)

9. Program Decreases		-727

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
a. Annualization of FY 2017 Program Decreases		
b. One-Time FY 2017 Increases		
1) Facilities Sust, Rest, & Mod by Contract: Facility maintenance is required over and above the normal recap at the Ft. Belvoir campus; most buildings built early last century.	-415	
Costs allocated to sub-activities (Teaching: -$287K; Curriculum Development: -$38K; Performance Support: -$43K; Workflow Learning: -$39K; Research: -$3K; Human Capital: -$5K) (FY 2017 Baseline: $865 thousand)		
c. Program Decreases in FY 2018		
1) Mgt Prof Support Svcs: The FY 2017 PB reduced FY 2018 labor by $451K (-3 FTEs) for Management HQ Activities (MHA). The FY 2018 PB recognizes a reduction taken to MHA contract services.	-180	
Costs allocated to sub-activities (Teaching: -$126K; Curriculum Development: -$18K; Performance Learning: -16K; Workflow Learning: -$17K; Research: -$1K; Human Capital: -$2K) (FY 2017 Baseline: $5,298 thousand)		
2) Mgt Prof Support Svcs: The decrease in funding represents efficiencies to be gained by realigning functions in conjunction with Service Requirements Review Board (SRRB) Reductions.	-102	
Costs allocated to sub-activities (Teaching: -$70K; Curriculum Development: -$9K; Performance Learning: -11K; Workflow Learning: -$10K; Research: -$1K; Human Capital: -$1K) (FY 2017 Baseline: $5,298 thousand)		
3) Mgt Prof Support Svcs: Reflects management	-30	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
efficiencies		
Costs allocated to sub-activities (Teaching: -$21K; Curriculum Development: -$3K; Performance Learning: -3K; Workflow Learning: -$3K)		
(FY 2017 Baseline: $5,298 thousand)		
FY 2018 Budget Request		**144,970**

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

Number of Students Trained	Workload Actuals <u>FY 2016</u>	Workload Estimate <u>FY 2017</u>	Workload Estimate <u>FY 2018</u>
Classroom	42,726	43,000	46,000
Web-Based	146,701	137,000	160,000
Total	189,427	180,000	206,000
Army	35,038	52,600	39,140
Navy	56,696	41,500	61,800
Air Force	41,244	40,700	45,320
DoD	38,563	21,700	41,200
Other	<u>17,886</u>	<u>23,500</u>	<u>18,540</u>
Total	189,427	180,000	206,000

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

	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>
Cost per Grad (FY 2015: $776)	$723	$770	$704
$ Chg from FY 2015	-$53	-$6	-$72
% Chg from FY 2015	-6.8%	-0.8%	-9.3%
$ Chg YoY	-$53	$47	-$66
% Chg YoY	-6.8%	6.5%	-8.6%

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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V. <u>Personnel Summary</u>	FY 2016	FY 2017	FY 2018	Change FY 2016/ FY 2017	Change FY 2017/ FY 2018
<u>Active Military End Strength (E/S) (Total)</u>	<u>29</u>	<u>46</u>	<u>45</u>	<u>17</u>	<u>-1</u>
Officer	26	43	42	17	-1
Enlisted	3	3	3	0	0
<u>Civilian End Strength (Total)</u>	<u>673</u>	<u>661</u>	<u>675</u>	<u>-12</u>	<u>14</u>
U.S. Direct Hire	673	661	675	-12	14
Total Direct Hire	673	661	675	-12	14
<u>Active Military Average Strength (A/S) (Total)</u>	<u>29</u>	<u>46</u>	<u>45</u>	<u>17</u>	<u>-1</u>
Officer	26	43	42	17	-1
Enlisted	3	3	3	0	0
<u>Civilian FTEs (Total)</u>	<u>601</u>	<u>602</u>	<u>603</u>	<u>1</u>	<u>1</u>
U.S. Direct Hire	601	602	603	1	1
Total Direct Hire	601	602	603	1	1
Average Annual Civilian Salary ($ in thousands)	162.4	166.3	169.6	3.9	3.3
<u>Contractor FTEs (Total)</u>	<u>66</u>	<u>62</u>	<u>61</u>	<u>-4</u>	<u>-1</u>

Average Annual Civilian Salary increase between FY17 and FY18 due to correcting the calculation of rates and grade mix in FY17.

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

		Change			Change		
	FY 2016	FY 2016/FY 2017		FY 2017	FY 2017/FY 2018		FY 2018
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	97,447	1,837	626	99,910	1,952	232	102,094
103 Wage Board	173	3	2	178	3	0	181
199 Total Civ Compensation	**97,620**	**1,840**	**628**	**100,088**	**1,955**	**232**	**102,275**
308 Travel of Persons	10,619	202	281	11,102	222	2,600	13,924
399 Total Travel	**10,619**	**202**	**281**	**11,102**	**222**	**2,600**	**13,924**
633 DLA Document Services	620	9	0	629	9	0	638
699 Total DWCF Purchases	**620**	**9**	**0**	**629**	**9**	**0**	**638**
771 Commercial Transport	44	1	-39	6	0	0	6
799 Total Transportation	**44**	**1**	**-39**	**6**	**0**	**0**	**6**
912 Rental Payments to GSA (SLUC)	1,692	32	0	1,724	34	100	1,858
914 Purchased Communications (Non-Fund)	1,401	27	51	1,479	30	500	2,009
915 Rents (Non-GSA)	144	3	300	447	9	0	456
917 Postal Services (U.S.P.S)	30	1	-5	26	1	0	27
920 Supplies & Materials (Non-Fund)	964	18	-419	563	11	0	574
921 Printing & Reproduction	210	4	0	214	4	0	218
922 Equipment Maintenance By Contract	644	12	19	675	14	0	689
923 Facilities Sust, Rest, & Mod by Contract	1,133	22	-290	865	17	470	1,352
925 Equipment Purchases (Non-Fund)	1,673	32	-300	1,405	28	0	1,433
932 Mgt Prof Support Svcs	6,108	116	-926	5,298	106	-312	5,092
957 Other Costs (Land and Structures)	1,170	22	17	1,209	24	0	1,233
987 Other Intra-Govt Purch	4,093	78	200	4,371	87	0	4,458
989 Other Services	3,155	60	-748	2,467	49	0	2,516
990 IT Contract Support Services	5,718	109	263	6,090	122	0	6,212
999 Total Other Purchases	**28,135**	**536**	**-1,838**	**26,833**	**536**	**758**	**28,127**
Total	**137,038**	**2,588**	**-968**	**138,658**	**2,722**	**3,590**	**144,970**

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Defense Contract Audit Agency (DCAA)

May 2017

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Defense Contract Audit Agency
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 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
DCAA	587,048	10,467	-15,567	581,948	11,042	4,846	597,836

* The FY 2016 Actual column <u>includes</u> $14,076.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column <u>excludes</u> $13,436.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column <u>excludes</u> $9,853.0 thousand of FY 2018 OCO Appropriations funding.

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 examinations 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 within DoD.

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 4,000 audit reports.

In FY 2018, the DCAA's primary focus will be to maintain an incurred cost inventory at 18 months or less on average. Additionally, DCAA will continue to meet DoD's other mission critical audit needs. Maintaining the incurred cost inventory at an acceptable level 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). In addition to maintaining the incurred cost inventory at 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 2016 Financial Statements received an unmodified opinion from independent public auditors. DCAA has maintained an unmodified audit opinion since FY 2000.

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

The DCAA continues to return savings to the Government that far exceed the cost of its operations. In FY 2016, the Agency audited over $221 billion of costs incurred on contracts and issued about 875 forward pricing proposal audit reports amounting to about $63.4 billion. Approximately $3.6 billion in net savings were reported because of the audit findings. The return on taxpayers' investment is approximately $5.70 for each dollar invested in the Agency ($634 million in FY 2016, 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 goods and services. DCAA furnishes pre-award services to contracting officers including:

    a.   <u>Price Proposal Audits</u>. 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

I.   <u>Description of Operations Financed (cont.)</u>
has no control over the number or timing of price proposal audits and must respond to each audit request as a top priority.

b.   <u>Forward Pricing Rate Proposal Audits</u>. 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.   <u>Agreed Upon Procedures</u>. Applications of agreed-upon procedures include specific procedures performed in support of a contracting officer's cost realism analysis and reviews of data other than certified cost or pricing data submitted in support of a price proposal. DCAA provides these services to meet the specific needs of contracting officers.

d.   <u>Estimating System Audits</u>. The DCAA performs these examinations to determine the contractors' compliance with the system criteria for an acceptable estimating system as prescribed in DFARS 252.215-7002, Cost Estimating System Requirements. 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.   <u>Responses to Requests for Specific Cost Information</u>. 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.

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

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 examinations of direct labor and material costs and indirect expenses. It also provides insight on the function of the 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 helpful to the evaluation of contractors' price proposals.

In FY 2018, DCAA's emphasis will be on maintaining the incurred cost inventory at a level not to exceed 18 months on average, and resuming the previously curtailed activities at a level necessary to address the risk of the Government paying contractors unallowable, unallocable or unreasonable costs.

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

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

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 certified 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 certified 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 certified 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 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:

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Operation and Maintenance, Defense-Wide
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I.   <u>Description of Operations Financed (cont.)</u>
    a.   <u>Financial Liaison</u>. 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.   <u>Corporate Audit Directorate</u>. DCAA extended the success of its Contract Audit Coordinator (CAC) program into a Corporate Audit Directorate (CAD) program. Our experience over the last several years with the CAC program has built a compelling case for this change, and we continue to see significant improvements in efficiency, communication, collaboration, and customer service throughout our existing organizations. We now have seven of the largest contractors organized into four CADs whose accounting functions, operations, and contract performance occur at multiple locations under the audit cognizance of multiple DCAA field offices, but are now under one DCAA management hierarchy. The program enables effective communications and audit coordination at these contractor locations allowing information to be effectively disseminated, problem areas to be monitored to ensure uniform resolution, and enables coordination with other DCAA personnel, contractor representatives, and cognizant procurement officials on issues affecting multiple locations.

    c.   <u>Negotiation Conferences</u>. 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

I.   Description of Operations Financed (cont.)

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.

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

I.   Description of Operations Financed (cont.)

    a.   <u>Regional Offices and CADs</u>. These offices provide technical audit management and supervision to field office personnel.

    b.   <u>Defense Contract Audit Institute (DCAI)</u>. 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.   <u>Information Technology Division (OIT)</u>. 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.

    d.   <u>Technical Audit Services Division (OTS)</u>. OTS conducts research and distributes information to the field on operations audits, quantitative audit techniques, computer

I.   Description of Operations Financed (cont.)

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 provides Regions and CADs with resource management services 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.

II. Force Structure Summary:

Not Applicable.

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

			FY 2017				
			Congressional Action				
A. <u>BA Subactivities</u>	FY 2016 Actual	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2018 Estimate
1. Audit Institute	**8,079**	**9,601**	**0**	**0.0**	**0**	**9,601**	**9,787**
DCAA Communications	8	9	0	0.0	0	9	9
DCAA Operations	8,071	9,592	0	0.0	0	9,592	9,778
2. Audit Operations	**578,969**	**572,347**	**0**	**0.0**	**0**	**572,347**	**588,049**
DCAA Communications	5,947	9,755	0	0.0	0	9,755	10,135
DCAA Major Headquarters	30,527	49,362	0	0.0	0	49,362	43,787
DCAA Operations	542,495	513,230	0	0.0	0	513,230	534,127
Total	**587,048**	**581,948**	**0**	**0.0**	**0**	**581,948**	**597,836**

* The FY 2016 Actual column <u>includes</u> $14,076.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column <u>excludes</u> $13,436.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column <u>excludes</u> $9,853.0 thousand of FY 2018 OCO Appropriations funding.

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

B. <u>Reconciliation Summary</u>	Change <u>FY 2017/FY 2017</u>	Change <u>FY 2017/FY 2018</u>
Baseline Funding	581,948	581,948
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	581,948	
Fact-of-Life Changes (2017 to 2017 Only)		
Subtotal Baseline Funding	581,948	
Supplemental	13,436	
Reprogrammings		
Price Changes		11,042
Functional Transfers		
Program Changes		4,846
Current Estimate	595,384	597,836
Less: Wartime Supplemental	-13,436	
Normalized Current Estimate	581,948	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2017 President's Budget Request (Amended, if applicable)		**581,948**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2017 Appropriated Amount		**581,948**
2. War-Related and Disaster Supplemental Appropriations		13,436
a. OCO Supplemental Funding		
1) FY 2017 Defense-Wide Overseas Contingency Operations	13,436	
3. Fact-of-Life Changes		
FY 2017 Baseline Funding		**595,384**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2017 Estimate		**595,384**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-13,436
FY 2017 Normalized Current Estimate		**581,948**
6. Price Change		11,042
7. Functional Transfers		
8. Program Increases		13,372
a. Annualization of New FY 2017 Program		
b. One-Time FY 2018 Increases		
c. Program Growth in FY 2018		
1) Equipment Maintenance by Contract	3,889	
Increase due to an increased level of effort associated with the FY 2018 Defense Agencies Initiative (DAI) conversion and projected costs associated with the DCAA's transition to an email enterprise system. (FY 2017 Baseline: $6,422		

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
thousand; +0 FTEs)		
2) Equipment Purchases	3,160	
Increase due to furniture costs associated with scheduled facilities renovations. (FY 2017 Baseline: $2,355 thousand; +0 FTEs)		
3) Purchased Communications	3,152	
Increase due to additional costs to implement and maintain enterprise mobility management on all electronic communication devices. Increase also resulted from increased rates through Department Information Technology and Contracting Organization (DITCO) associated with long distance services as well as higher rates for regional commercial communication. Additionally, increase associated with the transfer of costs from Other Intra-Government Purchases associated with telecommunication structure. (FY 2017 Baseline: $9,764 thousand; +0 FTEs)		
4) DFAS Financial Operation	1,503	
Increase based on DFAS rate increases and required operation and support services under DCAA's new enterprise resource planning (ERP) system, DAI. DCAA transitions to DAI starting in FY 2018. (FY 2017 Baseline: $4,723 thousand; +0 FTEs)		
5) Supplies & Materials	871	
Increased supplies and materials cost per FTE based on historical execution. (FY 2017 Baseline: $197 thousand; +0 FTEs)		
6) Facilities Sustainment, Restoration & Modification	644	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Increase associated with scheduled facilities renovations. (FY 2017 Baseline: $979 thousand; +0 FTEs)		
7) Disability Compensation	91	
Increase due to historical execution of Worker's Compensation. (FY 2017 Baseline: $1,816 thousand; +0 FTEs)		
8) Purchased Utilities	40	
Increase due to additional regional utilities requirements. (FY 2017 Baseline: $80 thousand; +0 FTEs)		
9) Other Services	22	
Increase due to additional training costs. (FY 2017 Baseline: $2,689 thousand; +0 FTEs)		
9. Program Decreases		-8,526
a. Annualization of FY 2017 Program Decreases		
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 contract with Sprint). (FY 2017 Baseline: $9,764 thousand; +0 FTEs)		
2) DFAS Financial Operations	-761	
Increase based on operations and support services for the 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,		

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

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

       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 2017 Baseline: $4,723
       thousand; +0 FTEs)

  c. Program Decreases in FY 2018

1) IT Contract Support Services	-1,731	

       Consolidation of network and help desk support
       contracts yields efficiency in IT contract costs.
       This also includes a $400 thousand SRRB reduction.
       (FY 2017 Baseline: $9,145 thousand; +0 FTEs)

2) PCS Benefits	-832	

       Decreased PCS travel associated with projected
       requirements. (FY 2017 Baseline: $2,383 thousand; +0
       FTEs)

3) Personnel Compensation	-751	

       Decrease due to a reduction of 11 FTEs. (FY 2017
       Baseline: $497,240 thousand; -11 FTEs)

4) Commercial Transport	-671	

       Decreased PCS requirements associated with projected
       requirements. (FY 2017 Baseline: $2,719 thousand; +0
       FTEs)

5) Rental Payments to GSA	-289	

       Reduction due to realignment of GSA leased space into
       military and federal facilities. (FY 2017 Baseline:
       $14,435 thousand; +0 FTEs)

6) Other Intra-Government Purchases	-257	

       Decrease due to the transfer of costs to Purchased
       Communications associated with telecommunication
       infrastructure as well as a reduction to printer

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
support and maintenance costs. (FY 2017 Baseline: $11,406 thousand; +0 FTEs)		
7) Travel	-194	
Decrease associated with the reduction of 11 FTEs. (FY 2017 Baseline: $13,186 thousand; +0 FTEs)		
8) Non GSA Rents	-73	
Decreased rental costs due to a decrease in space requirements in the National Capital Region. (FY 2017 Baseline: $2,334 thousand; +0 FTEs)		
FY 2018 Budget Request		**597,836**

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

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 86 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 April 2016. To address key challenges and fulfill its mission, DCAA uses a strategic planning approach which aims to achieve DCAA's Vision through its pursuit of several goals to be accomplished within a

IV. Performance Criteria and Evaluation Summary:

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 Mission

As a key member of the government acquisition team, we are dedicated stewards of taxpayer dollars who deliver high quality contract audits and services to ensure that warfighters get what they need at fair and reasonable prices. Our mission statement clarifies our commitment to getting the most value for every dollar spent on defense contracts. We operate as a member of the acquisition community that works together to equip and serve our service members in uniform. As stewards who look out for taxpayers' interests, we conduct high quality contract audit services to ensure that the government is paying fair prices for what it buys.

DCAA Vision

Every audit or service we deliver is on time, on point, and highly valued. Our vision is to provide products and services that are indispensable to the acquisition process. We aspire to always deliver services and products when we promise them and in time to meet acquisition requirements. We strive to deliver the right service, at the right time, to provide the most value throughout the contracting cycle.

DCAA Strategic Plan Goals

Goal 1: Embody a culture of One Agency, one team, one direction.

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

Goal 2: Support the acquisition community by providing quality audits and advisory services.

Goal 3: Foster a diverse workforce of highly motivated and valued professionals.

Goal 4: Enhance working relationships with DCAA external stakeholders.

Goal 5: Provide the workforce with the right information, business processes, and capabilities to successfully accomplish the mission.

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

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 are expected to change for FY 2018, and accordingly, objectives for that year have not been provided. Detailed descriptions are provided for each of the FY 2016 and FY 2017 measures.

	Audit Performance Measures	FY 2016 Actual	FY 2017 Objective	FY 2018 Objective
	Workforce Environment Measures:			
1	Federal Employee Viewpoint Survey – Response Rate	75.2%	Sustain FY 2016 Response Rate	TBD
	Quality Related Measures:			
2	DCAA QA Review Results – Audits Performed in Accordance with GAGAS	77%	Exceed FY 2016 Rate	TBD
	Timeliness Measures:			
3	Incurred Cost Aging (Months)	15.5 months	15.5 months	TBD
4	Forward Pricing Audits Issued by Original Due Date	78%	80%	TBD
	Efficiency Measures:			
5	Incurred Cost Years Closed	8,113	4,500	TBD

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

Description of Performance Measures:
1. Federal Employee Viewpoint Survey – Response Rate. The DCAA uses this measure to assess the extent of employee engagement. The response rate is an indication of employee engagement, desire to play a part in continuing improvement, and belief that leadership will listen and act. The response rate represents the percent of employees that complete the survey compared to the total universe of employees surveyed.

2. DCAA Quality Assurance (QA) Review Results – Audits performed in accordance with GAGAS. 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 GAGAS. Our goal is to increase the percentage of audits passing the QA Review each cycle.

3. Incurred Cost Aging (Months). The DCAA uses this measure to gauge the currency of its inventory of contractor fiscal year incurred cost submissions on hand. For contractor incurred cost years not closed affecting DoD contracts and subcontracts, this is a measure of the average number of months from receipt of an adequate submission, or from initial receipt of submissions pending adequacy review. The DCAA goal is to maintain an average age of incurred cost proposals at less than 18 months.

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

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

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 closed. 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. The measure represents the number of contractor fiscal years of incurred cost assignments closed.

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V. __Personnel Summary__	FY 2016	FY 2017	FY 2018	Change FY 2016/ FY 2017	Change FY 2017/ FY 2018
Civilian End Strength (Total)	4,348	4,722	4,617	374	-105
U.S. Direct Hire	4,140	4,249	4,241	109	-8
Total Direct Hire	4,140	4,249	4,241	109	-8
Reimbursable Civilians	208	473	376	265	-97
Civilian FTEs (Total)	4,395	4,691	4,583	296	-108
U.S. Direct Hire	4,187	4,218	4,207	31	-11
Total Direct Hire	4,187	4,218	4,207	31	-11
Reimbursable Civilians	208	473	376	265	-97
Average Annual Civilian Salary ($ in thousands)	122.0	118.9	121.1	-3.1	2.2
Contractor FTEs (Total)	64	56	71	-8	15

Defense Acquisition Workforce Development Fund (DAWDF) and Overseas Contingency Operations (OCO) Personnel Summary	FY 2016	FY 2017	FY 2018	Change FY 2016/ FY 2017	Change FY 2017/ FY 2018
DAWDF End Strength (Total)	176	102	221	-74	119
DAWDF FTEs (Total)	207	146	249	-61	103
OCO FTEs (Total)	103	103	68	0	-35

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

		Change FY 2016/FY 2017			Change FY 2017/FY 2018		
	FY 2016			**FY 2017**			**FY 2018**
OP 32 Line	**Actual**	**Price**	**Program**	**Estimate**	**Price**	**Program**	**Estimate**
101 Exec, Gen'l & Spec Scheds	508,020	9,316	-20,147	497,189	9,715	-751	506,153
103 Wage Board	49	1	1	51	1	0	52
104 FN Direct Hire (FNDH)	1	0	-1	0	0	0	0
106 Benefit to Fmr Employees	127	0	-127	0	0	0	0
111 Disability Compensation	1,815	0	1	1,816	0	91	1,907
121 PCS Benefits	863	0	1,520	2,383	0	-832	1,551
199 Total Civ Compensation	**510,875**	**9,317**	**-18,753**	**501,439**	**9,716**	**-1,492**	**509,663**
308 Travel of Persons	13,256	248	-318	13,186	264	-194	13,256
399 Total Travel	**13,256**	**248**	**-318**	**13,186**	**264**	**-194**	**13,256**
696 DFAS Financial Operation (Other Defense Agencies)	4,929	-199	-7	4,723	-190	742	5,275
699 Total DWCF Purchases	**4,929**	**-199**	**-7**	**4,723**	**-190**	**742**	**5,275**
771 Commercial Transport	1,635	31	1,053	2,719	54	-671	2,102
799 Total Transportation	**1,635**	**31**	**1,053**	**2,719**	**54**	**-671**	**2,102**
912 Rental Payments to GSA (SLUC)	13,968	265	202	14,435	289	-289	14,435
913 Purchased Utilities (Non-Fund)	117	2	-39	80	2	40	122
914 Purchased Communications (Non-Fund)	5,955	113	3,696	9,764	195	185	10,144
915 Rents (Non-GSA)	2,315	44	-25	2,334	47	-73	2,308
920 Supplies & Materials (Non-Fund)	1,515	29	-1,347	197	4	871	1,072
921 Printing & Reproduction	15	0	56	71	1	0	72
922 Equipment Maintenance By Contract	8,299	158	-2,035	6,422	128	3,889	10,439
923 Facilities Sust, Rest, & Mod by Contract	249	5	725	979	20	644	1,643
925 Equipment Purchases (Non-Fund)	4,514	86	-2,245	2,355	47	3,160	5,562
960 Other Costs (Interest and Dividends)	1	0	3	4	0	0	4
987 Other Intra-Govt Purch	11,166	211	29	11,406	228	-257	11,377
989 Other Services	2,461	47	181	2,689	54	22	2,765

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OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017 Price	Program	FY 2017 Estimate	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate
990 IT Contract Support Services	5,778	110	3,257	9,145	183	-1,731	7,597
999 Total Other Purchases	**56,353**	**1,070**	**2,458**	**59,881**	**1,198**	**6,461**	**67,540**
Total	**587,048**	**10,467**	**-15,567**	**581,948**	**11,042**	**4,846**	**597,836**

* The FY 2016 Actual column includes $14,076.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column excludes $13,436.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column excludes $9,853.0 thousand of FY 2018 OCO Appropriations funding.

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Defense Contract Management Agency (DCMA)

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

	FY 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
DCMA	1,343,228	24,457	-11,305	1,356,380	26,002	56,628	1,439,010

* The FY 2016 Actual column <u>includes</u> $8,445.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column <u>excludes</u> $13,600.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column <u>excludes</u> $21,300.0 thousand of FY 2018 OCO 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 global 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 Services' 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.

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 productivity. Improved supply chain management directives application, 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

I.   Description of Operations Financed (cont.)

outweigh benefits, while protecting government interests and without adversely impacting performance. Furthermore, we are energizing 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) for 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 mission assurance support for the Defense Industrial Base (DIB). The Agency influences worldwide acquisition through five Field Directorates: three CONUS Regions; International Directorate; and Special Programs Directorate.

The Agency's civilian and military personnel (11,798 and 529, respectively) are located in over 1,000 locations, managing over 19,627 contractors and approximately 343,400 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, $229.9B remains un-liquidated. The Agency's responsibilities include managing Acquisition Category I and II programs,

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

$163.4B of Government property in-plant, $20.9B in progress payments, and $11.6B in performance-based payments, ensuring each complies with Federal acquisition and auditability standards.

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 personnel comprise the largest portion of our acquisition workforce. Using Agency Operation & Maintenance and Defense Acquisition Workforce Development Fund (DAWDF) appropriations, we have made significant strides in recruiting and training our acquisition workforce and will continue to leverage this important program as we move from the growth phase into sustainment.

Efficiencies and Process Improvements

We are constantly engaging in ways to do business smarter and have executed all mandatory efficiencies, to include the Management Headquarters Authorization (MHA) reductions and delayering efforts. Furthermore, we initiated facility plans to reduce the agency's overall footprint and multiple IT initiatives to automate and streamline operations.

In compliance with the congressional and DoD direction to control management overhead, DCMA re-baselined its MHA civilian workforce to 584 Full-Time Equivalents (FTE) in FY 2016, and established a reduction target of 146 FTEs by FY 2020. Concurrently, DCMA's delayering plan collapsed the operational top layer and restructured into five regions plus DCMA headquarters, effective October 1, 2016. The DoD Deputy Chief Management Office

I.   Description of Operations Financed (cont.)

approved DCMA's new MHA baseline and reduction plan as well as the delayering requirements in March 2016. DCMA's immediate action to the MHA reduction mandate allowed them to be one of the first Defense Agencies released from the Department's hiring suspension.

DCMA's facility initiatives will reduce costs by 30% by FY 2022. 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 to extend telework options, establishing appropriate and consistent facility standards, and becoming more energy efficient. DCMA's initial moves are already taking place. For example, the Eastern Region's office relocation from Boston to Hanscom Air Force Base (AFB) was initiated in FY 2017 and will be completed in FY 2018. The move, which includes a DCMA data center, will require DCMA to invest in the planned Data Center rehost at the DISA Enterprise Computing Center (DECC) Columbus location, thus meeting DoD CIO's mandated Federal Data Center Consolidation Initiative. Additionally, there are plans in FY 2018 to initiate moving other Contract Management Offices to both Eglin AFB and Selfridge Air National Guard base. These infrastructure efficiencies will allow us to apply more resources to our high Return On Investment opportunities 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 continuing to automate the contract management process through the Integrated Workload Management System (IWMS) to improve our 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

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

comprehensively determine workload and/or workforce parity, workforce shortfalls, and
acceptable risk; develop appropriate tools to address necessary programmatic changes; and
identify suitability 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.
Additionally, we are developing and implementing all of these technology investments
while ensuring we maintain good information assurance standards.

In order for information technology investments to be most effective and in response to
DoD directives, DCMA is actively pursuing conversion to the Joint Information Environment
(JIE). The JIE is a framework comprising a set of comprehensive DoD-wide continual IT
modernization efforts designed to advance DoD information superiority in a common,
coordinated way. It implements a new joint security capability, optimizes networking
capability for the fixed and mobile user, institutes DoD-wide enterprise IT services,
modernizes technology through consolidated refresh efforts, and improves access to data.

The JIE also provides a networking design that is defendable against cyber-attack and
network intrusions and is managed through a tiered structure of network operations and
security centers. JIE will improve mission effectiveness, increase security, and realize
IT efficiencies. JIE is not a Program of Record, nor an Acquisition Program per the
Defense Acquisition System, but rather an agile, unifying approach to improving the
Department's IT and cybersecurity capabilities. With an enhanced IT infrastructure, DCMA
will provide decision-makers improved more secure access to actionable acquisition
insight that matters.

I.   Description of Operations Financed (cont.)
FY 2018 Budget

DCMA's primary costs of operations are civilian personnel and personnel support costs. The FY 2018 request supports the cost of compensating and maintaining a skilled workforce performing critical acquisition support functions in a global environment. Approximately eighty percent of the FY 2018 budget is personnel compensation and benefits for the direct funded employees. The remaining twenty percent includes IT sustainment, facility sustainment and leases, travel, supplies and equipment.

DCMA's priorities are to stabilize overall FTE levels while adjusting skills to match workload requirements, protect critical investments for emerging DoD IT requirements, increase competency levels (with an increasingly junior workforce), manage our footprint (from both a cost and security perspective), and reduce the contract administration backlog.

DCMA's FY 2018 personnel compensation budget supports the more than 11,000 employees performing CAS, quality assurance reviews, and acquisition insight on behalf of DoD. In FY 2018 DCMA is stabilizing its workforce in order to address critical non-labor investments in IT and facilities. At the same time, we are capitalizing on efficiencies gained through automation to redirect attention to cost and pricing analysis, commercial item determination insight, and mission assurance.

The FY 2018 IT non-labor budget is approximately 48% of DCMA's non-labor budget and totals $124M. The largest program of the IT budget is for mandatory infrastructure sustainment, ensuring DCMA and our customers can access information anywhere and anytime, worldwide. A recent RAND study identified vulnerabilities in the DCMA IT infrastructure

I.   <u>**Description of Operations Financed (cont.)**</u>
that are being addressed with this budget submission. Equipment purchases and
maintenance that has been deferred over the last two budget cycles to focus on Integrated
Workload Management System (IWMS) and Mechanization of Contract administration Services
(MOCAS) investments are a critical priority for FY 2018. The second largest program is
network security, which ensures DCMA's networks and proprietary government information
remains operational and secure. Cyber security is a major priority with increasing and
innovative threats to DCMA and DoD information. DCMA maintains critical acquisition and
industrial base information that needs to be protected, and a reliable, efficient network
infrastructure is a key component to cyber security. The transition to the JIE improves
DCMA's cyber position; JIE information security initiatives and additional policy
mandates require regular increasing investments, and constant adjustments to respond to
threats. The next largest IT programs are life-cycle management of software systems like
Mechanization of Contract Administration Services and Integrated Workforce Management
System. To maintain maximum flexibility, DCMA uses support from other DoD and intra-
governmental agencies where practical to promote IT efficiencies and information sharing.

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 and requires hardware and equipment
in FY 2018 to support the move of a Datacenter. There is a multiyear strategic plan in
place to complete these moves and reductions will be reinvested in future critical
priorities.

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. DCMA successfully completed an
organizational restructuring and delayering plan that streamlined mission operations,

I.   Description of Operations Financed (cont.)

further demonstrating our commitment as good stewards of the nation's resources entrusted to us. The Agency will continue to explore strategic efficiency initiatives to position it to provide quality contract administration services, facilitate the delivery of critical Departmental emerging needs, and support/implement current and future leadership strategic areas of focus.

II. Force Structure Summary:

N/A

Defense Contract Management Agency
Operation and Maintenance, Defense-Wide
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III. Financial Summary ($ in thousands)

			FY 2017				
			Congressional Action				
A. BA Subactivities	FY 2016 Actual	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2018 Estimate
1. Operational Support	**1,343,228**	**1,356,380**	**0**	**0.0**	**0**	**1,356,380**	**1,439,010**
Contract Management	1,343,228	1,356,380	0	0.0	0	1,356,380	1,439,010
Total	**1,343,228**	**1,356,380**	**0**	**0.0**	**0**	**1,356,380**	**1,439,010**

* The FY 2016 Actual column includes $8,445.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column excludes $13,600.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column excludes $21,300.0 thousand of FY 2018 OCO Appropriations funding.

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

B. <u>Reconciliation Summary</u>	Change <u>FY 2017/FY 2017</u>	Change <u>FY 2017/FY 2018</u>
Baseline Funding	1,356,380	1,356,380
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	1,356,380	
Fact-of-Life Changes (2017 to 2017 Only)		
Subtotal Baseline Funding	1,356,380	
Supplemental		
Reprogrammings		
Price Changes		26,002
Functional Transfers		
Program Changes		56,495
Current Estimate	1,356,380	1,438,877
Less: Wartime Supplemental		
Normalized Current Estimate	1,356,380	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2017 President's Budget Request (Amended, if applicable)		**1,356,380**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2017 Appropriated Amount		**1,356,380**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2017 Baseline Funding		**1,356,380**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2017 Estimate		**1,356,380**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2017 Normalized Current Estimate		**1,356,380**
6. Price Change		26,002
7. Functional Transfers		
a. Transfers In		
1) Personnel Compensation (FIAR Reallocation) Transfer from OUSD(C) for Financial Improvement and Audit Readiness. (+1 FTEs)		
8. Program Increases		80,043
a. Annualization of New FY 2017 Program		
b. One-Time FY 2018 Increases		
c. Program Growth in FY 2018		
1) IT Contract Support Services	23,141	
Program Growth needed to support transition and sustainment of DCMA's network operations and IT investments that were deferred in FY 2017. A recent		

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

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

        RAND study identified infrastructure vulnerabilities
and the importance of DCMA to become more compliant
with Joint Information Environment requirements.
(FY 2017 Baseline: $22,600 thousand)

  2) Mgt Prof Support Svcs   13,000
        DCMA Management & Professional services are used
primarily for technical and engineering services in
Information Technology and FIAR. The funding increase
is the result of properly aligning costs that were
previously captured under Line 989, Other Services.
(FY 2017 Baseline: $0 thousand)

  3) Other Intra-Govt Purchases   11,066
        Increase in intra government purchases are a result
of increased workload in the OCONUS environment and
necessary procurement of State Department services.
Additionally, estimates for the services provided by
the Civilian Human Resource Agency increased. (FY
2017 Baseline: $15,453 thousand)

  4) Rental Payments to GSA (SLUC)   6,821
        DCMA is required to pay GSA for renovation cost over
a five year lease term. Additional funding also
covers annual increases in property tax, operations
and maintenance, and GSA fees per the agreement
between DCMA and GSA/USACE. (FY 2017 Baseline:
$19,145 thousand)

  5) Other Services   6,212
        Increase in other services is due to additional
contract requirements to prepare for the FY 2018
audit assessment and additional support from Ability

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

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

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One to execute Contract Closeout efforts for DCMA and the services' contracts. Prior to DAI, Management and Professional Services (Line 932) was captured under this Object Class. The total increase prior to properly aligning line 932 was $19,212. Adjusted total increase is $6,212 ($19,212-$13,000)   (FY 2017 Baseline: $10,984 thousand)

6) Travel of Persons   4,750
The increase in travel is required to support DCMA's cost and pricing experts to meet the demands of the growing cost and pricing mission as well as the emerging need for additional commercial item pricing capability. (FY 2017 Baseline: $24,409 thousand)

7) Equipment Purchases (Non-Fund)   4,506
Program growth attributable to cyber security requirements and new network optimization mandates that support Joint Information Environment goals. (FY 2017 Baseline: $40,327 thousand)

8) Equipment Maintenance By Contract   4,358
Increased funding is required to support end user equipment and software maintenance and sustainment. (FY 2017 Baseline: $86 thousand)

9) Rents (Non-GSA)   1,383
The increase in funding is required as a result of DCMA's FY17 planned moves from lease spaces not occurring. While there are some moves happening in FY17, the total amount is much less than anticipated. FY18 leased space cost does reflect a reduced amount from FY16 as a result of some moves. (FY 2017

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

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

Baseline: $921 thousand)

10) DFAS Financial Operations   1,329
   Increase in cost is based on the service provider
   estimates. Based on the FY 2016 actual cost,
   estimates in FY 2017 were significantly lower than
   what will be executed in the current year and FY
   2018. (FY 2017 Baseline: $6,222 thousand)

11) Facilities Sustainment Restoration and Modernization   1,122
   FSRM costs increase is due to the initial investment
   required for the transition from commercial leased
   spaces to Federal Buildings and DoD facilities.
   Additional cost were also needed to cover moves that
   had to be deferred to FY 2018.   (FY 2017 Baseline:
   $6,639 thousand)

12) Purchase Communications   1,080
   Increased usage of laptop and tablet devices
   providing employees greater mobility, has increased
   cost of communication data services for the agency.
   (FY 2017 Baseline: $7,971 thousand)

13) Printing & Reproduction   915
   Increased costs are due to the realignment of
   Contract Media Support Services from line item 989 to
   line 921 as appropriate. (FY 2017 Baseline: $82
   thousand)

14) DISA DISN Subscription Services (DSS)   340
   DCMA pays proportional costs to DISA for DISN
   Subscription Services. This is the first year DCMA
   is separately showing budget for this cost.
   Previously this cost was captured under budget line

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

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

647. (FY 2017 Baseline: $0 thousand)

   15) DISA Telecom Svcs   20

      DCMA pays proportional costs to DISA for
      telecommunications service. This program changes
      reflects expected growth to support service provider
      estimates.   (+6,647 FTEs)

9. Program Decreases   -23,548

  a. Annualization of FY 2017 Program Decreases

  b. One-Time FY 2017 Increases

  c. Program Decreases in FY 2018

    1) Personnel Compensation   -20,521

      This budget adjustment reflects workforce reshaping
      efforts required as a result of MHA and delayering
      initiative (inclusive of both Direct (-145 FTEs) and
      Foreign National Direct Hires (-18 FTEs)). DCMA
      priorities are to stabilize overall FTE levels while
      adjusting skills to workload requirements. Adjusting
      the labor to non-labor funding ratio was necessary in
      order to maintain a skilled workforce and maintain
      critical investment programs. (FY 2017 Baseline:
      $1,179,132 thousand; -163 FTEs)

    2) Commercial Transportation   -2,962

      Commercial transportation costs are reducing as DCMA
      anticipates fewer PCS moves. (FY 2017 Baseline:
      $6,020 thousand)

    3) DISA Enterprise Computing Centers   -65

      DCMA pays proportional costs to DISA for Defense
      Enterprise Computing Centers use. This program
      changes reflects expected growth to support service

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
provider estimates. (FY 2017 Baseline: $0 thousand)		
FY 2018 Budget Request		**1,438,877**

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

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. 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. 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

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

processes, 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, 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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V. <u>Personnel Summary</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	Change <u>FY 2016/</u> <u>FY 2017</u>	Change <u>FY 2017/</u> <u>FY 2018</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>516</u>	<u>510</u>	<u>491</u>	<u>-6</u>	<u>-19</u>
Officer	433	436	417	3	-19
Enlisted	83	74	74	-9	0
<u>Reserve Drill Strength (E/S) (Total)</u>	<u>33</u>	<u>130</u>	<u>225</u>	<u>97</u>	<u>95</u>
Officer	27	102	121	75	19
Enlisted	6	28	104	22	76
<u>Civilian End Strength (Total)</u>	<u>11,492</u>	<u>11,972</u>	<u>11,401</u>	<u>480</u>	<u>-571</u>
U.S. Direct Hire	10,573	10,994	10,391	421	-603
Foreign National Direct Hire	49	67	49	18	-18
Total Direct Hire	10,622	11,061	10,440	439	-621
Foreign National Indirect Hire	11	13	11	2	-2
Reimbursable Civilians	859	898	950	39	52
<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>11,205</u>	<u>11,364</u>	<u>11,251</u>	<u>159</u>	<u>-113</u>
U.S. Direct Hire	10,286	10,386	10,241	100	-145
Foreign National Direct Hire	49	67	49	18	-18
Total Direct Hire	10,335	10,453	10,290	118	-163
Foreign National Indirect Hire	11	13	11	2	-2
Reimbursable Civilians	859	898	950	39	52

Defense Contract Management Agency
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V. <u>Personnel Summary</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	Change <u>FY 2016/ FY 2017</u>	Change <u>FY 2017/ FY 2018</u>
Average Annual Civilian Salary ($ in thousands)	110.9	112.7	114.8	1.8	2.1
<u>Contractor FTEs (Total)</u>	<u>445</u>	<u>438</u>	<u>449</u>	<u>-7</u>	<u>11</u>

DAWDF and OCO Personnel Summary				Change	Change
	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2016/ FY 2017</u>	<u>FY 2017/ FY 2018</u>
DAWDF End Strength (Total)	356	361	300	5	-61
OCO End Strength (Total)	43	60	91	17	31
DAWDF and OCO End Strength Total	399	421	391	22	-30
DAWDF FTEs (Total)	311	373	347	62	-26
OCO FTEs (Total)	43	54	85	11	31

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

OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017 Price	Program	FY 2017 Estimate	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate
101 Exec, Gen'l & Spec Scheds	1,136,755	21,428	5,979	1,164,162	22,748	-14,954	1,171,956
103 Wage Board	77	1	27	105	2	-27	80
104 FN Direct Hire (FNDH)	3,371	64	977	4,412	86	-996	3,502
111 Disability Compensation	3,292	0	463	3,755	0	-160	3,595
121 PCS Benefits	3,489	0	3,209	6,698	0	-4,251	2,447
199 Total Civ Compensation	**1,146,984**	**21,493**	**10,655**	**1,179,132**	**22,836**	**-20,388**	**1,181,580**
308 Travel of Persons	24,321	462	-374	24,409	488	4,750	29,647
399 Total Travel	**24,321**	**462**	**-374**	**24,409**	**488**	**4,750**	**29,647**
647 DISA Enterprise Computing Centers	3,113	-311	628	3,430	65	-65	3,430
671 DISA DISN Subscription Services (DSS)	0	0	0	0	0	340	340
677 DISA Telecomm Svcs - Reimbursable	6,800	129	-282	6,647	133	20	6,800
696 DFAS Financial Operation (Other Defense Agencies)	6,641	-268	-151	6,222	-251	1,329	7,300
699 Total DWCF Purchases	**16,554**	**-450**	**195**	**16,299**	**-53**	**1,624**	**17,870**
771 Commercial Transport	3,310	63	2,647	6,020	120	-2,962	3,178
799 Total Transportation	**3,310**	**63**	**2,647**	**6,020**	**120**	**-2,962**	**3,178**
901 Foreign National Indirect Hire (FNIH)	624	12	0	636	12	0	648
912 Rental Payments to GSA (SLUC)	20,171	383	-1,409	19,145	383	6,821	26,349
913 Purchased Utilities (Non-Fund)	1,756	33	457	2,246	45	0	2,291
914 Purchased Communications (Non-Fund)	10,293	196	-2,518	7,971	159	1,080	9,210
915 Rents (Non-GSA)	3,697	70	-2,846	921	18	1,383	2,322
917 Postal Services (U.S.P.S)	191	4	36	231	5	0	236
920 Supplies & Materials (Non-Fund)	2,981	57	96	3,134	63	0	3,197
921 Printing & Reproduction	1,147	22	-1,087	82	2	915	999
922 Equipment Maintenance By Contract	515	10	-439	86	2	4,358	4,446

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OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017 Price	Program	FY 2017 Estimate	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate
923 Facilities Sust, Rest, & Mod by Contract	4,274	81	2,284	6,639	133	1,122	7,894
925 Equipment Purchases (Non-Fund)	12,681	241	27,405	40,327	807	4,506	45,640
932 Mgt Prof Support Svcs	9,239	176	-9,415	0	0	13,000	13,000
960 Other Costs (Interest and Dividends)	60	1	4	65	1	0	66
987 Other Intra-Govt Purch	20,181	383	-5,111	15,453	309	11,066	26,828
989 Other Services	18,551	352	-7,919	10,984	220	6,212	17,416
990 IT Contract Support Services	45,698	868	-23,966	22,600	452	23,141	46,193
999 Total Other Purchases	**152,059**	**2,889**	**-24,428**	**130,520**	**2,611**	**73,604**	**206,735**
Total	**1,343,228**	**24,457**	**-11,305**	**1,356,380**	**26,002**	**56,628**	**1,439,010**

* The FY 2016 Actual column includes $8,445.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column excludes $13,600.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column excludes $21,300.0 thousand of FY 2018 OCO Appropriations funding.

Department of Defense
Fiscal Year 2018 Budget Estimates

May 2017

Defense Human Resources Activity (DHRA)
Defense-Wide Justification Book
Operation and Maintenance

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Defense Human Resources Agency
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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.

Defense Human Resources Agency
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Monterey/ Seaside, CA

DMDC

Alexandria, VA

HQ DHRA
DCPAS
DMDC
DLNSEO
DPFSC
DSPO
DTMO
OACT
SAPRO

DCPAS Field Offices are in Macon, GA; Dayton, OH; San Francisco, CA; Boston, MA; Cleveland, OH; Denver, CO; Jacksonville, FL; Sea ttle, WA; New York, NY; Philadelphia, PA; Dallas, TX; Southbridge, MA; Smyrna, GA; Sacramento, CA; Honolulu, HI; Columbia, MD; San Antonio, TX; Trav is AFB, CA; Seckenheim, GE

DMDC has two major offices: One in Monterey|Seaside, CA and one in Alexandria, VA; and field offices in Seoul, Republic of Korea, Mannheim, Landstuhl, Germany, and San Antonio, TX

DANTES is located in Pensacola, FL.

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

	FY 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
DHRA	704,805	13,021	14,631	732,457	14,414	60,883	807,754

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)) that consists of a headquarters and multiple Components. DHRA by design gives USD (P&R) greater capability and flexibility in managing the work of a diverse set of activities supporting the department's human resources mission. Each Component within DHRA has a unique, but complementary mission set. Headquarters DHRA serves as an intermediate headquarters, planning, programming, and budgeting for all activities within the DHRA enterprise and in execution coordinating and providing direct oversight to 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 2018 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;

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

- Provide program and policy support and associated information management and administrative services to the DoD Components on civilian HR matters;

- 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 DoD;

- Administer the suicide prevention policies and programs for the DoD;

- Administer transition assistance policies and programs for the DoD;

- Administer the combating trafficking in persons policies and programs for the DoD;

- 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 DoD; assist in establishing strategic direction and in establishing and administering travel policy; 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; and

I. **Description of Operations Financed (cont.)**
- Assist Service members and Veterans pursue their educational goals and earn degrees or certifications during and after their service, through the Defense Activity for Non-Traditional Education Support (DANTES).

The Field Activity is comprised of thirteen operational programs that support the OUSD (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 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 2018 DHRA budget represents a net programmatic increase of approximately $60.9 million, which includes the transfer in of the Defense Activity for Non-Traditional Educational Support (DANTES). In addition, an increase to the Joint Advertising, Market Research and Studies (JAMRS), which resides in the Survey Testing, Research, and Assessment (STAR) program.

Increases and decreases are detailed at the program level.

Advanced Distributed Learning (ADL):

(Dollars in Thousands)		
FY 2016	**FY 2017**	**FY 2018**
592	0	0

I.   Description of Operations Financed (cont.)

In FY 2017 the ADL Registry program transferred to OUSD (P&R) in the Office of the Secretary of Defense (OSD) budget.

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.

Computer/Electronic Accommodations Program (CAP):

(Dollars in Thousands)		
FY 2016	**FY 2017**	**FY 2018**
8,801	7,799	7,040

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 (MTF), 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 products and services at no additional cost to the requestor for products and services through this 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

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I.   Description of Operations Financed (cont.)
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 Advisory Committee on Women in the Service (DACOWITS):

(Dollars in Thousands)		
FY 2016	FY 2017	FY 2018
241	436	434

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 a report with substantive policy or legislative recommendations to the DoD at the end of approximately one year of effort.

More information on DACOWITS can be found at http://dacowits.defense.gov

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

(Dollars in Thousands)		
FY 2016	FY 2017	FY 2018
22,451	31,316	36,295

I.   Description of Operations Financed (cont.)

DCPAS Mission Programs support the development of innovative and fiscally responsible DoD civilian personnel policies, while providing advisory services, programs, and solutions that strengthen the mission readiness and morale of DoD HR professionals and over 800,000 civilian employees.

DCPAS Mission Programs include:

- HR Strategic Programs and Advisory Services Directorate develops and implements innovative human resource management solutions that enable our customers, leaders, managers, and employees throughout the Department of Defense to ensure the DoD civilian workforce is ready and able to effectively support the Warfighter and the national security mission.

- HR Operational Programs and Advisory Services Directorate develops, manages, and evaluates programs in support of current HR lifecycle functions and provides advisory support for HR operational functions. Through these programs, DCPAS develops and recommends administrative policy for the effective management of the DoD civilian workforce. These programs ensure DoD HR administration is consistent, equitable, cost effective, and optimally crafted to promote mission readiness while satisfying the needs of managers and individual employees.

- Investigations and Resolutions Directorate investigates EEO discrimination complaints for DoD agencies, including Military Departments and Defense agencies. Through this program, DoD employees and managers are provided with a cadre of trained, unbiased investigators who ensure complaints are examined thoroughly, fairly, and in a timely manner. In addition, this program promotes and facilitates the use of alternative dispute resolution, which provides complainants and stakeholders with mutually acceptable outcomes at significantly lower costs to the Department, compared with formal investigations.

I.   Description of Operations Financed (cont.)

In FY 2018, 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.

Defense Language and National Security Education Office (DLNSEO)

(Dollars in Thousands)		
FY 2016	FY 2017	FY 2018
59,834	53,535	48,511

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. DLNSEO works to ensure that the Department has the required combination of language, regional, and cultural capabilities to meet its current and projected needs and creates a workforce pipeline that supports U.S. national security needs for the future.

DLNSEO provides OSD-level guidance in the areas of language and culture training, testing and curriculum development. It develops, recommends, and monitors policies for language, regional and culture related to the accession management, and utilization of members of the Armed Forces and DoD civilian employees. DLNSEO supports the DoD mission of building

I.   Description of Operations Financed (cont.)

partner capacity through innovative concepts 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 DoD and government agencies immediate surge or training requirements and national emergencies.

DMDC - DEERS:

(Dollars in Thousands)		
FY 2016*	**FY 2017**	**FY 2018**
0	51,063	50,582

*FY 2016 note: DMDC-Defense Enrollment Eligibility Reporting System (DEERS) became 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

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

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 Service member'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 Service member's Group Life Insurance (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).

I.   Description of Operations Financed (cont.)

-*Benefits* provide 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)		
FY 2016*	FY 2017	FY 2018
0	63,127	64,389

*FY 2016 note: DMDC-Real-Time Automated Personnel Identification System (RAPIDS) became a new program line in the DHRA FY 2017 President's Budget Request and was previously captured in the DEERS/RAPIDS/CAC program line.

The RAPIDS program is comprised of the Common Access Card (CAC) and Uniformed Services Identification card (USID), (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. The Uniformed Services Identification (USID) card is the credential for military retirees, family members, Inactive Ready Reserve, Medal of Honor recipients, 100% Disabled American Veterans, and other personnel categories. All DoD identification cards use the DEERS database for authentication and personnel information.

I.   Description of Operations Financed (cont.)

-*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 and issue DoD identity credentials.

DMDC - EDS:

(Dollars in Thousands)		
FY 2016*	FY 2017	FY 2018
0	45,486	44,624

*FY 2016 note: DMDC-Enterprise Data Service (EDS) became a new program line in the DHRA FY 2017 President's Budget Request and was previously captured in the DEERS/RAPIDS/CAC program line.

I.   Description of Operations Financed (cont.)

The Enterprise Data Service 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.

-*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)		
FY 2016*	**FY 2017**	**FY 2018**
0	38,390	39,158

I. Description of Operations Financed (cont.)

*FY 2016 note: DMDC-Personnel Accountability (PA) became a new program line in the DHRA FY 2017 President's Budget Request and was previously captured in the SPOT program line.

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, 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

I.   Description of Operations Financed (cont.)

available 24 hours a day, seven days a week. The DMDC has program oversight and the Defense Travel Management Office has functional oversight.

DMDC - STAR:

(Dollars in Thousands)		
FY 2016*	FY 2017	FY 2018
0	43,828	81,051

*FY 2016 note: DMDC-STAR became 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.

I.   Description of Operations Financed (cont.)

-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 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)		
FY 2016	FY 2017	FY 2018
38,921	45,282	46,187

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

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

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.

-*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, which 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.

I.   Description of Operations Financed (cont.)

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 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)		
FY 2016*	FY 2017	FY 2018
64,210	79,565	78,597

*FY 2016 note: DMDC-EHRIS became 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 was realigned internally between DHRA components from DCPAS to DMDC in FY 2016. 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

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

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.

-*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.

I.   Description of Operations Financed (cont.)

JAMRS:

(Dollars in Thousands)		
FY 2016	**FY 2017**	**FY 2018**
25,894	0	0

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

P&R IM:

(Dollars in Thousands)		
FY 2016	**FY 2017**	**FY 2018**
3,315	0	0

The FY 2017 P&R IM program funding was 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)		
FY 2016	**FY 2017**	**FY 2018**
138,821	0	0

In FY 2017, this program line was 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.

I.   Description of Operations Financed (cont.)

- RAPIDS and CAC has become a program line in the DHRA budget under DMDC-RAPIDS.
- 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)		
FY 2016	FY 2017	FY 2018
3,517	0	0

In FY 2017, HRSAP was 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)		
FY 2016	FY 2017	FY 2018
24,623	0	0

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

Defense Travel Management Office (DTMO):

(Dollars in Thousands)

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

FY 2016	FY 2017	FY 2018
13,026	19,938	20,139

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 station and housing 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

Employer Support of the Guard and Reserve (ESGR):

(Dollars in Thousands)		
FY 2016	FY 2017	FY 2018
6,696	7,788	11,964

I.   Description of Operations Financed (cont.)

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 4,000 volunteers and approximately 67 support staff members to increase the readiness of the Reserve Components.

ESGR's national employer engagement 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.

Yellow Ribbon Reintegration Program (YRRP) Office:

(Dollars in Thousands)		
FY 2016	**FY 2017**	**FY 2018**
25,205	7,389	4,013

I.   Description of Operations Financed (cont.)

The 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. The 2008 National Defense Authorization Act (Public Law 110-181, Section 582) created YRRP 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), and Post-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 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.

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

Federal Voting Assistance Program (FVAP):

(Dollars in Thousands)		
FY 2016	FY 2017	FY 2018
4,963	3,651	4,469

FVAP administers many of the federal responsibilities of the Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA) of 1986 and other federal military voter registration and assistance laws. 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 work with State and local election officials. FVAP reaches out to members of the military and overseas citizens by executing a comprehensive communication and media engagement plan with a special emphasis on younger, first time voters. These efforts include sending emails and mail pieces to all members of the Uniformed Services, conducting interactive social media activities, developing and disseminating public service announcements, and placing 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 their Voting Assistance Officers and Installation Voter Assistance Offices charged with providing in-person assistance to UOCAVA voters at command, installation and unit levels.

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

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

Office of the Actuary (OACT):

(Dollars in Thousands)		
FY 2016	**FY 2017**	**FY 2018**
553	513	299

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 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/.

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

Sexual Assault Prevention and Response Office (SAPRO):

(Dollars in Thousands)		
FY 2016	FY 2017	FY 2018
22,565	17,196	25,086

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 implementation of Sexual Assault Prevention Response (SAPR) program in order to prevent the crime and 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
- Assesses the capability of the Department to respond to the needs of adult sexual assault victims in the military
- Oversees Service 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

I.   Description of Operations Financed (cont.)

- Manages the DoD Safe Helpline

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

Transition to Veterans Program Office (TVPO):

(Dollars in Thousands)		
FY 2016	**FY 2017**	**FY 2018**
3,447	3,047	3,298

The TVPO promotes, advances, and instills a culture of career-ready Service members through Transition Assistance Program (TAP) policy and program development, management, and oversight, helping the Department secure the pipeline for the All-Volunteer Force.

TAP was redesigned in 2012 following passage of Public Law 112-56 and codified through Department of Defense Instruction 1332.35. The program provides information, tools, and training to ensure that the approximately 200,000 known eligible Service members who separate, retire, or are released from active duty each year are prepared for civilian life. In its role overseeing TAP, TVPO has created a national Memorandum of Understanding with its federal partners - the Departments of Veterans Affairs, Labor, and Education as well as the Small Business Administration and the Office of Personnel Management - to codify the federal government's long-term commitment to govern, staff, resource, and deliver TAP at over 200 military installations. All Service members separating after 180 days of continuous Active Duty under Title 10 are required to take part in TAP. Under the Military Life Cycle transition preparation model, TVPO is leading a change to the Department's culture from an end-of-Service transition planning commitment to a career-

I.   Description of Operations Financed (cont.)

long approach, with career readiness planning emphasized at every step of a Service member's career. TVPO oversees the military Departments' implementation of TAP to ensure program delivery is in accordance with law, policy, and leadership intent. Its collaboration with external partners fosters opportunities to enhance Service member career readiness. And TVPO's OMB-approved interagency TAP Evaluation Strategy provides a pathway for the development and implementation of program evaluation and assessment policies and programs to ensure continual improvement in TAP effectiveness.

Defense Suicide Prevention Office (DSPO):

(Dollars in Thousands)		
FY 2016	**FY 2017**	**FY 2018**
25,628	5,656	5,401

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 post-intervention efforts to reduce suicidal behaviors in Service members and their families in order to increase the readiness of the force.

Labor:

(Dollars in Thousands)		
FY 2016	**FY 2017**	**FY 2018**
164,190	166,398	173,422

I.   Description of Operations Financed (cont.)

The DHRA Labor program line funds civilian pay and benefits for 1,198 government civilian Full Time Equivalents for FY 2018.

Operations:

(Dollars in Thousands)		
FY 2016	FY 2017	FY 2018
47,312	41,054	42,813

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 2017				
			Congressional Action				
A. BA Subactivities	FY 2016 Actual	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2018 Estimate
4. Administration & Servicewide Activities	704,805	732,457	0	0.0	0	732,457	807,754
Advanced Distributed Learning	592	0	0	0.0	0	0	0
Computer/Electronic Accommodations Program	8,801	7,799	0	0.0	0	7,799	7,040
DANTES - Defense Activity for Non-Traditional Education	0	0	0	0.0	0	0	19,982
DCPAS - Mission Programs	22,451	31,316	0	0.0	0	31,316	36,295
Defense Advisory Committee on Women in the Services	241	436	0	0.0	0	436	434
Defense Language and National Security Education Office	59,834	53,535	0	0.0	0	53,535	48,511
Defense Resources Management Institute	3,315	0	0	0.0	0	0	0
Defense Suicide Prevention Office	25,628	5,656	0	0.0	0	5,656	5,401
Defense Travel Management Office	13,026	19,938	0	0.0	0	19,938	20,139
DMDC - DEERS/RAPIDS/CAC	138,821	0	0	0.0	0	0	0
DMDC - Defense Enrollment Eligibility Reporting System	0	51,063	0	0.0	0	51,063	50,582

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III. Financial Summary ($ in thousands)

			FY 2017				
			Congressional Action				
A. BA Subactivities	FY 2016 Actual	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2018 Estimate
(DEERS)							
DMDC – Enterprise Data Services (EDS)	0	45,486	0	0.0	0	45,486	44,624
DMDC – Enterprise Human Resources Information System (EHRIS)	64,210	79,565	0	0.0	0	79,565	78,597
DMDC – Human Resources Strategic Assessment Program	3,517	0	0	0.0	0	0	0
DMDC – Personnel Accountability (PA)	0	38,390	0	0.0	0	38,390	39,158
DMDC – Personnel Security Assurance	38,921	45,282	0	0.0	0	45,282	46,187
DMDC – Real-Time Automated Personnel Identification System (RAPIDS)	0	63,127	0	0.0	0	63,127	64,389
DMDC – Survey Testing, Research, And Assessment (STAR)	0	43,828	0	0.0	0	43,828	81,051
DMDC – Synchronized Pre-deployment and Operational Tracker	24,623	0	0	0.0	0	0	0
Federal Voting Assistance Program	4,963	3,651	0	0.0	0	3,651	4,469
FEPP - Employer Support of the Guard	6,696	7,788	0	0.0	0	7,788	11,964

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

			FY 2017				
			Congressional Action				
	FY 2016	**Budget**				**Current**	**FY 2018**
A. <u>BA Subactivities</u>	**<u>Actual</u>**	**<u>Request</u>**	**<u>Amount</u>**	**<u>Percent</u>**	**<u>Appropriated</u>**	**<u>Estimate</u>**	**<u>Estimate</u>**
and Reserve							
FEPP - Yellow Ribbon Reintegration Program	25,205	7,389	0	0.0	0	7,389	4,013
Joint Advertising Marketing and Research (JAMRS)	25,894	0	0	0.0	0	0	0
Labor	164,190	166,398	0	0.0	0	166,398	173,422
Office of The ACTUARY	553	513	0	0.0	0	513	299
Operations	47,312	41,054	0	0.0	0	41,054	42,813
Sexual Assault Prevention and Response Office	22,565	17,196	0	0.0	0	17,196	25,086
Transition to Veterans Program Office	3,447	3,047	0	0.0	0	3,047	3,298
Total	**704,805**	**732,457**	**0**	**0.0**	**0**	**732,457**	**807,754**

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

B. <u>Reconciliation Summary</u>	Change <u>FY 2017/FY 2017</u>	Change <u>FY 2017/FY 2018</u>
Baseline Funding	**732,457**	**732,457**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**732,457**	
Fact-of-Life Changes (2017 to 2017 Only)		
Subtotal Baseline Funding	**732,457**	
Supplemental		
Reprogrammings		
Price Changes		14,414
Functional Transfers		22,657
Program Changes		38,226
Current Estimate	**732,457**	**807,754**
Less: Wartime Supplemental		
Normalized Current Estimate	**732,457**	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2017 President's Budget Request (Amended, if applicable)		**732,457**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2017 Appropriated Amount		**732,457**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2017 Baseline Funding		**732,457**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2017 Estimate		**732,457**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2017 Normalized Current Estimate		**732,457**
6. Price Change		14,414
7. Functional Transfers		22,657
a. Transfers In		
1) Defense Activity for Non-Traditional Education Support (DANTES).	25,783	
The Department of the Navy transferred the DANTES program to DHRA. The DANTES program helps Service members and Veterans pursue their educational goals and earn degrees or certifications both during and after their service.		
(FY 2017 Baseline: $0 thousand; +46 FTEs)		
b. Transfers Out		
1) Joint Service Provider (JSP)	-3,111	
DHRA transferred funding for common IT support to the		

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

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

        JSP in the Defense Information Systems Agency (DISA).
        (FY 2017 Baseline: $3,050 thousand; +0 FTEs)

    2) USAJOBS   -15
        DHRA transferred funds to the Washington Headquarters
        Services to finance its share of the 4th Estate bill
        from the Office of Personnel Management for USAJOBS
        services. This will eliminate the need for Military
        Interdepartmental Purchase Requests during the year
        of execution and to support achieving auditable
        financial statements.
        (FY 2017 Baseline: $15,917 thousand; +0 FTEs)

8. Program Increases   70,926
  a. Annualization of New FY 2017 Program
  b. One-Time FY 2018 Increases
  c. Program Growth in FY 2018
    1) DMDC - Survey Testing, Research, and Assessment   38,684
    (STAR)
        This increase supports the Secretary of Defense's
        priority in funding Force of the Future initiatives
        by developing and executing an aggressive advertising
        campaign by JAMRS to connect with two critical target
        markets: 1) prospective applicants and 2)
        influencers across America. The SECDEF stated that
        "We have to draw talent from our country's entire
        pool of population for our all-volunteer force." The
        increase will assist the Service Recruiting Commands,
        narrow the military/civilian divide, and broaden the
        recruiting pool through a marketing campaign which
        includes a broad advertising strategy as well as

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

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

niche and micro targeted marketing. The broad
strategy involves 1) paid media for targeted
television, 2) online (digital) advertising, and 3)
an integrated campaign for simultaneous online and
paid television advertising. These campaigns will be
executed at a Joint Level for maximum reach and
efficiency and will utilize paid media (TV, digital),
social media, direct marketing, and earned media
(public relations) to generate awareness, engagement
and recruiting leads. Doing so will expand outreach
given the challenging recruiting market and future
needs of the Department. (FY 2017 Baseline: $43,828
thousand; +0 FTEs)

2) Sexual Assault Prevention Program Office (SAPRO)   7,608
   Funds will enable SAPRO to begin building capacity
   and capability within the DoD to strengthen sexual
   assault prevention; support critical emerging
   research efforts to guide sexual assault response
   policy into the future; improve oversight of Service
   programs; implement the DoD Retaliation Prevention
   and Response Strategy; and execute the DoD Plan to
   Prevent and Respond to Sexual Assault of Military
   Men.
   (FY 2017 Baseline: $17,196 thousand; +0 FTEs)

3) Civilian Pay   6,015
   +$2,117 thousand to properly fund the DANTES FTEs to
   the DHRA civilian pay rate.
   +$3,898 thousand to fund the civilian FTEs to the
   proper FY 2018 civilian pay rate. The FY 2017

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

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

average annual rate (AAR) was lower based on a
projected position restructuring for lowering grade
levels in specific areas. This has not materialized
due to lower than anticipated attrition and the FY
2018 budget accordingly reflects the higher AAR.
(FY 2017 Baseline: $166,398 thousand; +0 FTEs)

4) Operations   5,918
+$4,410 thousand increase to DHRA Headquarters for
the DoD mandated Windows 10 update to improve
cybersecurity posture, and streamline the IT
operating environment.
+$1,225 thousand properly realigned to Defense
printing and publications line from the printing and
reproduction services line.
+$283 thousand increase for Defense Finance and
Accounting Services (DFAS) due to increased workload
for audit readiness and DAI conversion.
(FY 2017 Baseline: $41,054 thousand; +0 FTEs)

5) Defense Civilian Personnel Advisory Services (DCPAS)   5,297
+$4,246 thousand for The Force of the Future: Center
for Talent Development (CTD) and Civilian Human
Capital Innovation Lab -
The CTD will provide the DoD a holistic, structured,
and consistent approach to training, developing, and
educating the civilian workforce in support of our
national defense. The CTD will have three distinct
roles: (1) to assist in the development of policy for
talent development, (2) to conduct research and
development on human capital excellence, and (3) to

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

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

propose and deliver world class learning and
development opportunities and tools that DoD will use
to build the capability and capacity of the civilian
workforce.
+$800 thousand in other intra-governmental purchases
for Investigations Resolution and Dispute Contract.
The DCPAS, Investigations and Resolutions Directorate
(IRD) is responsible for investigating civilian
employees' and applicants' complaints of
discrimination filed against the military departments
and Defense agencies. Funding will double the number
of cases being sent per week to the contractor for
investigation. IRD processes roughly 2,500 cases each
year for the Department, more than half of which are
closed by report of investigation (ROI). This
expansion of contract investigation support will
ensure an additional 20% of DoD cases closed by ROI
will comply with regulatory requirements.
+$251 thousand for the Acculturation Course, a
foundational enterprise-wide orientation of the DoD
mission, culture, structure, and operation. This
foundational course supports readiness and
strengthens workforce capability and is part of the
DoD's New Beginnings Initiative on performance
management. The current course is out of date both
in content and functionality, and requires updates.
(FY 2017 Baseline: $31,316 thousand; +0 FTEs)
6) FEPP - Employer Support of the Guard and Reserve   4,020
(ESGR)

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals

+$2,956 thousand realigned from FEPP - YRRP to FEPP - ESGR. FEPP has undergone a realignment of missions between ESGR and YRRP, and consolidated contracts for efficiency.

+$1,064 supports increases in communications that are necessary due to the changes in services such as capability and storage required to support the field committees.

(FY 2017 Baseline: $7,788 thousand; +0 FTEs)

7) Federal Voting Assistance Program (FVAP)   1,515

+$1,410 thousand increase in contract support to provide more direct-to-voter assistance to military and overseas citizen voters for the 2018 mid-term elections for federal office. This increase in contract support will ensure that FVAP provides voters information about registration, voting procedures, and materials pertaining to scheduled elections for Federal and non-Federal offices, help FVAP to obtain and leverage post-election data to refine its performance management dashboard and refine engagement strategies for State and local election officials, produce its annual post-election report to Congress. Finally, FVAP will increase communications and outreach to help FVAP customers understand FVAP's resources, and establish FVAP.gov as the official source for military and overseas absentee voting information for the CY 2018 mid-term elections for federal office.

+$105 thousand increase in travel to train

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

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

installation and voting assistance officers for the
2018 federal elections.
(FY 2017 Baseline: $3,651 thousand; +0 FTEs)

8) Transition to Veteran's Program Office (TVPO)   1,243
+$1,207 thousand in other contracts in support of the
Defense Business Systems and the single E-form
initiative roll out enhancements and maintenance.
+$36 thousand in supplies will support this effort.
(FY 2017 Baseline: $3,047 thousand; +0 FTEs)

9) Computer/Electronic Accommodations Program (CAP)   565
Projected increase in purchased communications due to
IT support for computers, server for the CAP Portal,
blackberries and telephones based on the type of
accommodation requests for assistive technology and
support services to DoD civilian employees with
disabilities.
(FY 2017 Baseline: $7,799 thousand; +0 FTEs)

10) Defense Travel management Office (DTMO)   61
+$56 thousand increase in travel for site inspectors
to approve various hotels, and motels, which are on
the preferred travel list for DoD travel locations.
+$5 thousand supplies to support this effort.
(FY 2017 Baseline: $19,938 thousand; +0 FTEs)

9. Program Decreases   -32,700
  a. Annualization of FY 2017 Program Decreases
  b. One-Time FY 2017 Increases
  c. Program Decreases in FY 2018
    1) Defense Language and National Security Education   -6,095
    Office (DLNSEO)

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals

-$3,403 thousand reduction to Language Training Centers (LTC) Program. Reduces initial language acquisition training such as Arabic, Georgian, Persian, Russian, and curtails iso-immersion activities in Iraqi, Persian, and Pashto. Program requirements will be reassessed for initial training needs.

-$1,718 thousand reduction to Virtual Culture Awareness Trainer (VCAT) Program. Defers development of mobile versions of two joint training VCAT courses and continues non-mobile courses.

-$974 thousand reduction to DoD Language Testing Program. Defers DoD-level psychometric scientific and technical expertise oversight of development and maintenance of foreign and English language tests, and instead relies on Service-level expertise to mitigate risk and assess reliability of language proficiency tests, which are mission critical readiness indicators. (FY 2017 Baseline: $53,535 thousand; +0 FTEs)

2) Civilian Pay .... -4,923

-$3,041 thousand for -21 civilian FTE reduction efficiencies.

-$1,882 thousand for -13 Major Headquarters Activities civilian FTE reductions.   (FY 2017 Baseline: $166,398 thousand; -34 FTEs)

3) Operations .... -4,825

-$2,724 thousand for SRRB efficiencies reductions in other intra-governmental purchases.

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

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

       -$1,225 thousand realigned from printing and
reproduction to Defense Printing line.
-$461 thousand rental payments to GSA for tenants
move to the Mark Center.
-$320 thousand in travel efficiencies.
-$90 thousand in supplies to support efficiencies.
-$5 thousand in commercial transportation.
(FY 2017 Baseline: $41,054 thousand; +0 FTEs)

  4) FEPP - Yellow Ribbon Reintegration Program (YRRP)   -3,524
-$2,956 thousand realignment to to FEPP - ESGR other
contracts.
-$305 thousand efficiencies in other intra-
governmental purchases.
-$263 thousand in other contracts efficiencies.
(FY 2017 Baseline: $7,389 thousand; +0 FTEs)

  5) DMDC - Enterprise Human Resources Information System   -2,569
(EHRIS)
-$2,569 thousand in other Intra-governmental
purchases for the Civilian Human Resource Management
IT Portfolio Sustainment projects reprioritization
and efficiencies obtained.
(FY 2017 Baseline: $79,565 thousand; +0 FTEs)

  6) DMDC - Survey Testing, Research, and Assessment   -2,339
(STAR)
    Decrease in other-governmental purchases; reductions
achieved through efficiencies found by shifting the
award schedules of severable requirements into award
patterns that complement the annual appropriation
schedule, and to lessen the risk of future unfunded

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

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

requirements.
(FY 2017 Baseline: $43,828 thousand; +0 FTEs)

7) Enterprise Data Services (EDS)	-1,772	

-$1,261 thousand funding is reduced in support of the
Department's efforts to move towards enterprise
licensing agreements.
-$511 thousand other contract efficiencies.
(FY 2017 Baseline: $45,486 thousand; +0 FTEs)

8) DMDC - Defense Enrollment Eligibility Reporting	-1,503	

System (DEERS)
-$1,503 thousand for efficiencies.
(FY 2017 Baseline: $51,063 thousand; +0 FTEs)

9) Computer-Electronics Accommodations Program (CAP)	-1,480	

Projected reductions based on the type of
accommodation requests for assistive technology and
support services to DoD civilian employees with
disabilities:
-$935 thousand for deferral of latest equipment
upgrade purchases.
-$449 thousand in corresponding supplies purchases.
-$96 thousand in other contracts efficiencies.
(FY 2017 Baseline: $7,799 thousand; +0 FTEs)

10) Transition to Veteran's Program Office (TVPO)	-1,052	

-$745 thousand reduction in curriculum modification
expenses in by updating current materials instead of
purchasing new curriculum.
-$265 thousand SRRB other contracts efficiencies.
-$22 thousand in travel efficiencies.
-$20 thousand for printing services. (FY 2017

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

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

Baseline: $3,047 thousand; +0 FTEs)
11) Defense Civilian Personnel Advisory Service (DCPAS)   -924
- Mission Program (MP)
   -$890 thousand reductions in travel.
   -$34 thousand efficiencies in other contracts.
   (FY 2017 Baseline: $31,316 thousand; +0 FTEs)
12) Federal Voting Assistance Program (FVAP)   -769
   -$526 thousand in SRRB service support contract
   efficiencies.
   -$184 thousand for efficiencies in postal services.
   -$59 thousand for printing services.
   (FY 2017 Baseline: $3,651 thousand; +0 FTEs)
13) Defense Suicide Prevention Office (DSPO)   -368
   -$318 thousand for SRRB efficiencies in service
   support contracts.
   -$50 thousand for efficiencies in other intra-
   governmental purchases.
   (FY 2017 Baseline: $5,656 thousand; +0 FTEs)
14) Defense Travel Management Office (DTMO)   -259
   SRRB reductions in other contracts and supplies.
   (FY 2017 Baseline: $19,938 thousand; +0 FTEs)
15) Office of the Actuary (OACT)   -224
   Reduction in contracts for the Military Retirement
   Fund auditing contract.
   (FY 2017 Baseline: $513 thousand; +0 FTEs)
16) Sexual Assault Prevention Program Office (SAPRO)   -63
   SRRB efficiencies in other contracts. (FY 2017
   Baseline: $17,196 thousand; +0 FTEs)
17) Defense Advisory Committee on Women in the Services   -11

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
(DACOWITS)		
-$9 thousand for efficiencies in travel.		
-$2 thousand in supplies.		
(FY 2017 Baseline: $436 thousand; +0 FTEs)		
FY 2018 Budget Request		**807,754**

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

<u>Computer/Electronic Accommodations Program (CAP)</u>

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

- Performance Goal - In FY 2018, 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.

<u>Defense Advisory Committee on Women in the Service (DACOWITS):</u>
DACOWITS is a Federal Advisory Committee whose mission is to provide the Secretary of Defense with recommendations concerning women in the U.S. Armed Forces. Outside of its mission, the Committee does not have specific performance measures to accomplish.

- Performance Measure – Provide recommendations on substantive policy or legislative information to the Secretary of Defense.

- Performance Goal – Provide the recommendations in an annual report containing comprehensive information and data gathered by Committee members in focus groups during annual installation visits, additional analysis and supplemental research, and briefings from the Military Services.

- Impact – Improved recruitment, retention, employment, integration, well-being, and treatment of women in the U.S. Armed Forces. The Committee was integral in the opening of all military positions to women. The Committee continues to review issues facing women, including: the integration into all jobs/positions; improved combat gear and uniforms; pregnancy and postpartum; accessions; retention; pre-deployment

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

   training; leadership role practices; mentorship; and issues regarding sexual assault
   and sexual harassment.

<u>The Defense Civilian Personnel Advisory Service (DCPAS) Mission Programs</u>

- 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: 120 days or less;
  Measure 2 Target: less than 250 cases; and Measure 3 Target 50% or greater success rate

- Impact – Increased compliance with regulatory requirements to investigate complaints
  within 180 days.

- 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
  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.

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

<u>Defense Language and National Security Education Office (DLNSEO)</u>

- Performance Criteria and Evaluation Summary

- DLNSEO performance evaluation for FY 2018 will be based on the following metrics:

- Performance Measure - Percentage of students entering the Defense Language Institute Foreign Language Center (DLIFLC) basis 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 - 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 by end of FY 2018.

- Impact - Increased production means more and better language professionals entering the field.

<u>Defense Enrollment Eligibility Reporting System (DEERS)</u>

- Performance Measure - Percentage of DoD personnel with Minimum Essential Healthcare coverage accurately reported to the IRS.

- Performance Goal - 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.

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

<u>Real Time Automated Personnel Identification System (RAPIDS)</u>

- Performance Measure - Quantity of successful cards issued at RAPIDS workstations.

- Performance Goal – Maintain a 94% average annual first-time successful card issuance rate.

- Impact – Increases customer throughput, decreases customer wait times, and reduces card wastage costs.

- 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 FY 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 15% over fiscal year 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.

<u>Surveys, Testing, Assessment, and Research – (STAR)</u>

- Performance Measure – Target Market Reach of Joint Recruitment Outreach efforts designed to create a receptive recruiting environment by promoting understanding, appreciation, and advocacy of the military among influencers and youth.

- Performance Goal - Number of total impressions obtained through a paid integrated campaign will meet or exceed 300 million impressions.

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

- Performance Goal - Increase Service branch link off conversion on www.todaysmilitary.com compared to FY 2017 levels.

- Performance Goal - Increase Request for Information volume on www.todaysmilitary.com compared to FY 2017 levels

- Performance Goal - Distribute Futures magazine to approximately 85% of high schools nationwide

- Impact – Maintaining or exceeding performance goals will leverage economies of scale, promote military service, and enhance Service recruiting efforts with a comprehensive advertising campaign across the Department designed to support military service as a brand overall, enhancing Service marketing efforts and fostering a more receptive recruiting environment.

- Performance Measure – Coverage of the prospect market delivered to the Services for direct marketing purposes.

- Performance Goal - Deliver a minimum of 85% of the universe for class 2019 high school aged students.

- Performance Goal - Secure DMV participation from at least 34 states in the High School-aged Master File class year 2019 direct marketing efforts

- Impact – The prospect database minimizes the duplication of cost and effort to produce a single list used across the Services and Components for recruiting efforts, creating an essential resource at a meaningful cost savings for each of the Services and the Department.

- Performance Measure – Distribution, frequency and satisfaction of joint market research deliverables designed to meet the shared information needs required for military recruiting.

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

- Performance Goal - Deliver a minimum of 50 market research result deliverables in FY18 to at least 400 stakeholders across the Department.
- Performance Goal - Deliver a minimum of 15 segmentation/micro-targeting research deliverables in FY 2018.
- Performance Goal - Maintain an average of at least 200 downloads a month by stakeholders from research repository website.
- Performance goal - Maintain a customer satisfaction rate of at least 4.0 on a 5.0 scale across all major market research deliverables.
- Impact – Meeting the shared information needs required for military recruiting ensures that duplication of efforts is minimized across the Services and provides leaders the strategic and tactical level trend information and market intelligence to adjust and focus resources to combat problematic issues before missions are missed or resources are wasted.
- Performance Measure – The quality and number of ASVAB and related cognitive and non-cognitive instruments administered to students, applicants, and enlistees.
- Performance Goal – Administer valid ASVAB and related instruments to 1 million test-takers with less than 5% of the operational tests identified as fraudulent (due to compromise) and with fewer than 15% of the computerized tests experiencing unanticipated (IT related) interruptions.
- Impact – Higher military training and job performance resulting from more reliable and valid selection and classification test scores.
- Performance Measure – The quality and timeliness of attitude and opinion DoD surveys and focus groups that meet the Department's needs to evaluate existing programs and policies and establish baseline measures before implementing new ones.

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

- Performance Goal – Ensure the survey results are representative of the DoD population by applying scientific methods such as sampling, weighting, and non-response bias analysis and are available for final analysis within 180 days of closing the survey or focus group for more than 90% of the surveys.

- Impact – Supports data-driven decision making for P&R program and policy evaluation and allows the DoD to effectively focus their limited resources on important personnel and quality of life issues for the military community.

- Performance Measure- Percentage of personnel and security research studies that improve effectiveness, fairness or reduce cost of personnel suitability, security or reliability systems.

- Performance Goal- Two-thirds of all research and related recommendations lead to improved effectiveness, fairness or reduce cost.

- Impact – Reduce the risk of insider threat; identify more individuals of security concern, faster and at less cost.

<u>Personnel Accountability (PA)</u>

- Performance Measure - The percentage of personnel accurately identified before, during and after an event. The goal is 98% accuracy of initial populations.

- Performance Goal - Consolidate and reduce duplicative, fragmented, and isolated systems to improve the accuracy and timeliness of near real-time visibility of DoD personnel physical locations and the capability to report on historical locations.

- Impact - Without accurate visibility the Department cannot account for personnel during manmade or natural disasters. In addition, improved visibility facilitates health surveillance, which ensures the safety of DoD personnel and allows for more informed

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

operational planning by decision makers. Streamlining systems leads to improved accuracy, reduced costs across the Department, and better-defined roles and responsibilities for all stakeholders to include the members themselves.

<u>Personnel Security Assurance (PSA)</u>

- 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 2018 the Department of Defense will increase the capability to conduct continuous evaluation of 1,000,000 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.

<u>Defense Suicide Prevention Office (DSPO)</u>

- 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 2018, 90% (40/45) of the Defense Strategy for Suicide Prevention (DSSP) objectives under DSPO purview will have written policy coverage.
- Impact - Increased alignment of DSPO mission and vision with strategic goals of the DSPO annual collaborative engagement campaign.

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

- 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 2018, all DSPO suicide prevention collaborative engagements with partners will meet a 95% 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.

<u>Defense Travel Management Office (DTMO)</u>
- Performance Measure – DTMO ROI =
- <u>DTMO Total Cost Savings – DTMO Budget</u>   X 100
                    DTMO Budget
- Performance Objective - Demonstrate the efficiency of the Department's investment in the Defense Travel Management Office.
- Impact -
  – Maximize travel policy understanding
  – Improve delivery of travel services
  – Optimize cost effective travel

<u>Family and Employer Programs and Policy (FEPP)</u>

<u>ESGR</u>

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

- Performance Measure - Employer Engagement - 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 FY 2018).

- 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 - Military Engagement – 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 FY 2018).

- 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.

<u>Federal Voting Assistance Program (FVAP)</u>

- 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.

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

- 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 who are away from their voting residence by 2018, 2020, and 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.

<u>Office of the Actuary (OACT)</u>:

- Performance Goal - Conduct valuations in accordance with generally accepted actuarial principles and practices

- Performance Goal - Continue to provide employees education and professional development support

- Performance Goal - Establish strong industry networking interfaces

- Performance Goal - Stay abreast of all Department current military retirement benefits, including any proposed changes.

Each valuation is subject to review and approval by an independent DoD Board of Actuaries at their annual Board meeting. These Boards determine major assumptions, review methodologies to ensure they are in keeping with accepted actuarial principles and practices, and approve valuation results. Continuing professional education is measured by sitting for actuarial courses and exams by junior staff members and attending professional meetings and conferences for senior staff members. An important part of professional development will be accumulating the continuing professional development credits, which are a new requirement of the Society of Actuaries for all credentialed actuaries. OACT interfaces with other actuaries both inside and outside the government and measures performance of this goal by having established points of contact in other

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

offices and maintaining routine contact. OACT measures performance against the goal of keeping abreast of military retirement benefits by having established points of contact in the Department, the Office of Management and Budget, and the Congressional Budget Office, and by being pro-active in remaining informed of proposed legislation affecting military retirement benefits.

<u>Sexual Assault Prevention and Response Office (SAPRO)</u>

- Performance Measure - Percentage of Defense Wide Sexual Assault Prevention and Response (SAPR) objectives under SAPRO purview that have written policy coverage.

- Performance Goal - By 2020, 90% of the Department's SAPR Strategy objectives requiring written policy coverage will be promulgated.

- Impact – Codification of DoD's SAPR Strategy objectives will ensure those goals will be met.

<u>Transition to Veterans Program Office (TVPO)</u>

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

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

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

- 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 attended (a) pre-separation counseling, (b) Department of Labor Employment workshop, and (c) Veterans Affairs Benefits briefings prior to their release from active duty, as required by 10 USC CH 58 § 1142 & § 1144 and Public Law 112-56 (VOW Act).

- Performance Goal - 85% of known eligible reserve component Service members who attended (a) pre-separation counseling, (b) Department of Labor Employment workshop, and (c) Veterans Affairs Benefits briefings prior to their release from active duty, 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 met Career Readiness Standards or received a warm handover to appropriate partner agencies prior to their separation or retirement from active duty.

- Performance Goal - 85% of eligible active duty Service members who met Career Readiness Standards or received a warm handover to appropriate partner agencies prior to their separation or retirement 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

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

   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 met Career Readiness Standards or received a warm handover to appropriate
  partner agencies prior to their release from active duty.

- Performance Goal - 85% of eligible reserve component Service members who met Career
  Readiness Standards or received a warm handover to appropriate partner agencies prior
  to their release 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. **Personnel Summary**	FY 2016	FY 2017	FY 2018	Change FY 2016/ FY 2017	Change FY 2017/ FY 2018
Active Military End Strength (E/S) (Total)	13	13	13	0	0
Officer	11	11	11	0	0
Enlisted	2	2	2	0	0
Reservists on Full Time Active Duty (E/S)	0	21	21	21	0
Officer	0	11	11	11	0
Enlisted	0	10	10	10	0
Civilian End Strength (Total)	1,101	1,186	1,187	85	1
U.S. Direct Hire	1,101	1,186	1,187	85	1
Total Direct Hire	1,101	1,186	1,187	85	1
Civilian FTEs (Total)	1,101	1,186	1,198	85	12
U.S. Direct Hire	1,101	1,186	1,198	85	12
Total Direct Hire	1,101	1,186	1,198	85	12
Average Annual Civilian Salary ($ in thousands)	149.1	140.3	144.8	-8.8	4.5
Contractor FTEs (Total)	1,382	1,308	1,648	-74	340

DHRA reduced -34 civilian FTEs from 1,186 in FY 2017 to 1,152 in FY 2018 prior to the transfer in of +46 FTEs from DANTES, for a net change of +12 FTEs.

In FY 2017 DHRA planned a potential position restructuring of reducing grade levels and reflected a lower average annual rate. However, that plan did not materialize due to the lack of attrition and the higher FY 2018 average annual rate is a reflection of that.

Contractor FTEs have increased from FY 2017 to FY 2018 in DMDC, DTMO, and with the DANTES

transfer.

There is no change in military end strength.

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

	FY 2016	Change FY 2016/FY 2017		FY 2017	Change FY 2017/FY 2018		FY 2018
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	164,190	3,095	-887	166,398	3,251	3,773	173,422
199 Total Civ Compensation	**164,190**	**3,095**	**-887**	**166,398**	**3,251**	**3,773**	**173,422**
308 Travel of Persons	3,423	65	1,374	4,862	97	-1,080	3,879
399 Total Travel	**3,423**	**65**	**1,374**	**4,862**	**97**	**-1,080**	**3,879**
416 GSA Supplies & Materials	0	0	24	24	0	-17	7
417 Local Purch Supplies & Mat	0	0	75	75	2	27	104
499 Total Supplies & Materials	**0**	**0**	**99**	**99**	**2**	**10**	**111**
633 DLA Document Services	1,150	17	-947	220	3	1,151	1,374
671 DISA DISN Subscription Services (DSS)	2,064	-144	-113	1,807	34	421	2,262
696 DFAS Financial Operation (Other Defense Agencies)	2,650	-107	27	2,570	-104	283	2,749
699 Total DWCF Purchases	**5,864**	**-234**	**-1,033**	**4,597**	**-67**	**1,855**	**6,385**
771 Commercial Transport	100	2	184	286	6	-5	287
799 Total Transportation	**100**	**2**	**184**	**286**	**6**	**-5**	**287**
912 Rental Payments to GSA (SLUC)	17,875	340	-17,081	1,134	23	-461	696
913 Purchased Utilities (Non-Fund)	2,496	47	-1,297	1,246	25	3	1,274
914 Purchased Communications (Non-Fund)	2,428	46	-1,386	1,088	22	1,901	3,011
915 Rents (Non-GSA)	11,093	211	17,051	28,355	567	-2,758	26,164
917 Postal Services (U.S.P.S)	1,412	27	-754	685	14	-181	518
920 Supplies & Materials (Non-Fund)	1,353	26	291	1,670	33	-111	1,592
921 Printing & Reproduction	0	0	1,393	1,393	28	-1,213	208
922 Equipment Maintenance By Contract	14,045	267	-9,745	4,567	91	585	5,243
923 Facilities Sust, Rest, & Mod by Contract	11	0	-11	0	0	0	0
925 Equipment Purchases (Non-Fund)	5,150	98	-70	5,178	104	-564	4,718
932 Mgt Prof Support Svcs	72	1	20,215	20,288	406	6	20,700
933 Studies, Analysis & Eval	12,221	232	591	13,044	261	4,927	18,232
960 Other Costs (Interest and	10	0	-10	0	0	0	0

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OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017 Price	Program	FY 2017 Estimate	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate
Dividends)							
987 Other Intra-Govt Purch	291,483	5,538	-127,313	169,708	3,394	4,693	177,795
988 Grants	43,505	827	-18,595	25,737	515	0	26,252
989 Other Services	128,074	2,433	151,615	282,122	5,642	49,503	337,267
999 Total Other Purchases	**531,228**	**10,093**	**14,894**	**556,215**	**11,125**	**56,330**	**623,670**
Total	**704,805**	**13,021**	**14,631**	**732,457**	**14,414**	**60,883**	**807,754**

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Defense Information Systems Agency (DISA)

May 2017

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

	FY 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
DISA	1,339,804	23,719	164,868	1,528,391	30,231	451,080	2,009,702

* The FY 2016 Actual column includes $44,433.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column excludes $48,999.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column excludes $64,137.0 thousand of FY 2018 OCO Appropriations funding.

I. <u>**Description of Operations Financed**</u>:

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 impacts to our operations from the DoD's 26-point IT transformation plan known as the IT

I.   Description of Operations Financed (cont.)

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

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

I.   Description of Operations Financed (cont.)

services that enable new applications and solutions to be built, and empower their rapid 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 sensoring 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

I.   Description of Operations Financed (cont.)

funding to support investments being made in concert with consolidation of networks in Europe (reflecting the downsizing of the Defense footprint), and reprioritizing Multi-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.

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

DISA continues to use the Cost Allocation Model (CAM) 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 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; Defense Finance and Accounting Services (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 Joint Interoperability Test Command (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 U.S. Strategic Command (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.

I.   Description of Operations Financed (cont.)

Mission Area: Transition to Net Centric Environment (FY 2018: $140,281 thousand)

1. Net-Centric Enterprise Services (NCES)(FY 2018: $40,667 thousand): The Operations Center 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 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-

I.   <u>Description of Operations Financed (cont.)</u>
based hosting solution to create and manage mission, community, organization, and user focused sites.

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. <u>Department of Defense Information Network Engineering Services (DODIN ES)(FY 2018: $46,239 thousand)</u>: 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

I.   Description of Operations Financed (cont.)

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 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 2018: $50,154 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 2018: $3,221 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 2018: $239,688 thousand)

1. Standardized Tactical Entry Point (STEP) (FY 2018: $1,209 thousand): The Standardized Tactical Entry Point (STEP) program is a suite of DoD Satellite Communications (SATCOM)

I.   Description of Operations Financed (cont.)

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.

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 2018: $29,601 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

I.   <u>**Description of Operations Financed (cont.)**</u>
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 throughout, which will effectively strengthen DoD's communications and support to 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. <u>Defense Spectrum Organization (DSO) (formerly called Joint Spectrum Center) (FY 2018:</u>
<u>$37,078 thousand)</u>: 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. <u>Defense Information Systems Network (DISN) Enterprise Activities (EA) (FY 2018:</u>
<u>$147,007 thousand)</u>: Circuit sustainment, Satellite Communication and National and

I. Description of Operations Financed (cont.)

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 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

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

I.   Description of Operations Financed (cont.)

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 2018: $24,793 thousand): The DISN provides secure voice, video, and data services over a global fiber optic network that is supplemented by circuitry 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 2018: $486,158 thousand)

1. Network Operations (NetOps) (FY 2018: $122,065 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

I. Description of Operations Financed (cont.)

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-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

I.   Description of Operations Financed (cont.)

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 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.

I.   Description of Operations Financed (cont.)

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 2018: $222,720 thousand): The ISSP/IA/PKI mission focuses on 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.

I.   Description of Operations Financed (cont.)

- 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);

- 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

I.   <u>Description of Operations Financed (cont.)</u>
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. <u>Comprehensive National Cybersecurity Initiative (CNCI) (FY 2018: $35,187 thousand)</u>:
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
Network Operations (NetOps) solution. This program performs classified work. Detailed
information is submitted separately in classified DoD exhibits.

4. <u>Field Commands and Field Offices (FY 2018: $70,267 thousand)</u>: 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.

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

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 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.

I.   Description of Operations Financed (cont.)

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 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 2018: $26,384 thousand): JSSC provides 24x7 Command and Control (C2) operational support to the President, Secretary of Defense, 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

I.   Description of Operations Financed (cont.)

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 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 2018: $9,535 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.

Mission Area: Exploit the DODIN for Improved Decision Making (FY 2018: $822,460 thousand)

I.   Description of Operations Financed (cont.)

1. Global Command and Control System-Joint (GCCS-J) (FY 2018: $91,628 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 2018: $16,989 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.

I.   Description of Operations Financed (cont.)

3. National Military Command System (NMCS) (FY 2018: $4,801 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 2018: $167,630 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 2018: $30,268 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 2018: $50,701 thousand): The

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

MNIS Program is a portfolio of four coalition information sharing capabilities: Combined Enterprise Regional Information Exchange System (CENTRIXS) (to include the CENTRIXS Cross 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

I.   Description of Operations Financed (cont.)

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) 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. Joint Service Provider (JSP) (FY 2018: $443,484 thousand): The Joint Service Provider (JSP) provides Information Technology infrastructure and office automation systems, components, supporting software, and IT support services for the Office of the Secretary of Defense (OSD), Washington Headquarters Services (WHS), Pentagon Force Protection Agency (PFPA), Consolidated Adjudication Facility (CAF), and other WHS-supported users and communities supported within the Pentagon Reservation and other areas in the National Capitol Region. The funding levels represent transfers from the legacy organizations,

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I. <u>Description of Operations Financed (cont.)</u>
WHS-EITSD, Joint Staff, and OAA-Army, to support their ongoing consolidated mission. The
purpose of the JSP IT Program is to provide end-user computing capabilities needed to
fulfill the JSP components' missions, and is comprised of departmental local area
networks, computer servers, network storage subsystems, network printers, workstations, a
full suite of desktop office applications, development of custom tools and application,
and system firmware integrated into a distributed computing network environment for
unclassified and classified information processing. The program provides JSP
organizations with ubiquitous access to reliable, decision-quality information through a
net-based services infrastructure. Funded initiatives include support of the Deputy
Secretary of Defense Pentagon IT consolidation memorandum which promotes the
consolidation of common IT systems and, where proper analysis suggests, additional
consolidation of IT support organizations and structures will be accomplished.
Commonality will be leveraged wherever it makes sense, consistent with agency business
processes, to better support mission requirements in local and national emergencies.

8. <u>Other Programs (FY 2018: $16,959 thousand)</u>: 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 2018: $83,741 thousand)

1. <u>Management Headquarters (FY 2018: $39,051 thousand)</u>: 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

I.   <u>Description of Operations Financed (cont.)</u>
warfighter, national level leaders, and other mission and coalition partners across the full spectrum of operations.

2. <u>Pentagon Reservation Maintenance Revolving Fund (PRMRF) (FY 2018: $17,537 thousand)</u>: 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. <u>Shared Services Units/Program Executive Offices (FY 2018: $26,779 thousand)</u>: 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. <u>Other Programs (FY 2018: $374 thousand)</u>: 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 2018: $237,374 thousand)

1. <u>White House Communications Agency (WHCA) (FY 2018: $181,573 thousand)</u>: 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.

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

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. <u>White House Situation Support Staff (WHSSS) (FY 2018: $17,480 thousand)</u>: 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. <u>Crisis Management System (CMS) (FY 2018: $11,085 thousand)</u>: 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

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 2018: $26,029 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 2018: $1,207 thousand): CMCA provides communications support to the United States Secret Service (USSS) for the

I.   Description of Operations Financed (cont.)
presidential campaigns, as well as for dignitary protective duties. CMCA also supports
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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A. BA Subactivities	FY 2016 Actual	Budget Request	FY 2017 Congressional Action			Current Estimate	FY 2018 Estimate
			Amount	Percent	Appropriated		
1. Transition to Net Centric Environment	135,602	117,503	0	0.0	0	117,503	140,281
2. Eliminate Bandwidth Constraints	202,897	228,587	0	0.0	0	228,587	239,688
3. DoDIN Network Operations and Defense	369,635	492,644	0	0.0	0	492,644	486,158
4. Exploit the DoDIN for Improved Decision Making	338,418	391,434	0	0.0	0	391,434	822,460
5. Deliver Capabilities Effectively/Efficiently	83,774	78,409	0	0.0	0	78,409	83,741
6. Special Missions	209,478	219,814	0	0.0	0	219,814	237,374
Total	**1,339,804**	**1,528,391**	**0**	**0.0**	**0**	**1,528,391**	**2,009,702**

* The FY 2016 Actual column includes $44,433.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column excludes $48,999.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column excludes $64,137.0 thousand of FY 2018 OCO Appropriations funding.

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

B. <u>Reconciliation Summary</u>	Change FY 2017/FY 2017	Change FY 2017/FY 2018
Baseline Funding	**1,528,391**	**1,528,391**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**1,528,391**	
Fact-of-Life Changes (2017 to 2017 Only)		
Subtotal Baseline Funding	**1,528,391**	
Supplemental	48,999	
Reprogrammings		
Price Changes		30,231
Functional Transfers		446,922
Program Changes		4,158
Current Estimate	**1,577,390**	**2,009,702**
Less: Wartime Supplemental	-48,999	
Normalized Current Estimate	**1,528,391**	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2017 President's Budget Request (Amended, if applicable)		**1,528,391**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2017 Appropriated Amount		**1,528,391**
2. War-Related and Disaster Supplemental Appropriations		48,999
a. OCO Supplemental Funding		
1) FY17 OCO Funding	48,999	
3. Fact-of-Life Changes		
FY 2017 Baseline Funding		**1,577,390**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2017 Estimate		**1,577,390**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-48,999
FY 2017 Normalized Current Estimate		**1,528,391**
6. Price Change		30,231
7. Functional Transfers		446,922
a. Transfers In		
1) Joint Service Provider (JSP) Functional Transfer (Legacy WHS IT):	198,452	

       An increase of $198,452 thousand is attributable to the functional transfer of JSP requirements from Washington Headquarters Services (WHS) to DISA. The funding will provide contract support services for the service delivery and desktop server management required to host, support and maintain mission and enterprise applications for JSP customers.

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

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

Additionally, funding will support the Mark Center Network Infrastructure Support, asset management, cyber security, SharePoint, Web and Mac Center of Excellence, customer business systems, and Microsoft Premier/Consultant services. (+169) FTEs reflects the workforce transferred from WHS to DISA as a result of the consolidation of IT services in the Pentagon and NCR. (FY17 Baseline $0)

2) Joint Service Provider Functional Transfer (Legacy ITA IT):   155,728

An increase of $155,728 thousand is attributable to the functional transfer of JSP requirements from the Army Information Technology Agency (ITA) to DISA. Funding will provide maintenance support for JSP asset management and Enterprise Transport Management. Funding will also provide contractor support for Computer Network Defense, storage area network hardware, computing and application Server Management, and Computer Network Defense Inspections. (+247) FTEs reflects the workforce transferred from ITA to DISA as a result of the consolidation of IT services in the Pentagon and NCR. (FY17 Baseline: $0)

3) Joint Service Provider Functional Transfer (Legacy Joint Staff IT):   64,390

An increase of $64,390 thousand is attributable to the functional transfer of JSP requirements from the Joint Staff (JS) to DISA. Funding will provide IT support for the JS and the JS Information Network (JSIN) enclaves, IT Service Desk, Knowledge

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

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

        Engineering, Network Operations, Systems Integration, Cable Plant and Surge Support with the goal of transitioning to Enterprise Services. Funding will also provide on-site cyber security program support and technical security services. (+46) FTEs reflects the workforce transferred from the JS to DISA as a result of the consolidation of IT services in the Pentagon and NCR. (FY17 Baseline: $0)

    4) Joint Service Provider (JSP) Functional Transfer (Legacy WHS IT - Pentagon Reservation Maintenance Revolving Fund (PRMRF)):   28,352

        An increase of $28,352 thousand is attributable to the functional transfer of JSP Pentagon Reservation Maintenance Revolving Fund (PRMRF) requirements from Washington Headquarters Services (WHS) to DISA. (FY17 Baseline: $0)

8. Program Increases   137,741
  a. Annualization of New FY 2017 Program
  b. One-Time FY 2018 Increases
  c. Program Growth in FY 2018
    1) Background Investigation IT Systems (Equipment Maintenance by Contract):   29,533

        An increase of $29,533 thousand is attributed to the sustainment of the development and integration environment delivered in FY17 and scaling to support additional users in FY18; sustainment and scaling of the initial enterprise infrastructure delivered in FY17 to support additional delivered capabilities; sustainment of the cyber security infrastructure and

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals

    cyber analytic tools delivered in FY17; standup of
cyber operations including a cyber mission protection
team; and expanded efforts to configure and integrate
applications, data and external interfaces. (FY17
Baseline: $20,000 thousand)

2) Information Systems Security Program   22,654
(ISSP)/Information Assurance (IA)/Public Key
Infrastructure (PKI) - Joint Regional Security Stacks
(JRSS) (Equipment Maintenance by Contract):
    An increase of $22,654 thousand will support project
integration (Enterprise Supporting Tasks) migration
tasks into the JRSS's overarching security capability
in the DoD Information Network (DODIN); provisioning
and configuration of JRSS to accept operational
traffic from Warfighter and DODIN users; and virtual
site surveys. Funding will also sustain the three
NIPR and SIPR Hub Sites to perform Big Data Platform
and Cyber Situational Awareness Analytical
Capabilities (CSAAC). (FY17 Baseline: $222,851
thousand)

3) Combined Advanced Applications (Equipment Maintenance   11,096
by Contract):
    Details provided for this program are submitted
separately in appropriately classified DoD budget
exhibits. (FY17 Baseline: $18,036 thousand)

4) Information Systems Security Program   10,000
(ISSP)/Information Assurance (IA)/Public Key
Infrastructure (PKI) - Cyber Vulnerability Disclosure
Program(Equipment Maintenance by Contract):

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

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

      An increase of $10,000 thousand supports the rapid remediation of cyber vulnerabilities within the Cyber Portfolio. (FY17 Baseline: $222,851 thousand)

5) Defense Information Systems Network (DISN) Enterprise   8,933
Activities (EA) (Equipment Maintenance by Contract):
      An increase of $8,933 thousand is primarily attributed to additional support being provided for a Mobile Threat Detection capability that provides anomaly detection, vulnerability management, intrusion prevention and transport security to defend mobile devices and applications from threats.(FY17 Baseline: $140,826 thousand)

6) Information Systems Security Program   6,994
(ISSP)/Information Assurance (IA)/Public Key Infrastructure (PKI) – EndPoint Security (EPS) Modernization (Equipment Maintenance by Contract):
      An increase of $6,994 thousand will support the secure host baseline integrator, contractor labor, lab sessions, and piloting/implementation of the standardized Windows 10 Secure Host Baseline. (FY17 Baseline: $222,851 thousand)

7) Compensation and Benefits (White House Communications   5,933
Agency (WHCA)):
      An increase of $5,933 thousand and (+44) FTEs provides for engineering, network, and White House IT helpdesk support required to successfully field and sustain the Presidential Information Technology Community (PITC) mission. (FY17 Baseline: $338,711 thousand)

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
8) Multinational Information Sharing (MNIS) Program (Equipment Maintenance by Contract):	5,657	

    An increase of $5,657 thousand is required for the integration and standardization of networking, computing, interoperability, and application capabilities for Coalition Services. (FY17 Baseline: $45,961 thousand)

9) DoD Teleport Program (Equipment Maintenance by Contract):	4,916

    An increase of $4,916 thousand is primarily due to the sustainment of Satellite Communications (SATCOM) Management Tools (SATCOM Database (SDB), Joint Spectrum Management Element (JSME), training, development of Application Program Interface (API)). (FY17 Baseline: $25,042 thousand)

10) White House Communications Agency (WHCA) (Other Services):	3,801

    The increase of $3,801 thousand will support the Presidential Information Technology Community (PITC) expansion. The PITC expansion now includes 9,000 users and 1,800 classified system users in the National Capital Region, tripling WHCA's workload. This funding will also cover various licensing costs associated with the PITC migration and projected costs of additional communications support to the President in New York and Florida. (FY17 Baseline: $171,143 thousand)

11) Defense Information Systems Network (DISN) Enterprise Activities (EA) (Equipment Purchases):	3,253

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

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

An increase of $3,253 thousand is due to equipment
purchases for mobility infrastructure expansion into
new Defense Enterprise Computing Center (DECCs) which
will provide failover capability for newly deployed
capabilities. (FY17 Baseline: $140,826 thousand)

12) Compensation and Benefits (Shared Services):   3,047
The increase of $3,047 thousand primarily reflects
the realignment of non-major headquarters activities
funding and (+27) FTEs from Management Headquarters
to Shared Services in order to comply with the
Department's revised definitions of major
headquarters activities and functions. (FY17
Baseline: $338,711 thousand)

13) Global Command and Control System-Joint (GCCS-J) -   2,345
GCCS-J Recapitalization (Equipment Maintenance by
Contract):
An increase of $2,345 thousand provides for
operational maintenance costs as GCCS-J transitions
into a cloud-based, enterprise system to provide
command and controls (C2) as a service throughout the
Department. The modernized system will provide an
Enterprise Common Operational Picture (COP), provides
an updated information architecture that supports
current capabilities, address known gaps, and
provides for future capabilities. (FY17 Baseline:
$90,013 thousand)

14) Defense Industrial Base (DIB) (Equipment Maintenance   2,285
by Contract):
Details provided for this program are submitted

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
separately in appropriately classified DoD budget exhibits. (FY17 Baseline: $9,498 thousand)		
15) Defense Information Systems Network (DISN) Enterprise Activities (EA) - Airborne Intelligence, Surveillance and Reconnaissance (AISR) Data Transport Integration (Equipment Maintenance by Contract):	2,250	
An increase of $2,250 thousand supports the identification of AISR capability gaps, shortfalls analysis and assessment activities, and provides reports and other high level SME functions to accurately identify potential solutions and recommendations. (FY17 Baseline: $140,826 thousand)		
16) Global Command and Control System-Joint (GCCS-J) - Joint Planning & Execution Services/Joint Planning Services (JPES/JPS) (Equipment Maintenance by Contract):	2,200	
An increase of $2,200 thousand will allow for the continuation of minimal sustainment of Joint Operational Planning and Execution System (JOPES) until sunset. (FY17 Baseline: $90,013 thousand)		
17) Defense Information Systems Network (DISN) Enterprise Activities (EA) (DISA Telecommunication Services - Realignment from Purchased Communications):	2,016	
An increase of $2,016 thousand is attributed to realigning the Agency's Enhanced Mobile Satellite Service (EMSS) costs from purchased communications to reimbursable telecommunications services to properly reflect the funding in a reimbursable element of expense vice a purchased communications element of expense for communications services that will be		

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

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

purchased from the DISA Working Capital Fund. (FY17 Baseline: $140,826 thousand)

18) Compensation and Benefits: 1,789
An increase of $1,789 thousand is primarily due to civilian pay rightsizing. (FY17 Baseline: $338,711 thousand)

19) Network Operations (NetOps)/Joint Force Headquarters   1,683
DoD Information Network (JFHQ) (Equipment Purchases):
An increase of $1,683 thousand reflects the cost of audio visual equipment and new IT equipment purchases for the outfitting requirements associated with additional JFHQ spaces. (FY17 Baseline: $122,324 thousand)

20) Comprehensive National Cybersecurity Initiative   1,357
(CNCI) (Equipment Maintenance by Contract):
Details provided for this program are submitted separately in appropriately classified DoD budget exhibits. (FY17 Baseline: $34,660 thousand)

21) National Military Command System (NMCS) (Equipment   774
Maintenance by Contract):
An increase of $774 thousand provides contractor support for technical assessments and growth in NMCS system engineering requirements. (FY17 Baseline: $3,737 thousand)

22) Combined Advanced Applications (Equipment   750
Purchases):
Details provided for this program are submitted separately in appropriately classified DoD budget exhibits. (FY17 Baseline: $18,036 thousand)

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
23) Compensation and Benefits (Information Systems Security Program (ISSP)/Information Assurance (IA)/Public Key Infrastructure (PKI)):	725	
An increase of $725 thousand and (+5) FTEs provides IT Engineers to support the modernization of endpoint security on DoD networks and to implement pilot and test security solutions within the DODIN. (FY17 Baseline: $338,711 thousand)		
24) Defense Information Systems Network (DISN) Enterprise Activities (EA) (DISA Telecommunication Services):	700	
The increase of $700 thousand provides additional program management support for Unified Capabilities and Management Information Decision Support (MIDS), the system replacement for Enterprise Project Portfolio Management (EPPM). MIDS provides users near real-time situational awareness a tool to manage and control program cost, schedule and performance. The increase is also attributed to planned cost increases to support the existing population of EMSS users. (FY17 Baseline: $140,826 thousand)		
25) Information Systems Security Program (ISSP)/Information Assurance (IA)/Public Key Infrastructure (PKI) (Travel):	648	
An increase of $648 thousand provides travel for over 50 annual Connection Approval and Command Cyber Readiness Inspections (CCRIs) across 200 sites. CCRIs are formal inspections evaluating a site's compliance with mandated information assurance and		

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

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

computer defense policies and directive through a
rigorous process of validating configuration
standards. (FY17 Baseline: $222,851 thousand)

26) Network Operations (NetOps)/Joint Force Headquarters   473
DoD Information Network (JFHQ) (Purchased
Communications):
    An increase of $473 thousand will provide secure
communication devices and required provisioning to
access capabilities such as Joint Worldwide
Intelligence Communications System (JWICS) Voice over
IP (JVoIP) Secure Voice over IP (SVoIP) and Desk Top
Video Teleconference (DVTC) required to sustain and
expand current capabilities. (FY17 Baseline: $122,324
thousand)

27) DoD Teleport Program/High Speed Services Terminals   469
(Equipment Maintenance by Contract):
    Details provided for this program are submitted
separately in appropriately classified DoD budget
exhibits. (FY17 Baseline: $25,042 thousand)

28) Network Operations (NetOps)/Joint Force Headquarters   458
DoD Information Network (JFHQ) (Travel):
    The increase of $458 thousand is largely attributable
to the deployment of Joint Task Forces in response to
real world events. Travel is also required for
coordination and performance of command and control
mission scenario-based exercises for Defensive Cyber
Operations globally. (FY17 Baseline: $122,324
thousand)

29) Comprehensive National Cybersecurity Initiative   445

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

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

(CNCI) (Equipment Purchases):
  Details provided for this program are submitted
  separately in appropriately classified exhibits.
  (FY17 Baseline: $34,660 thousand)

30) Network Operations (NetOps)/Joint Force Headquarters DoD Information Network (JFHQ) (Supplies and Materials):	231	

  An increase of $231 thousand provides for additional
  printers, copiers, office supplies and office
  equipment. (FY17 Baseline: $122,324 thousand)

31) Compensation and Benefits (Joint Service Provider (JSP)):	200	

  Details provided for this program are submitted
  separately in appropriately classified DoD budget
  exhibits. (FY17 Baseline: $0 thousand)

32) Background Investigation IT Systems (Supplies and Materials):	101	

  An increase of $101 thousand provides funding for
  office supplies and office equipment. (FY17 Baseline:
  $20,000 thousand)

33) Combined Advanced Applications (Travel):	25	

  Details provided for this program are submitted
  separately in appropriately classified DoD budget
  exhibits. (FY17 Baseline: $18,036 thousand)

9. Program Decreases		-133,583
a. Annualization of FY 2017 Program Decreases		
b. One-Time FY 2017 Increases		
1) Information Systems Security Programs (ISSP)/Information Assurance (IA)/Public Key Infrastructure (PKI) (Equipment Maintenance by	-34,520	

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

C. <u>Reconciliation of Increases and Decreases</u>   <u>Amount</u>   <u>Totals</u>
    Contract):
      The decrease of $-34,520 thousand is due to the FY17
      increase to support the purchase of whitelisting
      licenses for all 3 million DoD workstations and
      servers; technical upgrades to web content filtering;
      zero-day network defense capabilities; Joint Regional
      Security Stack (JRSS) Data Integration; and required
      maintenance to support a Big Data Platform (BDP)
      failover system. (FY17 Baseline: $222,851 thousand)
    2) Senior Leadership Enterprise (SLE)/Logistics Support   -7,764
    Activities (LSA) (Equipment Purchases):
      Details provided for this program are submitted
      separately in appropriately classified DoD budget
      exhibits. (FY17 Baseline: $199,299 thousand)
    3) Defense Information Systems Network (DISN) Enterprise   -3,468
    Activities (EA) (Equipment Maintenance by Contract):
      The decrease of $-3,468 thousand is due to the FY17
      increase to provide transition support for EUCOM to
      new MPLS technology. With DISN technology insertion,
      DISA is impementing high speed, resilient and secure
      Multi-Protocol Label switching networking equipment
      to facilitate migration to the Joint Regional
      Security Stack located at key warfighting locations
      globally. (FY17 Baseline: $140,826 thousand)
    4) Field Commands and Field Offices (Equipment   -1,020
    Maintenance by Contract):
      The decrease of $-1,020 thousand is due to the FY17
      increase to provide C4I critical country
      characterization assessment reports to identify seams

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

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

and gaps that may exist in the DODIN essential
infrastructure that could degrade the execution of
CCMD Mission Essential Tasks or inhibit the execution
of CCMDs planning efforts. (FY17 Baseline: $76,654
thousand)

5) Defense Information Systems Network (DISN) Enterprise Activities (EA) (Equipment Purchases):	-589

The decrease of $-589 thousand is due to the FY17
increase to support the Secretary of Defense's,
Defense Telephone Link Program which provides secure
voice, video, and data for U.S. senior defense
leadership and their counterparts in other nations.
(FY17 Baseline: $140,826 thousand)

c. Program Decreases in FY 2018

1) Senior Leadership Enterprise (SLE)/Logistics Support Activities (LSA) (Equipment Maintenance by Contract):	-15,635

Details provided for this program are submitted
separately in appropriately classified DoD budget
exhibits. (FY17 Baseline: $199,299 thousand)

2) Defense Information Systems Network (DISN) Enterprise Activities (EA) (Purchased Communications):	-8,062

A decrease of $-8,062 thousand is due to the
realignment of purchased communication funding to
support increased hosting requirements for newly
deployed mobility capabilities (i.e. Virtual Desktop
Infrastructure (VDI) and SOL Maturation).
Realignment reflects projected actual execution of
requirements. (FY17 Baseline: $140,826 thousand)

3) Senior Leadership Enterprise (SLE)/Logistics Support	-6,421

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

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

      Activities (LSA) (Purchased Communications):
        Details provided for this program are submitted
        separately in appropriately classified exhibits.
        (FY17 Baseline: $199,299 thousand)

      4) Senior Leadership Enterprise (SLE)/Logistics Support   -5,830
      Activities (LSA) (SRRB Reduction) (Equipment Maintenance
      by Contact):
        Details provided for this program are submitted
        separately in appropriately classified DoD budget
        exhibits. (FY17 Baseline: $199,299 thousand)

      5) Information Systems Security Programs   -5,344
      (ISSP)/Information Assurance (IA)/Public Key
      Infrastructure (PKI) (Other Intra-Government Purchases):
        A decrease of $-5,344 thousand is the result of the
        Information Systems Security Programs' transition to
        a host-based enterprise environment. (FY17 Baseline:
        $222,851 thousand)

      6) Net-Centric Enterprise Services (NCES) (Equipment   -3,738
      Maintenance by Contract):
        A decrease of $-3,738 thousand is due to the
        decommissioning of Strategic Knowledge Integration
        Web and the continued transition to a more efficient
        and cost effective Enterprise Collaboration Service.
        (FY17 Baseline: $43,760 thousand)

      7) Joint Service Provider (JSP) (Equipment Maintenance   -3,638
      by Contract)
        A decrease of $-3,638 is a result of the transfer of
        IT funds for business systems from JSP to the OUSD(C)
        to fund the contract for application support and

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

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

software license maintenance specifically for those
business system applications. (FY17 Baseline: $0
thousand)

8) Information Systems Security Programs   -3,322
(ISSP)/Information Assurance (IA)/Public Key
Infrastructure (PKI) (SRRB Reduction) (Equipment
Maintenance by Contact):
   A decrease of $-3,322 thousand is due to a reduction
   in service contracts as a result of the Service
   Requirements Review Board (SRRB). (FY17 Baseline:
   $222,851 thousand)

9) Shared Services Units/Program Executive Offices   -3,150
(Operation and Maintenance of Facilities):
   A decrease of $-3,150 thousand is due to contract
   consolidation efficiencies achieved through delaying
   of scheduled routine maintenance. (FY17 Baseline:
   $20,462 thousand)

10) Compensation and Benefits (Management Headquarters):   -3,047
   The decrease of $-3,047 thousand primarily reflects
   the realignment of non-major headquarters activities
   funding and (-27) FTEs from Management Headquarters
   to Shared Services in order to comply with the
   Department's revised definitions of major
   headquarters activities and functions. (FY17
   Baseline: $338,711 thousand)

11) Global Command and Control System - Joint (GCCS-J)   -2,321
(SRRB Reduction) (Equipment Maintenance by Contact):
   A decrease of $-2,321 thousand is due to a reduction
   in service contracts as a result of the Service

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals

Requirements Review Board (SRRB). (FY17 Baseline: $90,013 thousand)

12) Network Operations (NetOps)/Joint Force Headquarters   -2,254
DoD Information Network (JFHQ) (SRRB Reduction)
(Equipment Maintenance by Contract):
  A decrease of $-2,254 thousand is due to a reduction
  in service contracts as a result of the Service
  Requirements Review Board (SRRB). (FY17 Baseline:
  $122,324 thousand)

13) Defense Industrial Base (DIB) (Other Intra-   -2,081
Government Purchases):
  Details provided for this program are submitted
  separately in appropriately classified exhibits.
  (FY17 Baseline: $9,498 thousand)

14) Defense Information Systems Network (DISN)   -2,016
Enterprise Activities (EA) (Purchased Communications -
Realignment to DISA Telecommunication Services):
  A decrease of $-2,016 thousand is attributed to
  realigning the Agency EMSS costs to properly reflect
  the funding in a reimbursable element of expense vice
  a purchased communications element of expense for
  communications services that will be purchased from
  the DISA Working Capital Fund. (FY17 Baseline:
  $140,826 thousand)

15) Compensation and Benefits (Management Headquarters):   -1,955
  A decrease of $-1,955 thousand and (-18) FTEs is
  primarily attributed to a DoD efficiency reduction in
  management headquarters staffing. (FY17 Baseline:
  $338,711 thousand)

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
16) Defense Information Systems Network (DISN) Infrastructure Services (DISN-IS)	-1,947	

    The decrease of $-1,947 thousand in the overall DISA bill for DISN Infrastructure Services is primarily due to a reduction in WHCA's circuit capacity services, resulting in a decrease in DISA's share of billable DISN-IS. (FY17 Baseline: $26,241 thousand)

17) Multinational Information Sharing (MNIS) Program (Other Services):	-1,699	

    A decrease of $-1,699 thousand in hosting fees is due to the transition of infrastructure requirements from DECC-Montgomery to a cloud-hosted environment. (FY17 Baseline: $45,961 thousand)

18) Compensation and Benefits (Department of Defense Information Network Engineering Services (DODIN ES)):	-1,692	

    A decrease of $-1,692 thousand and (-11) FTEs is attributable to reduced engineering support requirements for the Defense Standardization Program. (FY17 Baseline: $338,711 thousand)

19) White House Communications Agency (WHCA) (SRRB Reduction) (Equipment Maintenance by Contact):	-1,521	

    A decrease of $-1,521 thousand is due to a reduction in service contracts as a result of the Service Requirements Review Board (SRRB). (FY17 Baseline: $171,143 thousand)

20) White House Communications Agency (WHCA) (Operation and Maintenance of Facilities):	-1,236	

    A decrease of $-1,236 thousand is due to the completion of 18 Acres Wi-Fi modernization

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

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

requirements. (FY17 Baseline: $171,143 thousand)

21) Comprehensive National Cybersecurity Initiative (CNCI) (SRRB Reduction) (Equipment Maintenance by Contract):	-1,176	

  Details provided for this program are submitted
  separately in appropriately classified DoD budget
  exhibits. (FY17 Baseline: $34,660 thousand)

22) Defense Spectrum Organization (DSO) (SRRB Reduction) (Equipment Maintenance by Contract):	-851	

  A decrease of $-851 thousand is due to a reduction in
  service contracts as a result of the Service
  Requirements Review Board (SRRB). (FY17 Baseline:
  $35,320 thousand)

23) Department of Defense Information Network Engineering Services (DODIN ES) (SRRB Reduction) (Equipment Maintenance by Contract):	-784	

  A decrease of $-784 thousand is due to a reduction in
  service contracts as a result of the Service
  Requirements Review Board (SRRB). (FY17 Baseline:
  $50,567 thousand)

24) DoD Teleport Program (SRRB Reduction) (Equipment Maintenance by Contract):	-775	

  A decrease of $-775 thousand is due to a reduction in
  service contracts as a result of the Service
  Requirements Review Board (SRRB). (FY17 Baseline:
  $25,042 thousand)

25) Defense Information Systems Network (DISN) Enterprise Activities (EA) (SRRB Reduction) (Equipment Maintenance by Contract):	-653	

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

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

    A decrease of $-653 thousand is due to a reduction in service contracts as a result of the Service Requirements Review Board (SRRB). (FY17 Baseline: $140,826 thousand)

26) Department of Defense Information Network Engineering Services (DODIN ES) (Equipment Purchases):   -623
    A reduction of $-623 thousand is attributable to a reduction in physical equipment due to the transition to the virtual environment; delayed modernization of computer equipment for the Modeling and Simulation Computing System (MSCS), Joint Interoperability Enhancement Process Data Repository, United States Message Text Format Web application (USMTF-WA). (FY17 Baseline: $50,567 thousand)

27) Comprehensive National Cybersecurity Initiative (CNCI) (Other Intra-Government Purchases):   -547
    Details provided for this program are submitted separately in appropriately classified exhibits. (FY17 Baseline: $34,660 thousand)

28) Field Commands and Field Offices (Other Services):   -488
    A reduction of $-488 thousand is due to decreased system administration support requirements. (FY17 Baseline: $76,654 thousand)

29) Minimum Essential Emergency Communications Network (MEECN) (SRRB Reduction) (Equipment Maintenance by Contact):   -487
    A decrease of $-487 thousand is due to a reduction in service contracts as a result of the Service Requirements Review Board (SRRB). (FY17 Baseline:

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

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

      $20,337 thousand)
    30) Joint Staff Support Center (JSSC) (SRRB Reduction)   -436
    (Equipment Maintenance by Contact):
      A decrease of $-436 thousand is due to a reduction in
      service contracts as a result of the Service
      Requirements Review Board (SRRB). (FY17 Baseline:
      $26,657 thousand)
    31) Global Combat Support System (GCSS) (SRRB Reduction)   -384
    (Equipment Maintenance by Contact):
      A decrease of $-384 thousand is due to a reduction in
      service contracts as a result of the Service
      Requirements Review Board (SRRB). (FY17 Baseline:
      $17,668 thousand)
    32) Field Commands and Field Offices (Commercial   -380
    Transportation):
      A reduction of $-380 thousand is due to fewer EUCOM
      permanent change of station (PCS) moves required in
      FY18. (FY17 Baseline: $76,654 thousand)
    33) Defense Industrial Base (DIB) (SRRB Reduction)   -357
    (Equipment Maintenance by Contract):
      Details provided for this program are submitted
      separately in appropriately classified exhibits.
      (FY17 Baseline: $9,498 thousand)
    34) Crisis Management System (CMS) (SRRB Reduction)   -320
    (Equipment Maintenance by Contact):
      A decrease of $-320 thousand is due to a reduction in
      service contracts as a result of the Service
      Requirements Review Board (SRRB). (FY17 Baseline:
      $11,074 thousand)

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
35) Field Commands and Field Offices (SRRB Reduction) (Equipment Maintenance by Contract): A decrease of $-282 thousand is due to a reduction in service contracts as a result of the Service Requirements Review Board (SRRB). (FY17 Baseline: $76,654 thousand)	-282	
36) White House Situation Support Staff (WHSSS) (SRRB Reduction) (Other Intra-Government Purchases): A decrease of $-213 thousand is due to a reduction in service contracts as a result of the Service Requirements Review Board (SRRB). (FY17 Baseline: $16,064 thousand)	-213	
37) Shared Services Unit/Program Executive Offices (SRRB Reduction) (Operation and Maintenance of Facilities): A decrease of $-156 thousand is due to a reduction in service contracts as a result of the Service Requirements Review Board (SRRB). (FY17 Baseline: $20,462 thousand)	-156	
38) DoD Teleport Program/High Speed Terminals (SRRB Reduction) (Equipment Maintenance by Contract): Details provided for this program are submitted separately in appropriately classified exhibits. (FY17 Baseline: $25,042 thousand)	-137	
39) Management Headquarters (SRRB Reduction) (Equipment Maintenance by Contact): A decrease of $-89 thousand is due to a reduction in service contracts as a result of the SRRB. (FY17 Baseline: $40,225 thousand)	-89	
40) Field Commands and Field Offices (SRRB Reduction)	-70	

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

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

(Operation and Maintenance of Facilities):
  A decrease of $-70 thousand is due to a reduction in service contracts as a result of the Service Requirements Review Board (SRRB). (FY17 Baseline: $76,654 thousand)

41) White House Communications Agency (WHCA) (SRRB Reduction) (Operation and Maintenance of Facilities):   -51
  A decrease of $-51 thousand is due to a reduction in service contracts as a result of the Service Requirements Review Board (SRRB). (FY17 Baseline: $171,143 thousand)

42) Shared Services Units/Program Executive Offices - USA Jobs Transfer (Other Services):   -38
  A decrease of $-38 thousand is due to the transfer of USAJOBS services funding and responsibilities from DISA to Washington Headquarters Services (WHS). (FY17 Baseline: $20,462 thousand)

43) Management Headquarters (SRRB Reduction) (Other Services):   -14
  A decrease of $-14 thousand is due to a reduction in service contracts as a result of the Service Requirements Review Board (SRRB). (FY17 Baseline: $40,225 thousand)

44) Information Systems Security Programs (ISSP)/Information Assurance (IA)/Public Key Infrastructure (PKI) (SRRB Reduction) (Operation and Maintenance of Facilities):   -2
  A decrease of $-2 thousand is due to a reduction in service contracts as a result of the Service

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Requirements Review Board (SRRB). (FY17 Baseline: $222,851 thousand)		
FY 2018 Budget Request		**2,009,702**

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

Metric Description by Program	2016 Actual	2017 Plan	2018 Plan
Net-Centric Enterprise Services (NCES): 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". 2. Availability -- Operational enterprise services sustain the customer requirement of ≥ .997 availability/reliability	1. Met 2. Met	1. ≥ 3 2. ≥ .997	1. ≥ 3 2. ≥ .997
Department of Defense Information Network Engineering Services (DODIN ES): 1. Maintain at least 25% spare capacity, to allow for provisioning of unforeseen requirements and rerouting under outages. 2. Total number of engineering artifacts adopted greater than 5.	1. Met 2. Met	1. ≥ 25% 2. ≥ 5	1. ≥ 25% 2. ≥ 5

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

Metric Description by Program	2016 Actual	2017 Plan	2018 Plan
<u>National Background Investigation Services (NBIS)</u>: 1. FTE Percentage: Establishment and full staffing of the PMO.	1. N/A	1. 90%	1. 90%
<u>Standardized Tactical Entry Point (STEP)</u>: 1. STEP Resource Availability: Probability that STEP resources are operable or usable to perform it's 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. 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). Target is no more than 8 hours, 45 minutes, and 36 seconds of downtime or service interruptions per	1. Met 2. Met	1. ≤ 8 hours, 45 minutes, and 36 seconds 2. ≤ 8 hours, 45 minutes, and 36 seconds	1. ≤ 8 hours, 45 minutes, and 36 seconds 2. ≤ 8 hours, 45 minutes, and 36 seconds

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

Metric Description by Program	2016 Actual	2017 Plan	2018 Plan
site per year.			
<u>DoD Teleport Program</u>: Teleport system availability -- Utilizing two-in-view architecture, maintain 99% of global availability of Teleport systems.	1. Met (99.67%)	1. 99%	1. 99%
<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	2. Met	2. ≥ 99.0%	2. ≥ 99.0%

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

Metric Description by Program	2016 Actual	2017 Plan	2018 Plan
Satellite Access Request (SAR).			
<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) latency (measurement of network delay). FY15 Target: Not to exceed 100 Milliseconds	2. Met	2. ≤ 100 Milliseconds	2. ≤ 100 Milliseconds
3. Defense Red-Switch Network (DRSN) switch availability.	3. NA	3. NA	3. ≥ 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	1. Met	1. 99.9%	1. 99.9%

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

Metric Description by Program	2016 Actual	2017 Plan	2018 Plan
for our customers. Target is to maintain 99.9% of service availability at all times to the user. 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
<u>Information Systems Security Program (ISSP)/Information Assurance (IA)/Public Key Infrastructure (PKI)</u>: 1. PKI -- Certificate Revocation Status. FY16 Target: < 5 seconds 2. CMRS -- How many new user accounts with defined permissions were created in the past 30 days? (NIPR & SIPR) FY16 Target: 50	1. < 3 seconds 2. 120	1. < 5 seconds 2. 50	1. < 5 seconds 2. 50

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

Metric Description by Program	2016 Actual	2017 Plan	2018 Plan
3. CSAAC Analytics -- Number of OPT Sensors Deployed/Maintained. FY16 Target: 9000	3. 9000	3. 9000	3. 9000
4. JRSS -- Implement JMS CSAAC analytic capability at 12 JRSS locations by FY 2017.	4. 10	4. 1	4. 1
5. JRSS -- Tech refreshes.	5. 7	5. 0	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 COCOM Tier 1 exercises in full compliance with Joint Staff Standards (FY16 Measurable Target: 5 exercises).	1. 10	1. 5	1. 5
2. Leverage CIP programs to identify risk and mitigation strategies. FY16 Target is 22 mitigation strategies reviewed/ developed.	2. 30	2. 22	2. 22
<u>Joint Staff Support Center (JSSC)</u>:			

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

Metric Description by Program	2016 Actual	2017 Plan	2018 Plan
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. 100%	2. 100%
<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%

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

Metric Description by Program	2016 Actual	2017 Plan	2018 Plan
<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-managed infrastructure.	3. Met	3. 98.9%	3. 98.9%
<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.	1. Met	1. 99.9%	1. 99.9%

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V. **Personnel Summary**	FY 2016	FY 2017	FY 2018	Change FY 2016/ FY 2017	Change FY 2017/ FY 2018
Active Military End Strength (E/S) (Total)	1,459	1,621	1,668	162	47
Officer	352	373	381	21	8
Enlisted	1,107	1,248	1,287	141	39
Reserve Drill Strength (E/S) (Total)	14	14	15	0	1
Officer	1	1	1	0	0
Enlisted	13	13	14	0	1
Civilian End Strength (Total)	2,216	2,739	3,208	523	469
U.S. Direct Hire	2,158	2,642	3,111	484	469
Total Direct Hire	2,158	2,642	3,111	484	469
Foreign National Indirect Hire	5	5	5	0	0
Reimbursable Civilians	53	92	92	39	0
Active Military Average Strength (A/S) (Total)	1,459	1,621	1,668	162	47
Officer	352	373	381	21	8
Enlisted	1,107	1,248	1,287	141	39
Reserve Drill Strength (A/S) (Total)	14	14	15	0	1
Officer	1	1	1	0	0
Enlisted	13	13	14	0	1
Civilian FTEs (Total)	2,107	2,724	3,208	617	484
U.S. Direct Hire	2,049	2,627	3,111	578	484
Total Direct Hire	2,049	2,627	3,111	578	484
Foreign National Indirect Hire	5	5	5	0	0
Reimbursable Civilians	53	92	92	39	0
Average Annual Civilian Salary ($ in thousands)	143.8	128.7	133.1	-15.1	4.4

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V. <u>Personnel Summary</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	Change <u>FY 2016/</u> <u>FY 2017</u>	Change <u>FY 2017/</u> <u>FY 2018</u>
<u>Contractor FTEs (Total)</u>	<u>2,764</u>	<u>3,013</u>	<u>4,098</u>	<u>249</u>	<u>1,085</u>

FY 2016-2017: The FTE change from FY 2016- FY 2017 is (+578) FTEs. The FTE change is due to the following:

<u>Functional Transfer (+319) FTEs</u>: 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).

<u>Departmental Adjustments (+83) FTEs</u>: 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.

<u>FY16 Congressional Reduction (+106) FTEs</u>: An increase of (+106) 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.

Reimbursable Workload (+39) FTEs: An increase of (+39) FTEs is due to an increase in anticipated reimbursable workload.

FY 2017-2018: The FTE change from FY 2017 - FY 2018 is (+484) FTEs. The FTE change is due to the following:

Functional Transfer (+462) FTEs: An increase of (+462) FTEs reflects the functional transfer from the Army Information Technology Agency (ITA) (+247), Washington Headquarters Services (WHS) Enterprise Information Technology Services Directorate (EITSD) (+169), and the Joint Staff Director of IT Services (+46) to DISA as a result of the consolidation of IT services in the Pentagon and National Capital Region (NCR).

Departmental Adjustments (+51) FTEs: An increase of (+44) FTEs provides for engineering, network, and White House IT helpdesk support required to successfully field and sustain the Presidential Information Technology Community (PITC) mission. An increase of (+5) FTEs provides IT Engineers to support the modernization of endpoint security on DoD networks and to implement pilot and test security solutions within the DODIN. The Joint Service Provider (JSP) program increases +2 FTEs. Details provided for this program are submitted separately in appropriately classified DoD budget exhibits.

DISA Internal Adjustments (-11) FTEs: A decrease of (-11) FTEs is primarily attributable to reduced engineering support requirements for the Defense Standardization Program.

Management Headquarters Reduction (-18) FTEs: A (-18) FTE reduction is primarily attributed to a DoD efficiency reduction in management headquarters staffing.

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

	FY 2016	Change FY 2016/FY 2017		FY 2017	Change FY 2017/FY 2018		FY 2018
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	295,272	5,566	37,873	338,711	6,618	69,532	414,861
103 Wage Board	65	1	-66	0	0	0	0
106 Benefit to Fmr Employees	44	0	-44	0	0	0	0
199 Total Civ Compensation	**295,381**	**5,567**	**37,763**	**338,711**	**6,618**	**69,532**	**414,861**
308 Travel of Persons	38,407	730	-10,167	28,970	579	1,217	30,766
399 Total Travel	**38,407**	**730**	**-10,167**	**28,970**	**579**	**1,217**	**30,766**
671 DISA DISN Subscription Services (DSS)	18,080	-1,266	7,982	24,796	471	21,059	46,326
672 PRMRF Purchases	17,618	516	-787	17,347	508	0	17,855
677 DISA Telecomm Svcs - Reimbursable	209	4	2,748	2,961	59	40,700	43,720
696 DFAS Financial Operation (Other Defense Agencies)	4,467	-180	986	5,273	-213	1,110	6,170
699 Total DWCF Purchases	**40,374**	**-926**	**10,929**	**50,377**	**825**	**62,869**	**114,071**
771 Commercial Transport	2,284	43	2,153	4,480	90	-380	4,190
799 Total Transportation	**2,284**	**43**	**2,153**	**4,480**	**90**	**-380**	**4,190**
901 Foreign National Indirect Hire (FNIH)	48	1	-49	0	0	0	0
912 Rental Payments to GSA (SLUC)	1,200	22	758	1,980	40	0	2,020
913 Purchased Utilities (Non-Fund)	5,414	103	5,617	11,134	223	0	11,357
914 Purchased Communications (Non-Fund)	29,598	562	22,172	52,332	1,047	-15,384	37,995
915 Rents (Non-GSA)	0	0	126	126	3	0	129
917 Postal Services (U.S.P.S)	70	1	141	212	4	0	216
920 Supplies & Materials (Non-Fund)	7,354	140	328	7,822	156	618	8,596
921 Printing & Reproduction	0	0	87	87	2	0	89
922 Equipment Maintenance By Contract	742,271	14,104	79,056	835,431	16,709	330,098	1,182,238
923 Facilities Sust, Rest, & Mod by Contract	10,663	203	1,007	11,873	237	-4,665	7,445
925 Equipment Purchases (Non-Fund)	50,220	954	-20,214	30,960	619	6,711	38,290

Defense Information Systems Agency
Operation and Maintenance, Defense-Wide
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OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017		FY 2017 Estimate	Change FY 2017/FY 2018		FY 2018 Estimate
		Price	Program		Price	Program	
932 Mgt Prof Support Svcs	0	0	1,680	1,680	34	0	1,714
933 Studies, Analysis & Eval	1,508	29	-1,537	0	0	2,177	2,177
934 Engineering & Tech Svcs	5,658	108	-4,156	1,610	32	0	1,642
957 Other Costs (Land and Structures)	53	1	-54	0	0	0	0
987 Other Intra-Govt Purch	38,323	728	22,727	61,778	1,236	-6,017	56,997
988 Grants	44	1	-45	0	0	0	0
989 Other Services	70,934	1,348	16,546	88,828	1,777	4,304	94,909
999 Total Other Purchases	**963,358**	**18,305**	**124,190**	**1,105,853**	**22,119**	**317,842**	**1,445,814**
Total	1,339,804	23,719	164,868	1,528,391	30,231	451,080	2,009,702

* The FY 2016 Actual column includes $44,433.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column excludes $48,999.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column excludes $64,137.0 thousand of FY 2018 OCO Appropriations funding.

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Defense Logistics Agency (DLA)

May 2017

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

	FY 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
DLA	375,403	6,129	-23,568	357,964	6,790	35,668	400,422

I. Description of Operations Financed:

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

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:

- DoD Programs which are program offices for which DLA is either the executive agent or the budget administrator

- HQ DLA Programs which are associated with the DLA logistics mission such as warstoppers, contingency logistics, maps, unemployment compensation, morale, welfare & recreation, and homeless blankets.

DoD Programs 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:

I.   Description of Operations Financed (cont.)

OSD Program Direction with budget administrative support from DLA
1. Defense Property Accountability System (DPAS)
2. Property & Equipment Policy (P&EP)
3. Business Process Reengineering Center (BPRC)
4. Continuity of Operations Program (COOP)/Classified Program
5. Defense Standardization Program Office (DSPO)
6. Logistics Transformation
7. Automatic Identification Technology (AIT)
8. Joint Purchase Card Program Office (JPCPO)
9. DoD Enterprise Business Systems (DEBS)

1. Defense Property Accountability System (DPAS) (FY 2018: $7.742 million). 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 mandated audit ready date of 2017 per the National Defense Authorization Act of 2010. DPAS maintains a clean SSAE-16 audit which validates

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

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. <u>Property & Equipment Policy (P&EP)</u> (FY 2018: $1.036 million, 5 FTEs). The Property & Equipment Policy office is the lead OUSD(AT&L) office for equipment accountability, policy, and audit readiness. P&E Policy office mission areas include:

a) Working to improve equipment life-cycle visibility from initial acquisition through final disposition processing;

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

   b) Examining Department policies and establishing improvement plans to obtain a higher degree of asset visibility;

   c) Establishing requirements for Accountable Property Systems of Record (APSR);

   d) Managing Federal fleet management requirements as implemented within the Department;

   e) Setting Internal Use Software (IUS) accountability requirements; and

   f) Leveraging Proper Financial Accounting Treatment for General Equipment (PFAT4GE) contract structuring with the use of Wide Area Workflow (WAWF) and the Item Unique Identification (IUID) Registry to collect valuable equipment information.

   In addition, P&EP is the responsible office for DoD Instruction (DoDI) 5000.64, "Accountability and Management of DoD Equipment and Other Accountable Property," which sets accountability policy for equipment, special tools, special test equipment, or other accountable property, and DoDI 5000.xa, "Accountability and Management of Internal Use Software," which provides accountability requirements for IUS as a subset of General PP&E.

   3. Business Process Reengineering Center (BPRC) (FY 2018: $2.647 million, 13 direct-funded FTEs and 8 reimbursable FTEs). BPRC is 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 cross-functional, integrated analysis of multiple activities or functions. The BPRC, chartered to support the Under Secretary of Defense

I.   **Description of Operations Financed (cont.)**
Acquisition, Technology and Logistics (USD (AT&L)), includes services to carry out
activities such as:
  a) Strategic planning, outlining vision and goals;
  b) Activity modeling of current and future processes, including cross-functional
     and integration analyses;
  c) Data modeling (including data standardization) associated with activity
     modeling;
  d) Benchmarking to identify and evaluate best practices and their application to
     DoD;
  e) Development of functional economic analyses;
  f) Planning for BPR implementation and assessment;
  g) Analysis leading to the selection of migration systems following BPR;
  h) Development and identification of BPR tools.

  4. Continuity of Operations (COOP/ Classified Program (FY 2018: $31.632 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 and DoD Directive 5111.13, Defense Continuity & Mission Assurance
     (DC&MA) was established to consolidate continuity-related policy and oversight
     activities within DoD in order to ensure the Secretary of Defense, the Deputy
     Secretary, and their senior and supporting staffs, and the DoD Components in

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

coordination with the Chairman of the Joint Chiefs of Staff can perform their
mission essential functions under all circumstances.

DC&MA provides for the Secretary of Defense policy, plans, crisis management, and
oversight of Department of Defense continuity related program activities. The
DC&MA's primary mission is to support the continued execution of the Department's
mission essential functions across the full spectrum of threats. The threats range
from major natural disasters to weapons of mass destruction in major metropolitan
areas, as well as large-scale terrorist attacks. The Executive Director, J32
Mission Support in coordination with DASD, DC&MA oversees the implementation of
Defense continuity policy, including activities supporting continuity of operations,
continuity of government, and enduring constitutional government.

5. <u>Defense Standardization Program Office (DSPO)</u> (FY 2018: $4.386 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.

I.   Description of Operations Financed (cont.)

The Government Industry Data Exchange Program (GIDEP) (FY 2018: $3.328 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 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.

6. Logistics Transformation (FY 2018: $8.118 million). These resources are designed to support the logistics mission activities at an acceptable level that will move the Department towards critical improvements in logistics systems and processes. The program facilitates efforts to develop and implement 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.

I.   **Description of Operations Financed (cont.)**
   7. <u>Automatic Identification Technology (AIT)</u> (FY 2018: $2.536 million). 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.

   8. <u>Joint Purchase Card Program Office (JPCPO)</u> (FY 2018: $1.506 million). JPCPO 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.

   9. <u>DoD Enterprise Business Systems (DEBS)</u> (FY 2018: $104.087 million and 36 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. Currently, six remaining systems are managed under the DEBS portfolio as follows:

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

a) DoD Enterprise Business Systems (DBSAE) 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 repeatable processes to manage programs throughout all phases of the acquisition life cycle.

b) 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

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

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.

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

d) 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.

e) 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

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

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.

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

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

HQ DLA Programs 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. Audit Readiness
2. Contingency Logistics
3. Continuing Health
4. Defense Critical Infrastructure Program (CIP)
5. Defense Finance and Accounting Service (DFAS)
6. Defense Information System Network (DISN)
7. Disability Compensation
8. Homeless Blankets
9. Law Enforcement Support Office (LESO)
10. Logistics and Manufacturing Technology
11. Mapping
12. Morale, Welfare and Recreation (MWR)
13. Procurement Technical Assistance Program (PTAP)
14. Unemployment Compensation
15. Warstoppers

I.   Description of Operations Financed (cont.)

1. Audit Readiness (FY 2018: $3.049 million). The Audit Readiness 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).

2. Contingency Logistics (a.k.a - Price Comparability) (FY 2018: $61.116 million). The Contingency Logistics program supports military unique (DoD Mandated) tasks, such as readiness support, that a commercial distribution company would not experience. Contingency Logistics 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 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 baseline includes peacetime contingency planning and Command and Control Center costs, and the Department's hazardous and ozone depleting substances programs.

3. Continuing Health (FY 2018: $0.106 million). The Continuing Health program provides coverage for DLA employees affected by reductions-in-force and BRAC.

I.   Description of Operations Financed (cont.)

4.   Defense Critical Infrastructure Program (DCIP) (FY 2018: $1.149 million). 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 Defense Logistics Infrastructure Sector Lead Agent funding was realigned from ASD (Homeland Defense & Americas Security Affairs) in FY 2009 to DLA. This allows Logistics DCIP program management to take place closer to the execution source. 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.

5.   Defense Finance and Accounting Service (DFAS) (FY 2018: $3.100 million). DFAS requires reimbursement for accounting services provided to the General Fund activities (DoD Programs and HQ DLA Programs).

6.   Defense Information System Network (DISN) (FY 2018: $8.695 million). DISN requires reimbursement for services.

7.   Disability Compensation (FY 2018: $0.784 million). The Disability Compensation program funding provides required funding for disability compensation for the Clothing Factory (DSCP) closed by BRAC 1993.

I.   Description of Operations Financed (cont.)

8.   <u>Homeless Blankets</u> (FY 2018: $3.447 million). The Stewart B. McKinley Homeless Assistance Act of 1987 enables 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.   <u>Law Enforcement Support Office (LESO)</u> (FY 2018: $3.108 million and 25 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 $6.3B since inception and $515M in FY 2016. More than 8,000 law enforcement agencies nationwide currently participate in this highly visible program that enhances law enforcement capabilities while saving the 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.

10.   <u>Logistic and Manufacturing Technology</u> (FY 2018: $3.0 million). Expenses of Headquarters R&D Management, organizational management analyses, test and evaluation for systems sustainment personnel and command support, and product improvement within the current performance envelope for systems out of production are funded in the Operation and Maintenance (O&M) appropriations.

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

11. Mapping (FY 2018: $29.971 million). 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 but also include a wide variety of classified and unclassified hydrographic, topographic, aeronautical and digital maps, charts and various publications required to support the warfighter.

12. Morale, Welfare and Recreation (MWR) (FY 2018: $25.941 million). MWR programs provide support the DLA military, civilians, military retirees and their families. MWR enhances DLAs readiness and resilience by offering services that reduce stress, and promote self-confidence and foster strong esprit de corps. Included are family programs, child and youth programs, recreation and sports programs, and leisure activities. Funding is based on cost estimates for operating the DLA MWR activities.

13. Procurement Technical Assistance Program (PTAP) (FY 2018: $24.158 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.

I.   Description of Operations Financed (cont.)

14. Unemployment Compensation (FY 2018: $11.025 million). DLA pays the Unemployment
     Compensation for all Defense Agencies.

15. Warstoppers Program (FY 2018: $47.940 million) The Warstoppers Program implements
     specific industrial preparedness measures for certain supply items, and preserves
     critical 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 Warstopper 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 $6B
     through the investment of approximately $927M over the program's lifetime.

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

N/A

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III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2016 Actual	Budget Request	FY 2017 Congressional Action Amount	Percent	Appropriated	Current Estimate	FY 2018 Estimate
BA4 Administration and Service-Wide Activities: DoD Programs	**69,207**	**54,100**	**0**	**0.0**	**0**	**54,100**	**62,930**
Automatic Identification Technology	800	2,449	0	0.0	0	2,449	2,536
Business Process Reengineering Center	2,641	2,338	0	0.0	0	2,338	2,647
Continuity of Operations	37,382	24,353	0	0.0	0	24,353	31,632
Defense Property Accountability System	11,271	8,484	0	0.0	0	8,484	7,742
Defense Standardization Program Office	9,341	7,418	0	0.0	0	7,418	7,713
Joint Purchase Card Program Office	1,313	1,453	0	0.0	0	1,453	1,506
Logistics Transformation	6,459	7,605	0	0.0	0	7,605	8,118
Property & Equipment Policy	0	0	0	0.0	0	0	1,036
BA4. Administration and Service-Wide Activities: DoD Programs - DoD Enterprise Business Systems	**83,132**	**79,742**	**0**	**0.0**	**0**	**79,742**	**104,086**
Business Systems	6,359	0	0	0.0	0	0	0

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III. Financial Summary ($ in thousands)

| A. BA Subactivities | FY 2016 Actual | Budget Request | FY 2017 Congressional Action | | | Current Estimate | FY 2018 Estimate |
			Amount	Percent	Appropriated		
Center of Excellence							
Defense Agency Initiative	33,884	38,966	0	0.0	0	38,966	58,222
Defense Information System for Security	9,560	0	0	0.0	0	0	0
Defense Retiree and Annuitant System 2	2,381	5,796	0	0.0	0	5,796	5,707
Defense Travel System	6,686	0	0	0.0	0	0	0
DoD Enterprise Business Systems	7,910	9,352	0	0.0	0	9,352	15,484
Enterprise Funds Distribution	1,881	3,363	0	0.0	0	3,363	7,318
Joint Contingency Contract System	0	8,030	0	0.0	0	8,030	2,404
Standard Procurement System	14,471	14,235	0	0.0	0	14,235	14,951
BA4. Administration and Service-Wide Activities:	**223,064**	**224,122**	**0**	**0.0**	**0**	**224,122**	**233,406**
HQ DLA Programs							
Agile Transportation – USTRANSCOM	851	0	0	0.0	0	0	0
Audit Readiness	4,559	3,607	0	0.0	0	3,607	3,049
Contingency Logistics	63,459	61,432	0	0.0	0	61,432	61,117
Continuing Health	99	101	0	0.0	0	101	106
Counter Drug	539	0	0	0.0	0	0	0
Defense Critical Infrastructure Program	786	1,107	0	0.0	0	1,107	1,149

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

A. <u>BA Subactivities</u>	FY 2016 Actual	Budget Request	FY 2017 Congressional Action Amount	Percent	Appropriated	Current Estimate	FY 2018 Estimate
Defense Environmental Restoration Account	6,671	0	0	0.0	0	0	0
Defense Finance & Accounting Service	2,619	1,865	0	0.0	0	1,865	3,100
Defense Information System Network	0	10,374	0	0.0	0	10,374	8,695
Disability Compensation	753	763	0	0.0	0	763	784
Homeless Blankets	3,336	3,324	0	0.0	0	3,324	3,447
Joint Contingency Acquisition Support Office	0	0	0	0.0	0	0	6,793
Law Enforcement Support Office	2,685	2,927	0	0.0	0	2,927	3,108
Logistics & Manufacturing Technology	0	0	0	0.0	0	0	3,000
Managerial Support	1	22	0	0.0	0	22	23
Mapping	28,671	28,876	0	0.0	0	28,876	29,971
Morale, Welfare & Recreation	25,545	27,906	0	0.0	0	27,906	25,941
Procurement Technical Assistance Program	36,061	23,264	0	0.0	0	23,264	24,158
Unemployment Compensation	10,493	10,680	0	0.0	0	10,680	11,025
Warstoppers	35,936	47,874	0	0.0	0	47,874	47,940
Total	**375,403**	**357,964**	**0**	**0.0**	**0**	**357,964**	**400,422**

III. Financial Summary ($ in thousands)

B. Reconciliation Summary	Change FY 2017/FY 2017	Change FY 2017/FY 2018
Baseline Funding	**357,964**	**357,964**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**357,964**	
Fact-of-Life Changes (2017 to 2017 Only)		
Subtotal Baseline Funding	**357,964**	
Supplemental		
Reprogrammings		
Price Changes		6,790
Functional Transfers		
Program Changes		35,668
Current Estimate	**357,964**	**400,422**
Less: Wartime Supplemental		
Normalized Current Estimate	**357,964**	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2017 President's Budget Request (Amended, if applicable)		**357,964**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2017 Appropriated Amount		**357,964**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2017 Baseline Funding		**357,964**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2017 Estimate		**357,964**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2017 Normalized Current Estimate		**357,964**
6. Price Change		6,790
7. Functional Transfers		
8. Program Increases		50,023
a. Annualization of New FY 2017 Program		
b. One-Time FY 2018 Increases		
c. Program Growth in FY 2018		
1) DAI	18,483	
Beginning of DAI Increment 3 (FY 2017 Baseline: $38,966 thousand; -2 FTEs)		
2) COOP	6,796	
PDM 7000A1 increased FY 18; increase in contract requirements (FY 2017 Baseline: $24,353 thousand)		
3) JCASO	6,793	
Properly realigning to O&M from DWCF		

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
(FY 2017 Baseline: $0 thousand)		
4) DEBS Infrastructure	5,945	
Increase was provided in RMD (FY 2017 Baseline: $9,352 thousand)		
5) EFD	3,888	
Increase in reimbursable costs needed for the sustainment of program: DISA & DFAS. (FY 2017 Baseline: $3,363 thousand; +0 FTEs)		
6) Log & Man-Tech	3,000	
Realigning funding from RDT&E to fund PMO support (FY 2017 Baseline: $0 thousand)		
7) DFAS	1,326	
Increase support in workcounts and additional system billings (FY 2017 Baseline: $3,100 thousand)		
8) P&EP	1,036	
P&EP mission being separated out from DPAS (FY 2017 Baseline: $1,030 thousand; +5 FTEs)		
9) Mapping	517	
Increase in contracting requirements (FY 2017 Baseline: $28,876 thousand)		
10) SPS	432	
Increase in contracting dollars needed for sustainment of the program. (FY 2017 Baseline: $14,235 thousand; -3 FTEs)		
11) PTAP	429	
Increase in Grant requirements (FY 2017 Baseline: $23,264 thousand)		
12) Logistics Transformation	361	
Increase in contracting requirements (FY 2017		

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Baseline: $7,605 thousand)		
13) Unemployment	345	
Overall increases estimated for the Department of Defense's unemployment needs. (FY 2017 Baseline: $10,680 thousand)		
14) BPRC	263	
Program growth is an increase of 1 FTE and realigning non-labor to labor to support current FTEs (FY 2017 Baseline: $2,338 thousand; +1 FTEs)		
15) DSPO & GIDEP	148	
Increase in contract requirements (FY 2017 Baseline: $7,418 thousand; +0 FTEs)		
16) LESO	123	
Increase to FTEs (FY 2017 Baseline: $2,927 thousand; +1 FTEs)		
17) Blankets	56	
Increase to program requirement (FY 2017 Baseline: $3,324 thousand)		
18) AIT	38	
Increase in contract requirements (FY 2017 Baseline: $2,449 thousand; +0 FTEs)		
19) PCOLS	24	
Increase in contract requirements (FY 2017 Baseline: $1,453 thousand)		
20) DCIP	20	
Increase in contract requirements (FY 2017 Baseline: $1,107 thousand)		
9. Program Decreases		-14,355
a. Annualization of FY 2017 Program Decreases		

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
b. One-Time FY 2017 Increases		
c. Program Decreases in FY 2018		
1) JCCS	-5,786	
Program is going to be partially funded via reimbursable MIPR, and OCO. (FY 2017 Baseline: $8,030 thousand; +0 FTEs)		
2) MWR	-2,523	
Decrease in contract support due to insourcing CDCs (FY 2017 Baseline: $27,906 thousand)		
3) DISN	-1,876	
Funding is based on estimated consumption of DISN services (FY 2017 Baseline: $10,374 thousand)		
4) Contingency Logistics	-1,535	
Realigned funding to support other program requirements (FY 2017 Baseline: $61,432 thousand)		
5) DPAS	-909	
FTE transfer to P (FY 2017 Baseline: $7,454 thousand; -7 FTEs)		
6) Warstoppers	-891	
Reprogramming to support other program shortfalls. (FY 2017 Baseline: $47,874 thousand)		
7) Audit Readiness	-630	
Decrease in contract support (FY 2017 Baseline: $3,607 thousand)		
8) DRAS2	-205	
Reduction in contracting cost. (FY 2017 Baseline: $5,796 thousand; +1 FTEs)		
FY 2018 Budget Request		**400,422**

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

<u>DoD Programs</u>

<u>Defense Property Accountability System (DPAS)</u>: DPAS currently supports 3.8 million assets worth $430 billion. 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. 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

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

also utilized to manage the storage of OM&S parts and spares. DPAS metrics provide 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.

<u>Business Process Reengineering Center (BPRC)</u>: 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.

<u>Defense Standardization Program Office (DSPO)</u>: 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

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

- 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.

<u>Logistics Transformation</u>: 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.

HQ DLA Programs

Performance evaluation of the HQ DLA programs is primarily based on funding execution. Monthly Obligation Plans (MOPs) are developed and actual execution is reported each month. Programs that are 5% off plan must provide senior management an explanation and

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

corrective action plan with a projected completion date. The following programs have additional metrics for performance evaluations:

<u>Law Enforcement Support Office (LESO)</u>: 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 high visibility property such as Aircraft and Tactical Vehicles.

<u>Morale, Welfare & Recreation (MWR)</u>: MWR 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.

<u>Procurement Technical Assistance Program (PTAP)</u>: 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.

<u>Warstoppers Program</u>: Warstoppers Program metrics are requirements validation, industry capability validation, requirements offset capability, and resource availability/

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

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.

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V. Personnel Summary	FY 2016	FY 2017	FY 2018	Change FY 2016/ FY 2017	Change FY 2017/ FY 2018
Active Military End Strength (E/S) (Total)	58	58	58	0	0
Officer	17	16	17	-1	1
Enlisted	41	42	41	1	-1
Civilian End Strength (Total)	166	183	201	17	18
U.S. Direct Hire	126	145	144	19	-1
Total Direct Hire	126	145	144	19	-1
Reimbursable Civilians	40	38	57	-2	19
Active Military Average Strength (A/S) (Total)	58	58	58	0	0
Officer	17	16	17	-1	1
Enlisted	41	42	41	1	-1
Civilian FTEs (Total)	163	183	201	20	18
U.S. Direct Hire	134	145	144	11	-1
Total Direct Hire	134	145	144	11	-1
Reimbursable Civilians	29	38	57	9	19
Average Annual Civilian Salary ($ in thousands)	241.6	250.2	244.8	8.6	-5.4
Contractor FTEs (Total)	171	137	138	-34	1

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

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

OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017 Price	Change FY 2016/FY 2017 Program	FY 2017 Estimate	Change FY 2017/FY 2018 Price	Change FY 2017/FY 2018 Program	FY 2018 Estimate
101 Exec, Gen'l & Spec Scheds	21,827	411	3,356	25,594	500	-1,875	24,219
106 Benefit to Fmr Employees	10,553	0	127	10,680	0	345	11,025
199 Total Civ Compensation	**32,380**	**411**	**3,483**	**36,274**	**500**	**-1,530**	**35,244**
308 Travel of Persons	557	11	38	606	12	202	820
399 Total Travel	**557**	**11**	**38**	**606**	**12**	**202**	**820**
416 GSA Supplies & Materials	34	1	78	113	2	-57	58
499 Total Supplies & Materials	**34**	**1**	**78**	**113**	**2**	**-57**	**58**
647 DISA Enterprise Computing Centers	3,962	-396	11,348	14,914	283	1,053	16,250
671 DISA DISN Subscription Services (DSS)	0	0	12	12	0	-12	0
679 Cost Reimbursable Purchase	35,757	679	4,395	40,831	817	-3,023	38,625
695 DFAS Financial Operations (DLA)	4,848	-237	-2,746	1,865	-91	3,126	4,900
699 Total DWCF Purchases	**44,567**	**46**	**13,009**	**57,622**	**1,009**	**1,144**	**59,775**
771 Commercial Transport	28	1	40	69	1	-1	69
799 Total Transportation	**28**	**1**	**40**	**69**	**1**	**-1**	**69**
912 Rental Payments to GSA (SLUC)	54	1	2,964	3,019	60	-1,680	1,399
914 Purchased Communications (Non-Fund)	315	6	-313	8	0	312	320
915 Rents (Non-GSA)	0	0	2,660	2,660	53	-2,146	567
920 Supplies & Materials (Non-Fund)	0	0	22	22	0	-22	0
921 Printing & Reproduction	17	0	30	47	1	-1	47
922 Equipment Maintenance By Contract	2	0	7,410	7,412	148	-6,560	1,000
923 Facilities Sust, Rest, & Mod by Contract	5,241	100	-5,341	0	0	5,590	5,590
925 Equipment Purchases (Non-Fund)	0	0	6,494	6,494	130	-6,624	0
930 Other Depot Maintenance (Non-Fund)	8,920	169	-6,788	2,301	46	7,501	9,848
932 Mgt Prof Support Svcs	5,003	95	4,693	9,791	196	1,223	11,210

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OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017 Price	Program	FY 2017 Estimate	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate
933 Studies, Analysis & Eval	0	0	7,605	7,605	152	-6,114	1,643
934 Engineering & Tech Svcs	63,647	1,209	-52,076	12,780	256	39,891	52,927
960 Other Costs (Interest and Dividends)	7	0	-3	4	0	0	4
987 Other Intra-Govt Purch	161,448	3,068	14,670	179,186	3,584	9,353	192,123
988 Grants	35,146	668	-13,271	22,543	451	434	23,428
989 Other Services	18,037	343	-16,798	1,582	32	2,736	4,350
990 IT Contract Support Services	0	0	7,826	7,826	157	-7,983	0
999 Total Other Purchases	**297,837**	**5,659**	**-40,216**	**263,280**	**5,266**	**35,910**	**304,456**
Total	**375,403**	**6,129**	**-23,568**	**357,964**	**6,790**	**35,668**	**400,422**

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Defense Legal Services Agency (DLSA)

May 2017

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

	FY 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
DLSA	133,598	2,350	-110,964	24,984	489	-1,266	24,207

* The FY 2016 Actual column <u>includes</u> $106,057.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column <u>excludes</u> $111,986.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column <u>excludes</u> $115,000.0 thousand of FY 2018 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 Defense Agencies. The largest component of DLSA, the Defense Office of Hearings and Appeals (DOHA), adjudicates cases that arise across all Military Departments and Defense Agencies.

DOHA Functions Include:

• Conducts hearings and issues decisions in personnel security clearance cases for contractors performing classified work for DOHA-serviced Department of Defense (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.

• Conducts hearings and issues 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. In addition, the DOHA

I.   <u>Description of Operations Financed (cont.)</u>
conducts hearings and issues decisions in cases involving TRICARE payment for medical services.

• 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 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.

• Coordinates and monitors policies and procedures pertaining to DoD alternative dispute resolution (ADR) activities and conflict management within the DoD; and serves as a source of training, 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 2017 to FY 2018: The FY 2018 budget reflects a net decrease of $-777 thousand (price change of $+489 thousand and a program change of $-1,266 thousand) attributable to the following areas: compensation and benefits; contractor support;

I.   <u>Description of Operations Financed (cont.)</u>
administrative support, other intra-governmental purchases, and the functional transfer
of the Joint Information Technology Service Provider-Pentagon (JSP) from DLSA to the
Defense Information System Agency (DISA).

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

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III. Financial Summary ($ in thousands)

			FY 2017				
			Congressional Action				
A. BA Subactivities	**FY 2016 Actual**	**Budget Request**	**Amount**	**Percent**	**Appropriated**	**Current Estimate**	**FY 2018 Estimate**
DLSA HQ	132,902	9,374	0	0.0	0	9,374	8,652
DOHA	696	15,610	0	0.0	0	15,610	15,555
Total	**133,598**	**24,984**	**0**	**0.0**	**0**	**24,984**	**24,207**

* The FY 2016 Actual column includes $106,057.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column excludes $111,986.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column excludes $115,000.0 thousand of FY 2018 OCO Appropriations funding.

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

B. <u>Reconciliation Summary</u>	Change FY 2017/FY 2017	Change FY 2017/FY 2018
Baseline Funding	**24,984**	**24,984**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**24,984**	
Fact-of-Life Changes (2017 to 2017 Only)		
Subtotal Baseline Funding	**24,984**	
Supplemental		
Reprogrammings		
Price Changes		489
Functional Transfers		-172
Program Changes		-1,094
Current Estimate	**24,984**	**24,207**
Less: Wartime Supplemental		
Normalized Current Estimate	**24,984**	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2017 President's Budget Request (Amended, if applicable)		**24,984**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2017 Appropriated Amount		**24,984**
2. War-Related and Disaster Supplemental Appropriations		
a. OCO Supplemental Funding		
1) OCO Supplemental		
OCO Supplemental (FY 2017 Baseline: $0 thousand; +0 FTEs)		
3. Fact-of-Life Changes		
FY 2017 Baseline Funding		**24,984**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2017 Estimate		**24,984**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2017 Normalized Current Estimate		**24,984**
6. Price Change		489
7. Functional Transfers		-172
a. Transfers In		
b. Transfers Out		
1) Joint Service Provider (JSP) Transition to DISA	-172	
The decrease in funding results from the functional transfer of resources as the Defense Information System Agency (DISA) assumes operational control of the Joint Information Technology Service Provider - Pentagon (JSP) in accordance with Deputy Secretary of		

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

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

      Defense Directive Memorandum, Consolidation of
      Pentagon Information Technology Operations, 1 May
      2015.

8. Program Increases		288
a. Annualization of New FY 2017 Program		
b. One-Time FY 2018 Increases		
c. Program Growth in FY 2018		
1) Purchased Utilities, Communications, and Postal	177	

      The increase in funding supports utilities, postal
      services and communication requirements needed to
      support the mission. Increase also support the
      transition to a new facility while maintaining and
      supporting current working spaces until a phased move
      is completed in early FY 2019. (FY 2017 Baseline:
      $236 thousand; +0 FTEs)

2) Other Intra-Governmental Purchases	88	

      The increase in funding supports additional off-site
      litigation activities which satisfies support
      agreements to assist other governmental agencies.
      Specifically, reimburses the Department of Justice
      (DOJ) for attorneys detailed to provide prosecutorial
      assistance associated with the Military Commissions
      hearings. (FY 2017 Baseline: $154 thousand; +0 FTEs)

3) Supplies and Materials	23	

      The increases supports additional supplies and
      materials for legal administration. The additional
      requirement for more supplies and materials results
      from the increase volume and frequency of Military
      Commissions hearings that will be conducted in FY

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
2018. (FY 2017 Baseline: $75 thousand; +0 FTEs)		
9. Program Decreases		-1,382
a. Annualization of FY 2017 Program Decreases		
b. One-Time FY 2017 Increases		
c. Program Decreases in FY 2018		
1) Major Headquarters Activities (MHA)	-741	

The decrease reflects streamlining of major headquarters activities as part of the Department of Defense reform agenda. Eliminates 4 FTEs and associated resources to maintain civilian staff at approved levels.
(FY 2017 Baseline: $9,374 thousand; -4 FTEs)

| 2) Workforce Reshaping and Reprice of Compensation and Benefits | -626 | |

The decrease in funding is a result of delayering and strategic grade reshaping actions to restructure the organization to execute mission critical functions while eliminating same-grade reporting. Delayering actions resulted in the reduction of 2 FTEs across the organization. (FY 2017 Baseline: $24,345 thousand; -2 FTEs)

| 3) Other Costs, Services, and Travel | -12 | |

As part of the DoD reform agenda the decrease reflects a reduction in other costs, services and travel expenses resulting from the increased use of electronic means of communications, such as VTC capabilities.
(FY 2017 Baseline: $174 thousand; +0 FTEs)

| 4) Service Requirements Review Board (SRRB) | -3 | |

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
As part of the Department of Defense reform agenda, savings were identified during the SRRB process. Savings reflect a reduction in travel. (FY 2017 Baseline: $0 thousand; +0 FTEs)		
FY 2018 Budget Request		**24,207**

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

The DLSA provides legal services to the staff elements of the OSD and Defense Agencies. Services 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 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.

<u>The Defense Office of Hearings and Appeals (DOHA)</u>: 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

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

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; (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.

<u>Industrial Security Clearance Review (ISCR) Program</u>: 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

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

implementation of the procedural requirements of Executive Order 10865. DOHA implements these established administrative due process requirements for the Department.

<u>Personal Appearance (PA) Program</u>: 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.

<u>Uncleared Contractor CAC Eligibility Process</u>: 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.

<u>Sunken Craft Process</u>: 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

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

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

<u>Claims Appeals Board</u>: 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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V. <u>Personnel Summary</u>	FY 2016	FY 2017	FY 2018	Change FY 2016/ FY 2017	Change FY 2017/ FY 2018
<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>285</u>	<u>131</u>	<u>125</u>	<u>-154</u>	<u>-6</u>
U.S. Direct Hire	285	131	125	-154	-6
Total Direct Hire	285	131	125	-154	-6
<u>Civilian FTEs (Total)</u>	<u>285</u>	<u>131</u>	<u>125</u>	<u>-154</u>	<u>-6</u>
U.S. Direct Hire	285	131	125	-154	-6
Total Direct Hire	285	131	125	-154	-6
Average Annual Civilian Salary ($ in thousands)	147.8	185.8	186.1	38.0	.3

FY 2016 reflects both Base and OCO FTEs. The FY 2018 Compensation and Benefits program decreased by 6 FTEs resulting from organizational delayering, strategic grade shaping, and the streamlining of management headquarters, as part of the Department of Defense reform agenda that eliminates civilian positions and resources to maintain staffing at approved levels.

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

OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017 Price	Change FY 2016/FY 2017 Program	FY 2017 Estimate	Change FY 2017/FY 2018 Price	Change FY 2017/FY 2018 Program	FY 2018 Estimate
101 Exec, Gen'l & Spec Scheds	42,117	794	-18,566	24,345	476	-1,556	23,265
199 Total Civ Compensation	**42,117**	**794**	**-18,566**	**24,345**	**476**	**-1,556**	**23,265**
308 Travel of Persons	2,401	45	-2,359	87	2	-2	87
399 Total Travel	**2,401**	**45**	**-2,359**	**87**	**2**	**-2**	**87**
417 Local Purch Supplies & Mat	0	0	27	27	1	17	45
499 Total Supplies & Materials	**0**	**0**	**27**	**27**	**1**	**17**	**45**
771 Commercial Transport	0	0	60	60	1	-13	48
799 Total Transportation	**0**	**0**	**60**	**60**	**1**	**-13**	**48**
912 Rental Payments to GSA (SLUC)	132	3	-135	0	0	0	0
913 Purchased Utilities (Non-Fund)	317	6	-303	20	0	10	30
914 Purchased Communications (Non-Fund)	916	17	-737	196	4	147	347
915 Rents (Non-GSA)	10,131	192	-10,323	0	0	0	0
917 Postal Services (U.S.P.S)	-55	-1	76	20	0	20	40
920 Supplies & Materials (Non-Fund)	1,141	22	-1,088	75	2	23	100
922 Equipment Maintenance By Contract	5,393	103	-5,496	0	0	0	0
923 Facilities Sust, Rest, & Mod by Contract	2,454	47	-2,501	0	0	0	0
932 Mgt Prof Support Svcs	44,785	851	-45,636	0	0	0	0
934 Engineering & Tech Svcs	6,579	125	-6,704	0	0	0	0
951 Other Costs (Special Personal Svc Pay)	9,556	0	-9,556	0	0	0	0
959 Other Costs (Insurance Claims/Indmnties)	20	0	-20	0	0	0	0
960 Other Costs (Interest and Dividends)	5	0	5	10	0	15	25
987 Other Intra-Govt Purch	1,750	33	-1,708	75	2	58	135
989 Other Services	5,956	113	-6,000	69	1	15	85
999 Total Other Purchases	**89,080**	**1,511**	**-90,126**	**465**	**9**	**288**	**762**
Total	**133,598**	**2,350**	**-110,964**	**24,984**	**489**	**-1,266**	**24,207**

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* The FY 2016 Actual column <u>includes</u> $106,057.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column <u>excludes</u> $111,986.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column <u>excludes</u> $115,000.0 thousand of FY 2018 OCO Appropriations funding.

Fiscal Year 2018 Budget Estimates Submission

DEFENSE MEDIA ACTIVITY

May 2017

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

	FY 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
DMA	190,758	3,556	29,108	223,422	4,349	-10,186	217,585

* The FY 2016 Actual column <u>includes</u> $5,960.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column <u>excludes</u> $13,317.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column <u>excludes</u> $13,255.0 thousand of FY 2018 OCO Appropriations funding.

I. <u>Description of Operations Financed</u>:

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

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

   • **Defense Video and Imagery Distribution System (DVIDS):** A state-of-the-art, 24/7
      operation that provides a timely, accurate and reliable connection between the
      American people, the media around the world and the military serving at home and
      abroad. Through a global network of portable Ku-band satellite transmitters, robust
      IP connectivity and a distribution hub, DVIDS makes available real-time broadcast-
      quality video, audio, still images and print products, as well as immediate
      interview opportunities with service members, commanders and subject matter experts.
      The DVIDS360 Content Management System also provides unrivaled, customized analytics
      capability for its clients.

   • **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.

I. **Description of Operations Financed (cont.)**
    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 2017 and FY 2018 of $4.349 million price growth and $-10.186 million program reduction for a total change of $ -5.837 million.

II. **Force Structure Summary:**
N/A

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III. Financial Summary ($ in thousands)

			FY 2017				
			Congressional Action				
A. BA Subactivities	**FY 2016 Actual**	**Budget Request**	**Amount**	**Percent**	**Appropriated**	**Current Estimate**	**FY 2018 Estimate**
1. Defense Media Operations	190,758	223,422	0	0.0	0	223,422	217,585
Total	**190,758**	**223,422**	**0**	**0.0**	**0**	**223,422**	**217,585**

* The FY 2016 Actual column includes $5,960.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column excludes $13,317.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column excludes $13,255.0 thousand of FY 2018 OCO Appropriations funding.

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

B. <u>Reconciliation Summary</u>	Change FY 2017/FY 2017	Change FY 2017/FY 2018
Baseline Funding	**223,422**	**223,422**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**223,422**	
Fact-of-Life Changes (2017 to 2017 Only)		
Subtotal Baseline Funding	**223,422**	
Supplemental	13,255	
Reprogrammings		
Price Changes		4,349
Functional Transfers		
Program Changes		-10,186
Current Estimate	**236,677**	**217,585**
Less: Wartime Supplemental	-13,255	
Normalized Current Estimate	**223,422**	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2017 President's Budget Request (Amended, if applicable)		**223,422**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2017 Appropriated Amount		**223,422**
2. War-Related and Disaster Supplemental Appropriations		13,255
a. OCO Supplemental Funding		
1) Overseas Contingency Operations	13,255	
Supports DMA's Contingency Operations. (FY 2017 Baseline: $13,317 thousand)		
3. Fact-of-Life Changes		
FY 2017 Baseline Funding		**236,677**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2017 Estimate		**236,677**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-13,255
FY 2017 Normalized Current Estimate		**223,422**
6. Price Change		4,349
7. Functional Transfers		
8. Program Increases		
a. Annualization of New FY 2017 Program		
b. One-Time FY 2018 Increases		
c. Program Growth in FY 2018		
9. Program Decreases		-10,186
a. Annualization of FY 2017 Program Decreases		
b. One-Time FY 2017 Increases		
c. Program Decreases in FY 2018		

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
1) Business Process and Systems Review (BPSR) BPSR levied reduction against anticipated efficiencies of IT contract and services. (FY 2017 Baseline: $25,454 thousand)	-5,605	
2) Mission Support Reduction to support operations such as travel and transportation; utilities, maintenance.	-2,992	
3) Services Requirements Review Boards (SRRB) / Contractors Courts Management Reduction Service Requirements Review Board (SRRB) reductions in service contracts as a result of SRRBs. (FY 2017 Baseline: $9,976 thousand)	-1,584	
4) USAJOBS Funding for the 4th Estate Funds realigned from DMA to WHS to cover costs of USAJOBS services from Office of Personnel Management (OPM) consolidated efforts. (FY 2017 Baseline: $690 thousand)	-5	
FY 2018 Budget Request		**217,585**

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

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.

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

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.

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V. __Personnel Summary__	FY 2016	FY 2017	FY 2018	Change FY 2016/ FY 2017	Change FY 2017/ FY 2018
Active Military End Strength (E/S) (Total)	898	877	877	-21	0
Officer	52	52	52	0	0
Enlisted	846	825	825	-21	0
Reserve Drill Strength (E/S) (Total)	34	34	34	0	0
Officer	8	8	8	0	0
Enlisted	26	26	26	0	0
Civilian End Strength (Total)	642	657	680	15	23
U.S. Direct Hire	580	595	616	15	21
Foreign National Direct Hire	25	25	27	0	2
Total Direct Hire	605	620	643	15	23
Foreign National Indirect Hire	37	37	37	0	0
Active Military Average Strength (A/S) (Total)	898	877	877	-21	0
Officer	52	52	52	0	0
Enlisted	846	825	825	-21	0
Reserve Drill Strength (A/S) (Total)	34	34	34	0	0
Officer	8	8	8	0	0
Enlisted	26	26	26	0	0
Civilian FTEs (Total)	642	657	680	15	23
U.S. Direct Hire	580	595	616	15	21
Foreign National Direct Hire	25	25	27	0	2
Total Direct Hire	605	620	643	15	23
Foreign National Indirect Hire	37	37	37	0	0
Average Annual Civilian Salary ($ in thousands)	116.0	110.6	114.9	-5.4	4.3

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V. <u>Personnel Summary</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	Change <u>FY 2016/</u> <u>FY 2017</u>	Change <u>FY 2017/</u> <u>FY 2018</u>
<u>Contractor FTEs (Total)</u>	<u>340</u>	<u>282</u>	<u>246</u>	<u>-58</u>	<u>-36</u>

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

	FY 2016	Change FY 2016/FY 2017		FY 2017	Change FY 2017/FY 2018		FY 2018
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	72,184	1,361	-4,921	68,624	1,341	5,732	75,697
103 Wage Board	234	4	46	284	6	-49	241
104 FN Direct Hire (FNDH)	526	10	1,490	2,026	40	-1,441	625
199 Total Civ Compensation	**72,944**	**1,375**	**-3,385**	**70,934**	**1,387**	**4,242**	**76,563**
308 Travel of Persons	5,206	99	-1,950	3,355	67	-93	3,329
399 Total Travel	**5,206**	**99**	**-1,950**	**3,355**	**67**	**-93**	**3,329**
696 DFAS Financial Operation (Other Defense Agencies)	989	-40	446	1,395	-56	-7	1,332
699 Total DWCF Purchases	**989**	**-40**	**446**	**1,395**	**-56**	**-7**	**1,332**
771 Commercial Transport	3	0	756	759	15	-371	403
799 Total Transportation	**3**	**0**	**756**	**759**	**15**	**-371**	**403**
901 Foreign National Indirect Hire (FNIH)	1,498	28	208	1,734	34	-218	1,550
912 Rental Payments to GSA (SLUC)	0	0	92	92	2	-94	0
913 Purchased Utilities (Non-Fund)	3,027	58	1,341	4,426	89	-600	3,915
914 Purchased Communications (Non-Fund)	23,601	448	25,776	49,825	997	7,099	57,921
915 Rents (Non-GSA)	1,146	22	1,758	2,926	59	-1	2,984
917 Postal Services (U.S.P.S)	5	0	37	42	1	0	43
920 Supplies & Materials (Non-Fund)	1,478	28	-101	1,405	28	298	1,731
921 Printing & Reproduction	4,151	79	-3,834	396	8	0	404
922 Equipment Maintenance By Contract	2,414	46	12,414	14,874	297	-9,100	6,071
923 Facilities Sust, Rest, & Mod by Contract	3,828	73	-354	3,547	71	0	3,618
925 Equipment Purchases (Non-Fund)	7,466	142	-5,980	1,628	33	499	2,160
957 Other Costs (Land and Structures)	210	4	-214	0	0	0	0
960 Other Costs (Interest and Dividends)	1	0	8	9	0	0	9
987 Other Intra-Govt Purch	11,321	215	18,098	29,634	593	-11,793	18,434

Defense Media Activity
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	FY 2016	Change FY 2016/FY 2017		FY 2017	Change FY 2017/FY 2018		FY 2018
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
988 Grants	11	0	4	15	0	1	16
989 Other Services	24,206	460	1,522	26,188	524	6,469	33,181
990 IT Contract Support Services	27,327	519	-17,870	9,976	200	-6,517	3,659
991 Foreign Currency Variance	-74	0	336	262	0	0	262
999 Total Other Purchases	**111,616**	**2,122**	**33,241**	**146,979**	**2,936**	**-13,957**	**135,958**
Total	**190,758**	**3,556**	**29,108**	**223,422**	**4,349**	**-10,186**	**217,585**

* The FY 2016 Actual column includes $5,960.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column excludes $13,317.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column excludes $13,255.0 thousand of FY 2018 OCO Appropriations funding.

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Fiscal Year 2018 Budget Estimates

Department of Defense Dependents Education (DoDDE)

May 2017

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DoD Dependents Education
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 Budget Estimates

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

	FY 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
DoDDE	2,795,044	61,440	-185,341	2,671,143	55,145	68,101	2,794,389

* The FY 2016 Actual column <u>includes</u> $73,000.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column <u>excludes</u> $67,000.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column <u>excludes</u> $31,000.0 thousand of FY 2018 OCO Appropriations funding.

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 49,058 students in 111 schools located in 11 countries (Bahrain,

I.   Description of Operations Financed (cont.)

Belgium, Cuba, Germany, Italy, Japan, Korea, Netherlands, Spain, Turkey, and the United 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 3,223 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 3,635 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 23,711 students in 58 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 412 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

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

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

I.   Description of Operations Financed (cont.)

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

I. Description of Operations Financed (cont.)

curriculum to address the educational needs of military dependent students in 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)

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

Program; financial outreach and non-medical counseling; spouse education and career opportunities; child care services; youth programs; and, support to the Guard and Reserve 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, educational and employment counseling/coaching 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.

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

3. Provide military spouses expert career and educational counseling/coaching; tools and resources designed to assist them in meeting their educational and career goals; assistance with credentialing and licensing; assessing readiness for employment; and connecting them to employers through the Spouse Education 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 and Service member retention. 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 dynamic deployment of Military One Source Consultants and Military Family Life Consultants in all 50 states, the four territories, and the District of Columbia.

I.   Description of Operations Financed (cont.)

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 which ensures the family member's special needs are considered during the assignment process.

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):

The 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 the areas of domestic abuse, intimate partner violence, and child abuse and neglect. Funding is distributed to the Military Services for program requirements to provide services 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. The FAP program includes the New Parent Support home visitation program for prevention of child abuse and neglect to parents who screen as high risk 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

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

victim child sexual abuse in the DoD sanctioned out-of-home activities. The budget also includes the 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 professionals required to report suspected child abuse and neglect; appropriate command responses to allegations of family violence; and, research to support a better understanding of family violence in military families, drive program improvement, and impact policy (as needed). The budget also includes the implementation of research-based Incident Severity Scales and the Intimate Partner Physical Incident Risk Assessment Tool across the Department, the development of a comprehensive Command/Leadership training, and the development of the National Child Traumatic Stress Network (NCTSN) learning collaborative platform to train clinical staff on core training requirements and evidenced-based programs.

FINANCIAL READINESS:

The Office of Financial Readiness was established to address the needs of Service members and their families to make informed financial decisions and meet professional and personal goals throughout the military lifecycle. 10 U.S. Code § 992, requires the Secretary of Defense to carry out a program to provide comprehensive financial literacy training to members of the armed forces. Public Law 114-92, the National Defense Authorization Act for Fiscal Year 2016 (NDAA FY16), greatly expanded the required education of Service members on various financial matters and services under Section 992 of Title 10, U.S. Code. Financial Readiness provides policies and programs including centralized counseling support, education strategies, communication efforts, innovative learning modalities, and collaborative partnerships to sustain the overall financial well-being of Service members and families.

TROOPS TO TEACHERS (TTT):

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

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 2001 through 2013. Title 10 U.S.C. 1154 authorizes the Secretary of Defense to administer and fund the TTT program providing assistance to eligible members and former members to obtain employment as teachers.

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.

3. Make grants up to $5 million for each fiscal year to States, or consortia of states, (to operate offices for the purposes of recruiting eligible members of the armed forces for participation in the program and facilitating the employment of participants as elementary school teachers, secondary school teachers, and career or technical school teachers. Grantees execute counseling advisement and placement services.

II. <u>**Force Structure Summary**</u>:

N/A

DoD Dependents Education
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 Budget Estimates

III. Financial Summary ($ in thousands)

		FY 2017					
			Congressional Action				
A. BA Subactivities	FY 2016 Actual	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2018 Estimate
1. DoDEA	**1,909,390**	**1,875,558**	**0**	**0.0**	**0**	**1,875,558**	**1,906,721**
1. Mgt HQ	20,141	21,345	0	0.0	0	21,345	14,591
2. Consolidated School Support	181,208	111,586	0	0.0	0	111,586	119,273
3. DoDDS	1,135,770	1,155,642	0	0.0	0	1,155,642	1,172,697
4. DDESS	572,271	586,985	0	0.0	0	586,985	600,160
2. Family Assistance/Family Advocacy Programs	**885,654**	**795,585**	**0**	**0.0**	**0**	**795,585**	**887,668**
1. Family Assistance	632,376	531,014	0	0.0	0	531,014	619,582
2. Family Advocacy Program	194,903	194,324	0	0.0	0	194,324	196,267
3. Financial Education	51,342	55,430	0	0.0	0	55,430	56,819
4. Troops To Teachers Program	7,033	14,817	0	0.0	0	14,817	15,000
Total	**2,795,044**	**2,671,143**	**0**	**0.0**	**0**	**2,671,143**	**2,794,389**

* The FY 2016 Actual column <u>includes</u> $73,000.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).

* The FY 2017 Estimate column <u>excludes</u> $67,000.0 thousand of FY 2017 OCO Appropriations Funding.

* The FY 2018 Estimate column <u>excludes</u> $31,000.0 thousand of FY 2018 OCO Appropriations funding.

DoD Dependents Education
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 Budget Estimates

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

	Change FY 2017/FY 2017	Change FY 2017/FY 2018
B. <u>Reconciliation Summary</u>		
Baseline Funding	**2,671,143**	**2,671,143**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**2,671,143**	
Fact-of-Life Changes (2017 to 2017 Only)		
Subtotal Baseline Funding	**2,671,143**	
Supplemental	67,000	
Reprogrammings		
Price Changes		55,145
Functional Transfers		135
Program Changes		67,966
Current Estimate	**2,738,143**	**2,794,389**
Less: Wartime Supplemental	-67,000	
Normalized Current Estimate	**2,671,143**	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2017 President's Budget Request (Amended, if applicable)		**2,671,143**
1. Congressional Adjustments		
a. Distributed Adjustments		
1) Financial Education		
2) Healthy Base Initiative		
3) Program Changes		
b. Undistributed Adjustments		
1) O&M CR		
2) OCO CR		
c. Adjustments to Meet Congressional Intent		
1) Section 8037 (Indian Lands)		
2) Section 8077 (Fav. Exchange Rates)		
d. General Provisions		
FY 2017 Appropriated Amount		**2,671,143**
2. War-Related and Disaster Supplemental Appropriations		67,000
a. OCO Supplemental Funding		
1) FY 2017 Defense-Wide Overseas Contingency Operations	67,000	
3. Fact-of-Life Changes		
FY 2017 Baseline Funding		**2,738,143**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2017 Estimate		**2,738,143**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-67,000
FY 2017 Normalized Current Estimate		**2,671,143**
6. Price Change		55,145
7. Functional Transfers		135
a. Transfers In		
1) FIAR Manpower Reallocation	135	
(+1 FTEs)		

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
8. Program Increases		112,764

   a. Annualization of New FY 2017 Program
   b. One-Time FY 2018 Increases
   c. Program Growth in FY 2018

      1) (101) Civilian Compensation--Exec, Gen & Sp Sched   4,412
         Increase realigned FTEs due to Organizational
         Restructuring Efforts to provide field support that
         will better position DoDEA's education directorate to
         implement an instructional system with a curriculum,
         assessments and professional development package
         aligned to college- and career-ready standards.

         CSS: (+$2,170; +19 FTEs)

         Increase realigned FTEs due to Organizational
         Restructuring efforts to provide field support that
         will better position DoDEA's education directorate to
         implement an instructional system with a curriculum,
         assessments and professional development package
         aligned to college and career ready standards.

         DoDDS: (+$2,242; +15 FTEs) (FY 2017 Baseline:
         $1,195,600 thousand; +19 FTEs)

      2) (111) Disability Compensation   184
         This is an estimate that will cover an increase in
         mandatory FECA costs.

         DDESS: (+$127)
         DoDDS: (+$57) (FY 2017 Baseline: $3,351 thousand; +0

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

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

FTEs)

3) (308) Travel of Persons   234

Increase is a result of the need to educate and certify financial counselors across the department on the new curriculum and financial calculators available to the military and families, including the geographically dispersed, that focus on major life and career transitions, health benefits, retirement planning and savings, and overall financial readiness. This training is a key component of the Congressionally mandated Financial Readiness program, and is vital to the success of the newly established program.

FA: (+$234) (FY 2017 Baseline: $89,789 thousand; +0 FTEs)

4) (912) Rental Payments to GSA (SLUC)   4,546

Realign rental payments to ensure appropriate distribution between Management Headquarters and Consolidated School Support.

CSS: (+$4,546) (FY 2017 Baseline: $7,518 thousand; +0 FTEs)

5) (920) Supplies and Materials   8,535

Increase is based on supplies linked to the Life Cycle Replacement (LCR) of automation equipment listed under Equipment purchases (925) to include updating IDIQ for textbooks and other related schools

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

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

supplies supporting changes in our College and Career
Ready - Science and Math (CCRSM) curriculum.

DoDDS: (+$7,928)
DDESS: (+$605) (FY 2017 Baseline: $26,777 thousand;
+0 FTEs)

6) (921) Printing and Reproduction	106

Increase is a result of printing program information
for dissemination and training materials for Military
OneSource, Spouse Education and Career Opportunities,
and Financial Education programs.

FA: (+$106) (FY 2017 Baseline: $1,177 thousand; +0
FTEs)

7) (925) Equipment Purchases (Non-Fund)	5,804

Increase is based on life cycle-replacement (LCR) of
automation equipment such as classroom computers,
laptops, SMART Tech, etc. and the establishment of an
IDIQ contracting program to standardize large
purchases across the organization for furniture,
sports equipment, and musical instruments.

DoDDS: (+$4,726)
DDESS: (+1,078) (FY 2017 Baseline: $54,963 thousand;
+0 FTEs)

8) (987) Other Inter-Government Purchases	88,943

FA: Increase provides for a military-specific
adaptation of Families Overcoming Under Stress

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

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

(FOCUS), a family centered psychological health program proven effective in addressing trauma and building resilience in families affected by divorce, parental depression, physical injury/disability, and loss. (+$9,619)

FA: Increase is for MWR Internet Cafés and Morale Satellite Units providing Service members Internet access and Voice over Internet Protocol (VoIP) telephone services at remote and isolated locations 24 hours a day, seven days a week, to enable them to communicate with family and friends back home which supports readiness and quality of life for Service members and their families. (+$39,240)

FA: Increase funds the Military Family Life Counseling (MFLC) contract for a full year. Prior year exercised less months. (+$35,084)

FA: Increase is a realignment of funding from DHA to Family Assistance in support of the Warrior Games, which provide for opportunity for Wounded, Ill, and Injured athletes to participate in this annual Paralympic-style sporting competition built on the foundation of recovery and inclusion. The Warrior Games are an integral part of recovery process, using the power of sport to inspire recovery, support rehabilitation, and to generate a wider understanding and respect for those who serve their country.

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
(+$5,000) (FY 2017 Baseline: $794,861 thousand; +0 FTEs)		
9. Program Decreases		-44,798
a. Annualization of FY 2017 Program Decreases		
b. One-Time FY 2017 Increases		
1) Impact Aid		
2) Impact Aid for Children with Disabilities		
c. Program Decreases in FY 2018		
1) (101) Civilian Compensation--Exec, Gen & Sp Sched	-4,870	

Decrease realigned FTEs due to Organizational Restructuring Efforts to provide field support.

FA: (-$2,242; -15 FTEs)
MGT HQ: (-$2,170; -19 FTEs)

Decrease due to mandatory Management Headquarters efficiency initiatives. DoDEA has reduced its overall total by 25% from FY2015-FY2019.

MGT HQ: (-$458; -4 FTEs) (FY 2017 Baseline: $1,195,600 thousand; -4 FTEs)

2) (912) Rental Payments to GSA (SLUC)	-4,546	

Realign rental payments to ensure appropriate distribution between Management Headquarters and Consolidated School Support.

MGT HQ: (-$4,546) (FY 2017 Baseline: $7,518 thousand; +0 FTEs)

3) (987) Other Intra-Gov't Purchases	-10,860	

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals

Decrease implements the Service Requirements Review
Board (SRRB) contract reductions.

FA: (-$10,860)
(FY 2017 Baseline: $794,861 thousand; +0 FTEs)

4) (988) Grants	-1,344	

CSS: Reduction is based on efficiencies gained with
the management and oversight of the Grant program
with in house personnel resulting in reduced costs
and the consolidation of grant fees. **(-$1,344)**
(FY 2017 Baseline: $70,042 thousand; +0 FTEs)

5) (989) Other Services	-23,178	

Decrease implements the Service Requirements Review
Board (SRRB) contract reductions.

DoDEA: (-$6,078)

Decrease realigns resources from the Department of
Defense Education Activity (DoDEA) to the Civil
Military Programs (CMP) to support the Department's
STARBASE Program. In compliance with the reduction
DODEA will reduce employee mandatory training
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: (-$17,100) (FY 2017 Baseline: $110,427
thousand; +0 FTEs)

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2018 Budget Request		2,794,389

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

Enrollment and Number of Schools:

<u>DoDDE Enrollment</u>:	<u>FY 2016</u> <u>Enacted</u>	<u>FY 2017</u> <u>Estimate</u>	<u>FY 2018</u> <u>Estimate</u>
Special Education	1,357	1,295	1,283
Sure Start	844	867	915
Pre-Kindergarten	3,052	2,478	2,750
Kindergarten	7,394	7,247	7,311
Grades 1 through 12	61,671	60,338	60,510
Non-DoD Schools Program	3,429	3,635	3,635
Special Arrangements	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>
Total DoDDE	**79,247**	**77,360**	**77,904**

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.

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

<u>**DoDDS Enrollment**</u>:	<u>**FY 2016 Enacted**</u>	<u>**FY 2017 Estimate**</u>	<u>**FY 2018 Estimate**</u>
Special Education	622	652	640
Sure Start	831	867	892
Pre-Kindergarten	528	324	652
Kindergarten	4,464	4,335	4,391
Grades 1 through 12	43,075	42,441	42,483
Non-DoD Schools Program	2,974	3,223	3,223
Special Arrangements	<u>0</u>	<u>0</u>	<u>0</u>
Total DoDDS	**52,494**	**51,842**	**52,281**

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

<u>DDESS Enrollment</u>:	<u>FY 2016 Enacted</u>	<u>FY 2017 Estimate</u>	<u>FY 2018 Estimate</u>
Special Education	735	643	643
Sure Start	13	0	23
Pre-Kindergarten	2,524	2,154	2,098
Kindergarten	2,930	2,913	2,920
Grades 1 through 12	18,596	17,897	18,027
Non-DoD Schools Program	455	412	412
Special Arrangements	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>
Total DDESS	**26,753**	**25,519**	**25,623**

IV. Performance Criteria and Evaluation Summary:

Number of Schools:	FY 2016 Enacted	FY 2017 Estimate	FY 2018 Estimate
DoDDE Total	173	168	169
DoDDS	113	111	111
DDESS	60	57	58

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

Funding Levels	FY 2016 Enacted	FY 2017 Estimate	FY 2018 Estimate
Sustainment	76,565	95,703	98,354
Restoration and Modernization	20,637	50,000	50,000
Demolition	<u>0</u>	<u>0</u>	<u>0</u>
Total	97,202	145,703	148,354
DoDEA Sustainment Rate	90%	90%	90%
Department Sustainment Goal for DoDEA	90%	90%	90%

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

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 2018: 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 2018: 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 2018: 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:

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

Performance Criterion #1: Provide programs and services supporting military members and their families that are cost effective, efficient, and focused on outcomes. The planned 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 2018: 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.

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

Performance Criterion #2: Diminish negative effects of stigma associated with seeking counseling for issues unique to military life. The planned strategy is as follows: 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.

   Goal for FY 2018: Optimize data collection and analysis for strategic management of support services for military members and their families. Leverage evidence based data to measure program outcomes/impact and make program adjustments to ensure confidential non-medical counseling, financial counseling, health and wellness coaching will be provided in critical need areas and in times of crisis. Provide focused outreach to ensure all levels from senior leadership to newly minted service members and their families are educated on the capabilities and flexibility of Military OneSource and the Military and Family Life counseling programs to positively impact recruitment, retention, readiness and resiliency of the military community.

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

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

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 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 2018: 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

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

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.

Goal for FY 2018: 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 2018: Provide opportunities for military youth to develop the skills necessary to succeed and to deal with the stresses of military family life.

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

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.

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 2018: Sustain existing communities of practice/concentration areas currently supported by the Military Families Learning Network (MFLN) and the MC&FP Learning Management Platform in support of an increasingly seamless Family Readiness System through which military families and service providers 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.

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

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.

Goal for FY 2018: 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.

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

   Goal for FY 2018: 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, increase collaboration with other organizations with common risk and protective factors (SAPRO, DSPO, ODMEO, etc) and leverage innovative technology to provide increased access, improve the quality of life, and have 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 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.

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

   Goal for FY 2018: 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. Support the Uniformed Services University of the Health Sciences research study on military-specific risk factors for child maltreatment. 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 criteria" for inclusion in the central registry; and monitor the outcomes and metrics of all treatment programs. Implement Purple Crying National Center on Shaken Baby Syndrome (NCSBS) in partnership with Health Affairs and Service medical to provide resources and support to parents.

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 Continuous Quality

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

Improvement (CQI) pilot project and expanded evaluation of the New Parent Support intensive home-visitation program (NPSP) to inform policy and changes to the NPSP Department-wide.

Goal for FY 2018: 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 2016 15% below the FY 2015 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.

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 2016, the FY 2017 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 2015 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) continuing to execute an Integrated Project Team (IPT) with senior executive leaders to govern the implementation of approved recommendations from the FY 2014 Rapid Improvement Events by the functional components of the Coordinated Community Response

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

(medical, legal, law enforcement, FAP, and DoDEA), 5) supporting the Service determination to certify Domestic Abuse Victim Advocates (DAVAs) through an accredited national organization, and 6) tracking metrics in the NPSP CQI Program Evaluation project.

    Goal for FY 2018: DoD implemented research based Severity Scales and training across the Department and will monitor the trends. The Severity Scales determination is made if the incident "met criteria" in the Incident Determination Committee for maltreatment and inclusion in the Central Registry. DoD will have implemented the IPPI-RAT DoD-wide and all clinicians will take the training that will be housed on the MOS platform. DoD will track trends and use of the IPPI-RAT. DoD will continue to hold an annual Fatality Review Summit and will track implementation of DoD recommendations. DoDI 6400-06, "Domestic Abuse Involving DoD Military and Certain Affiliated Personnel" will be revised include revisions to the definition of Intimate Partner, the implementation of a new MPO form, distinct roles, training requirements, and responsibilities for DAVAs and revised language on the Lautenberg Amendment.

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 Intimate Partner Physical Injury 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. The revision of DoDI 6400.06 will positively impact the program and further define the differences between FAP and SAPR.

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

FINANCIAL READINESS:

Performance Criterion #1: Implement educational strategy for the Blended Retirement System (BRS) to include training courses, customized financial calculators, and strategic communication products.

 Goal for FY 2018: Provide comprehensive training for Personal Financial Managers as the first line of education for Service members and families; develop four BRS education courses for Leaders, Personal Financial Counselors and Educators, Service members eligible to opt into the new system, and new accession; develop training videos on how to use Active Duty and Reserve calculators; and develop BRS stratcom infographics for educating the force.

Results: Military leaders, Service members and family members have access to educated on the Blended Retirement System. All Service members eligible to opt into the new system complete the mandatory opt in course.

Performance Criterion #2: Provide proactive personal life cycle financial management services to Service members and their families through the Personal Financial Counselor (PFC) Program. PFC services augment DoD personal financial readiness services/programs through the provision of tools and information to assist Service members in achieving financial goals and addressing financial challenges.

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

Goal for FY 2018: Expand PFC footprint to address the requirements as submitted by the Military Services. Ensure all PFCs are properly credentialed, trained and ready to perform, and compliant with industry-accepted standards for the delivery of personal financial management services.

Results: Address Military Service needs through diverse forms of service delivery including, but not limited, to face-to-face counseling, individual and group coaching, and in classroom learning, usually at or near participating duty stations, but also within the civilian communities.

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.

Goal for FY 2018: 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.

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

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 2018: 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. Personnel Summary	FY 2016	FY 2017	FY 2018	Change FY 2016/ FY 2017	Change FY 2017/ FY 2018
Civilian End Strength (Total)	12,301	13,688	12,461	1,387	-1,227
U.S. Direct Hire	12,050	13,427	12,213	1,377	-1,214
Foreign National Direct Hire	78	77	77	-1	0
Total Direct Hire	12,128	13,504	12,290	1,376	-1,214
Foreign National Indirect Hire	173	184	171	11	-13
Civilian FTEs (Total)	11,826	11,975	11,972	149	-3
U.S. Direct Hire	11,575	11,727	11,724	152	-3
Foreign National Direct Hire	78	77	77	-1	0
Total Direct Hire	11,653	11,804	11,801	151	-3
Foreign National Indirect Hire	173	171	171	-2	0
Average Annual Civilian Salary ($ in thousands)	100.9	102.6	104.7	1.7	2.1
Contractor FTEs (Total)	14	14	12	0	-2

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

OP 32 Line	FY 2016 Actual	Foreign Currency Rate Diff	Change FY 2016/FY 2017 Price	Program	FY 2017 Estimate	Foreign Currency Rate Diff	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate
101 Exec, Gen'l & Spec Scheds	1,156,815	1,649	21,837	15,299	1,195,600	581	23,373	-323	1,219,231
103 Wage Board	15,520	0	293	-108	15,705	0	307	0	16,012
104 FN Direct Hire (FNDH)	1,670	0	31	1,432	3,133	0	61	0	3,194
106 Benefit to Fmr Employees	71	0	0	-71	0	0	0	0	0
107 Voluntary Sep Incentives	4,465	0	0	-4,465	0	0	0	0	0
111 Disability Compensation	3,164	0	0	187	3,351	0	0	184	3,535
121 PCS Benefits	3,466	0	0	927	4,393	0	0	0	4,393
199 Total Civ Compensation	**1,185,171**	**1,649**	**22,161**	**13,201**	**1,222,182**	**581**	**23,741**	**-139**	**1,246,365**
308 Travel of Persons	68,330	761	1,313	19,385	89,789	180	1,799	234	92,002
399 Total Travel	**68,330**	**761**	**1,313**	**19,385**	**89,789**	**180**	**1,799**	**234**	**92,002**
696 DFAS Financial Operation (Other Defense Agencies)	8,323	0	-335	-1,319	6,669	0	-269	0	6,400
699 Total DWCF Purchases	**8,323**	**0**	**-335**	**-1,319**	**6,669**	**0**	**-269**	**0**	**6,400**
771 Commercial Transport	22,431	509	436	50	23,426	138	471	0	24,035
799 Total Transportation	**22,431**	**509**	**436**	**50**	**23,426**	**138**	**471**	**0**	**24,035**
901 Foreign National Indirect Hire (FNIH)	8,172	12	154	-1,330	7,008	4	137	0	7,149
912 Rental Payments to GSA (SLUC)	6,733	0	128	657	7,518	0	150	0	7,668
913 Purchased Utilities (Non-Fund)	37,084	350	711	-3,729	34,416	91	690	0	35,197
914 Purchased	26,358	147	504	3,106	30,115	25	603	0	30,743

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OP 32 Line	FY 2016 Actual	Foreign Currency Rate Diff	Change FY 2016/FY 2017 Price	Program	FY 2017 Estimate	Foreign Currency Rate Diff	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate
Communications (Non-Fund)									
915 Rents (Non-GSA)	7,200	304	143	3,378	11,025	82	222	0	11,329
917 Postal Services (U.S.P.S)	152	0	3	200	355	0	7	0	362
920 Supplies & Materials (Non-Fund)	36,845	408	708	-11,184	26,777	118	538	8,535	35,968
921 Printing & Reproduction	3,019	0	57	-1,899	1,177	0	24	106	1,307
922 Equipment Maintenance By Contract	17,993	0	342	-3,366	14,969	0	299	0	15,268
923 Facilities Sust, Rest, & Mod by Contract	114,998	1,408	2,212	38,040	156,658	663	3,146	0	160,467
925 Equipment Purchases (Non-Fund)	49,537	271	946	4,209	54,963	59	1,100	5,804	61,926
987 Other Intra-Govt Purch	921,487	291	17,514	-144,431	794,861	93	15,899	88,182	899,035
988 Grants	106,853	0	2,030	-38,841	70,042	0	1,401	-11,443	60,000
989 Other Services	167,380	2,934	3,236	-63,123	110,427	754	2,224	-23,178	90,227
990 IT Contract Support Services	6,978	0	133	1,655	8,766	0	175	0	8,941
999 Total Other Purchases	**1,510,789**	**6,125**	**28,821**	**-216,658**	**1,329,077**	**1,889**	**26,615**	**68,006**	**1,425,587**
Total	**2,795,044**	**9,044**	**52,396**	**-185,341**	**2,671,143**	**2,788**	**52,357**	**68,101**	**2,794,389**

* The FY 2016 Actual column <u>includes</u> $73,000.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column <u>excludes</u> $67,000.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column <u>excludes</u> $31,000.0 thousand of FY 2018 OCO Appropriations funding.
* Realigning $10,099 of non-grant program costs from Grants (988) to Other Intra-Government Purchases (987). This amount reflects costs associated with support and management of the Troops to Teachers program versus actual grant funding. Adjustment is based on realignment with fiscal codes and expenditure types within DAI which ensures Financial Improvement and Audit Readiness compliance.

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Fiscal Year 2018 Budget Estimates

Defense POW/MIA Accounting Agency (DPAA)

May 2017

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Defense Personnel Accounting Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

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

	FY 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
DPAA	128,110	2,429	-17,858	112,681	2,208	16,379	131,268

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, 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. DPAA also provides analytical support to official United States delegations and technical discussions with host nation officials. Additionally, DPAA is continuing to implement the transformation of DoDs 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.

Global Mission Set and Policy Engagement

DPAA conducts investigation, excavation, and recovery operations to recover the remains of missing personnel. DPAA personnel also manage the command and control, logistics, and

I.   Description of Operations Financed (cont.)

in-country support during those missions. DPAA is the DoD lead agency for coordinating with other U.S. Government (USG) agencies, foreign governments through the Department of State, and non-governmental (NGO) on all matters related to the accounting mission, including conducting international negotiations to achieve access to loss sites and/or information that leads to the recovery of artifacts or the remains of personnel missing from past conflicts. In addition, DPAA supports the U.S. side of the U.S.-Russia Joint Commission on POW/MIA affairs.

Forensic Operations and Scientific Research & Analysis

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 these laboratories is critical to the accurate and scientific identification of remains. The identification laboratories also coordinate closely with the Armed Forces DNA Identification Laboratory to collect and identify DNA samples.

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. Some key projects currently being undertaken in this area are:

1. To comply with 10 U.S.C. § 1509, 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,

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

<u>External Communications and Public Affairs</u>

Pursuant to Title 10 § 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, DPAA conducts communications and
outreach programs, including seven family member update meetings and two annual
government briefings each year to provide case updates, collect DNA family reference
samples, and share information on DoD personnel accounting and recovery activities with
families of missing persons. The seven family member updates entail travel to major
cities across the United States to inform and build trust with approximately 1,800 family
members per year, while the two annual government briefings involve paying for the travel
of no more than two family members of the missing from the Vietnam War and Korean/Cold
War to Washington, D.C. During these briefings, USG-officials brief on government
procedures, processes, and efforts to account for missing personnel.

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
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.

Defense Personnel Accounting Agency
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II. Force Structure Summary:

N/A

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

| A. <u>BA Subactivities</u> | FY 2016 Actual | Budget Request | FY 2017 | | | Current Estimate | FY 2018 Estimate |
| | | | Congressional Action | | | | |
			Amount	Percent	Appropriated		
4. Administration and Servicewide Activities	128,110	112,681	0	0.0	0	112,681	131,268
Total	**128,110**	**112,681**	**0**	**0.0**	**0**	**112,681**	**131,268**

Defense Personnel Accounting Agency
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III. Financial Summary ($ in thousands)

B. Reconciliation Summary	Change FY 2017/FY 2017	Change FY 2017/FY 2018
Baseline Funding	**112,681**	**112,681**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**112,681**	
Fact-of-Life Changes (2017 to 2017 Only)		
Subtotal Baseline Funding	**112,681**	
Supplemental		
Reprogrammings		
Price Changes		2,208
Functional Transfers		
Program Changes		16,379
Current Estimate	**112,681**	**131,268**
Less: Wartime Supplemental		
Normalized Current Estimate	**112,681**	

Defense Personnel Accounting Agency
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III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2017 President's Budget Request (Amended, if applicable)		**112,681**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2017 Appropriated Amount		**112,681**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2017 Baseline Funding		**112,681**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2017 Estimate		**112,681**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2017 Normalized Current Estimate		**112,681**
6. Price Change		2,208
7. Functional Transfers		
8. Program Increases		31,832
a. Annualization of New FY 2017 Program		
1) Enter Description		
b. One-Time FY 2018 Increases		
c. Program Growth in FY 2018		
1) Increased cost of travel to support world-wide operations. Revised estimate based on FY2016 actual expenditures.	13,477	
2) Reclassification of helicopter contracts to commercial transportation - reflects agencies use of commercial helicopter support in remote operating environments.	11,654	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
3) Increased cost for agency information technology requirements	3,128	
4) Civilian Compensation reflects better estimation of FTE, re-pricing for additional hires and adjustment for 1.9% pay raise.	3,073	
5) Establishment of a Grant program for Public-Private Partnerships.	500	
9. Program Decreases		-15,453
a. Annualization of FY 2017 Program Decreases		
b. One-Time FY 2017 Increases		
c. Program Decreases in FY 2018		
1) Reduced Other Intra-Governmental Purchases through review of object class coding.	-13,407	
2) Services Requirements Review Boards (SRRBs)/Contractor Courts and Management Headquarters Savings.	-2,046	
FY 2018 Budget Request		**131,268**

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

Performance Criteria for DPAA to be determined.

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V. __Personnel Summary__	FY 2016	FY 2017	FY 2018	Change FY 2016/ FY 2017	Change FY 2017/ FY 2018
Active Military End Strength (E/S) (Total)	326	239	238	-87	-1
Officer	100	62	61	-38	-1
Enlisted	226	177	177	-49	0
Reservists on Full Time Active Duty (E/S)	4	4	0	0	-4
Officer	4	4	0	0	-4
Civilian End Strength (Total)	284	341	334	57	-7
U.S. Direct Hire	284	341	312	57	-29
Foreign National Direct Hire	0	0	22	0	22
Total Direct Hire	284	341	334	57	-7
Active Military Average Strength (A/S) (Total)	326	239	281	-87	42
Officer	100	62	89	-38	27
Enlisted	226	177	192	-49	15
Reservists on Full Time Active Duty (A/S) (Total)	0	4	0	4	-4
Officer	0	4	0	4	-4
Civilian FTEs (Total)	280	341	334	61	-7
U.S. Direct Hire	280	341	312	61	-29
Foreign National Direct Hire	0	0	22	0	22
Total Direct Hire	280	341	334	61	-7
Average Annual Civilian Salary ($ in thousands)	131.1	108.4	124.6	-22.7	16.2
Contractor FTEs (Total)	75	75	75	0	0

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

	FY 2016	Change FY 2016/FY 2017		FY 2017	Change FY 2017/FY 2018		FY 2018
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	36,637	691	-748	36,580	715	3,490	40,785
103 Wage Board	0	0	0	0	0	186	186
107 Voluntary Sep Incentives	46	0	154	200	0	-200	0
121 PCS Benefits	18	0	182	200	0	-200	0
199 Total Civ Compensation	**36,701**	**691**	**-412**	**36,980**	**715**	**3,276**	**40,971**
308 Travel of Persons	12,487	237	-11,079	1,645	33	13,444	15,122
399 Total Travel	**12,487**	**237**	**-11,079**	**1,645**	**33**	**13,444**	**15,122**
633 DLA Document Services	0	0	147	147	2	-149	0
634 NAVFEC (Utilities and Sanitation)	0	0	992	992	3	6	1,001
647 DISA Enterprise Computing Centers	0	0	2,195	2,195	42	5	2,242
699 Total DWCF Purchases	**0**	**0**	**3,334**	**3,334**	**47**	**-138**	**3,243**
705 AMC Channel Cargo	0	0	251	251	5	-256	0
771 Commercial Transport	262	5	3,079	3,346	67	11,587	15,000
799 Total Transportation	**262**	**5**	**3,330**	**3,597**	**72**	**11,331**	**15,000**
901 Foreign National Indirect Hire (FNIH)	0	0	0	0	0	634	634
912 Rental Payments to GSA (SLUC)	1,207	23	251	1,481	30	-9	1,502
913 Purchased Utilities (Non-Fund)	1,988	38	-1,665	361	7	431	799
914 Purchased Communications (Non-Fund)	0	0	704	704	14	23	741
915 Rents (Non-GSA)	202	4	462	668	13	-194	487
920 Supplies & Materials (Non-Fund)	1,010	19	-1,029	0	0	1,248	1,248
921 Printing & Reproduction	26	0	-25	1	0	1	2
922 Equipment Maintenance By Contract	0	0	214	214	4	-4	214
923 Facilities Sust, Rest, & Mod by Contract	406	8	4,341	4,755	95	-48	4,802
925 Equipment Purchases (Non-Fund)	183	3	2,529	2,715	54	-2,049	720
932 Mgt Prof Support Svcs	4,986	95	-5,081	0	0	7,194	7,194

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OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017 Price	Program	FY 2017 Estimate	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate
955 Other Costs (Medical Care)	70	3	-73	0	0	0	0
987 Other Intra-Govt Purch	12,585	239	-9,166	3,658	73	15,255	18,986
988 Grants	0	0	0	0	0	500	500
989 Other Services	45,581	866	-1,481	44,966	899	-37,492	8,373
990 IT Contract Support Services	10,416	198	-3,012	7,602	152	2,976	10,730
999 Total Other Purchases	**78,660**	**1,496**	**-13,031**	**67,125**	**1,341**	**-11,534**	**56,932**
Total	**128,110**	**2,429**	**-17,858**	**112,681**	**2,208**	**16,379**	**131,268**

Fiscal Year (FY) 2018 Budget Estimates

Defense Security Cooperation Agency (DSCA)

Operation and Maintenance, Defense-Wide

May 2017

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Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
Budget Activity (BA) 04: Administration & Servicewide Activities

	FY 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
DSCA	1,985,723	37,581	-1,526,550	496,754	9,828	215,914	722,496

* The FY 2016 Actual column includes $1,483,059.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column excludes $1,412,000.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column excludes $2,312,000.0 thousand of FY 2018 OCO Appropriations funding.

I.   Description of Operations Financed:

The Defense Security Cooperation Agency (DSCA) leads the Security Cooperation Community (SCC) in developing and executing innovative security cooperation solutions that support mutual U.S. and partner interests. DSCA directs, administers and provides Department of Defense (DoD)-wide guidance for the execution of assigned Security Cooperation programs and activities. DSCA issues are often complex, urgent, and span the phases of conflict from shaping the environment to enabling civil authority activities. The agency performs these activities by collaborating closely with the interagency, industry and partner nations. Moreover, DSCA seeks to maximize Security Cooperation program effectiveness and ensures that efforts align with national security priorities. The FY 2018 budget request supports the day-to-day operations of the DSCA Headquarters, the DoD Regional Centers for Security Studies, Defense Institute of Security Cooperation Studies (DISCS), and the Defense Institute of International Legal Studies (DIILS). Under the provisions of the FY 2017 National Defense Authorization Act (NDAA), the FY 2018 budget request will also support initial efforts to develop a DoD framework for the assessment, monitoring, and evaluation of security cooperation activities and develop a workforce development program targeting DoD professionals supporting DoD security cooperation programs, including the

I.   Description of Operations Financed (cont.)
execution of security assistance programs and activities under the Foreign Assistance Act
and the Arms Export and Control Act. Additionally, the DSCA budget request supports
program management and administration of the Humanitarian Assistance, Foreign Disaster
Relief, and Humanitarian Mine Action programs funded within the Overseas Humanitarian,
Disaster and Civic Aid (OHDACA) appropriation.

Regional Centers for Security Studies
The Regional Centers provide key 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. Funding for the Regional
Centers addresses: (1) 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; (2) increase sustainable
security communities that provide access to Department of Defense leaders and provide
critical regional policy feedback through a mix of conferences, seminars, and web-based
discussion groups; (3) facilitate efforts to combat transnational security threats, such
as terrorism, that cross Geographic Combatant Commands (GCCs) through a series of
collaborative working groups that partner centers and their networks; (4) conduct
activities that leverage the network of past Regional Centers' graduates to advance U.S.
interests and share lessons learned and best practices; and (5)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.

The Regional Centers for Security Studies include the Near East South Asia Center for
Strategic Studies (NESA), Washington, D.C.; Africa Center for Strategic Studies (ACSS),

I.   Description of Operations Financed (cont.)

Washington, D.C.; Daniel K. Inouye Asia-Pacific Center for Security Studies (DKI 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.

Wales Initiative Fund (WIF)/Partnership for Peace (PfP) Program

The WIF/PfP program, a bilateral U.S. security cooperation program, funds defense reform efforts and defense institution building with developing partners and seeks to deepen interoperability through exercises. The WIF/PfP program funds countries of Eastern Europe and Central Asia, and all developing North Atlantic Treaty Organization (NATO) Partners, such as Mediterranean Dialogue and Istanbul Cooperation Initiative countries. WIF program efforts are conducted in accordance with regional and country-specific priorities established by OSD Policy, applicable Geographic Combatant Commands (GCCs), the NATO Individual Partnership Action Plan (IPAP) and Partnership Goals (PGs) as agreed to by the Partners. WIF supports an array of programs, conferences, exchanges, seminars, military exercises, studies, advisory services and support to execute these activities. The WIF/PfP program is a critical program to support achievement of jointly developed NATO Partnership Goals for PfP nations, strengthening our capabilities for multinational operations, facilitating access for our armed forces during peacetime or contingency operations, and building relationships that promote U.S. security interests.

Combating Terrorism Fellowship Program (CTFP)

The CTFP, authorized in the FY 2004 National Defense Authorization Act (10 USC 2249c), provides foreign military officers and government security officials with strategic and operational education to enhance partners' capacity to combat terrorism. The CTFP is a key tool for GCCs to foster regional and global cooperation in the war against terrorism.

I.   Description of Operations Financed (cont.)

The CTFP enhances the U.S. Government's efforts to provide non-lethal combating terrorism assistance. The program funds mobile and resident institutional courses tailored to the specific needs 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. Funding for the CTFP: (1) builds and strengthen a global network of combating terrorism experts and practitioners at the operational and strategic levels; (2) builds and reinforce the combating terrorism capabilities of partner nations through operational and strategic-level education; (3) contributes to counter terrorism ideology efforts; and (4) provides the Department of Defense with a flexible and proactive program that can respond to emerging combating terrorism requirements.

DSCA Headquarters

The DSCA Headquarters fund salaries and operating expenses of civilian and contractor personnel providing program and financial management support to the Department of Defense-funded security cooperation programs, to include Humanitarian Assistance, Foreign Disaster Relief, and Mine Action programs. Additionally, this account resources operational and information technology system support costs for the Defense Finance and Accounting Services (DFAS).

Partner Outreach and Collaboration Support (POCS)

The POCS program funds open source information technology solutions to assist 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 Department of Defense educational institutions. The POCS outreach, education, and collaboration efforts are directly linked

I.   Description of Operations Financed (cont.)

to Department of Defense's building partnership capacity efforts. The POCS is a valuable tool that enables approximately 70,000 international community members to share information, collaborate on national security projects, build international communities of interest on security issues, and improve administrative activities resulting in time and manpower savings.

Defense Institute of Security Cooperation Studies (DISCS)

The DISCS provides a comprehensive education platform for training U.S. personnel assigned to embassies, headquarters, Geographic Combatant Commanders (GCCs), and other security sector establishments on the proper integrated planning, management, assessment, and interagency coordination of security cooperation efforts. Additionally, the DISCS educates and trains partner country personnel involved in the planning, management, and assessment of security cooperation programs.

Defense Institution Reform Initiative (DIRI)

The DIRI program is a core Department of Defense security cooperation tool that works with partner nations to build defense institutions and enhance institutional governance and management capabilities. DIRI projects focus on developing accountable, effective, efficient, and transparent defense institutions that enhance partner governance and enable defense capabilities. The DIRI program is a critical tool to supporting the capacity of foreign partners to exercise responsible civilian control of national security forces. Through extensive consultation with U.S. Government and Partner Nation stakeholders, DIRI identifies and conducts projects that meet shared strategic priorities. DIRI program efforts focus on achieving the following objectives: (1) supporting the establishment and improvement of functional capabilities necessary to organize, train, equip and sustain security forces under civilian control; (2) Defense

I.   Description of Operations Financed (cont.)

policy, strategy and planning; (3) resource management, human resource management, logistics, and infrastructure; (4) supporting the establishment and improvement of civil-military relations and inter-ministerial coordination; and (5) facilitation of DoD to Ministry of Defense engagements that strengthen our relationships with partners and allies.

Increasing Partner Capacity Building in Rule of Law Context

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 (10 U.S.C. § 333)

The new combined authority under the provisions of the FY 2017 NDAA expands the Global Train and Equip scope for the purpose of building the capacity of foreign national security forces to conduct one or more of the following: Counterterrorism operations; Counter-weapons of mass destruction operations; Counter-illicit drug trafficking operations; Counter-transnational organized crime operations; Maritime and border security operations; Military intelligence operations; Operations or activities that contribute to an international coalition operation.

The combined authority provides flexibility to meet evolving security challenges and will be indispensable in carrying out the Department's key policy priorities. The integrated approach to planning mandated by the authority will strengthen partner nations' capacity to absorb, apply, and sustain capabilities. Programs developed under this authority are

I.   Description of Operations Financed (cont.)

co-formulated, reviewed, and vetted by the Secretary of Defense and the Secretary of State, facilitating stronger unity of effort across the U.S. government's security sector assistance activities.

Ministry of Defense Advisors (MoDA) Program

The MoDA program supports institution capacity building by deploying trained, senior civilian experts as advisors to partner nation ministries of defense and regional organizations with security missions. MoDA advisors focus primarily on higher level ministerial functions such as personnel and readiness, acquisition and logistics, strategy and policy, and financial management. The MoDA program supports Department of Defense priorities to prevent and deter conflict, and build the security capacity of key partners, by addressing partners' institutional needs and helping them to build the core competencies needed for an effective and accountable defense ministry. Although initially conceived in response to operational requirements in Afghanistan, global MoDA authority was granted in the FY12 NDAA and made permanent in the FY17 NDAA Section 332a. Key aspects of the MoDA program includes a 7-week pre-deployment training program; temporary backfill funding for the advisors' parent organizations; the establishment of long-term, civilian relationships between DoD and partner ministries; and a uniquely valuable professional development opportunities for senior DoD civilian advisors.

Global Theater Security Cooperation Management Information System (G-TSCMIS)

The G-TSCMIS deploys a common web-based, centrally-hosted Management Information System. G-TSCMIS serves as the information focus point for the Department's security cooperation efforts by providing decision makers, planners and other users with the ability to view, manage, assess, and report security cooperation activities and events. It provides a comprehensive picture of whole-of-government security cooperation activities, and will

I.   Description of Operations Financed (cont.)

contribute to planning more effective cooperative activities to align or meet desired outcomes in support of defense strategy. The program is an evolutionary rapid Information Technology (IT) acquisition program that provides users with greater capability through several iterations and releases that are developed and implemented over time.

Southeast Asia Maritime Security Initiative (MSI)

The MSI represents a fundamental, steady-state component of Department of Defense's contribution to address regional security concerns in the Asia-Pacific and to improve the maritime security of our partners and allies in the Southeast Asia. MSI funds equipment, supplies and defense services, training and small-scale construction to support the national military or security forces that have maritime security missions as their fundamental responsibilities. In FY 2018, the Department will continue to focus on increasing partner nations' maritime domain awareness capacity, assist in the modernization and training for maritime patrolling, and assist regional efforts aimed at increasing interoperability and shared response to shared transnational threats. Recipient countries include: Indonesia, Malaysia, the Philippines, Thailand, and Vietnam.

Assessment, Monitoring, and Evaluation

Assessment, Monitoring, and Evaluation (AM&E) is a new statutory requirement for the Department to establish an enterprise-wide view of security cooperation to enable strategic decision making. Under the provision and in accordance with a new DoD policy issuance on AM&E, the Department will establish a comprehensive framework to assess, monitor, and evaluate security cooperation programs and activities from inception to completion. DoD is also committed to providing public summaries of the evaluations it conducts, and to provide Congress an annual report on the AM&E program and the lessons learned and best practices identified by the program. The provision enforces standards

I.   Description of Operations Financed (cont.)

for upfront assessments that will be used to ensure security cooperation is thoughtful and holistic.

Counter Weapons of Mass Destruction Program

The Counter Weapons of Mass Destruction program funds military and civilian first responder organizations of partner nations to enhance the capability of such partner nations to respond effectively to potential incidents involving weapons of mass destruction, to include training, equipping, and supplies. This improves interoperability with U.S. Forces supporting Chemical, Biological, Radiological and Nuclear (CBRN) Preparedness and response assistance to these countries. Funds transferred to DSCA will be executed under the new, consolidated train-and-equip authority 10 U.S.C. 333.

Drug Interdiction and Counterdrug Activities International Support

The Drug Interdiction and Counterdrug Activities International Support programs include efforts in the U.S. Central Command, U.S. Southern Command, U.S. Pacific Command, U.S. Northern Command, U.S. Africa Command, and U.S. European Command areas of responsibility to detect, interdict, disrupt or curtail activities related to substances, material, weapons or resources used to finance, support, secure cultivate, process, or transport illegal drugs. This request supports programs or activities by the geographic combatant commands to build the capacity of the national security forces of foreign countries to conduct counter-illicit drug trafficking operations and counter-transnational organized crime operations pursuant to 10 U.S.C. 333. These funds will support validated requirements as developed by the Combatant Commands.

II. Force Structure Summary:

II. Force Structure Summary (cont.)
N/A

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III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2016 Actual	Budget Request	FY 2017 Congressional Action			Current Estimate	FY 2018 Estimate
			Amount	Percent	Appropriated		
1. Regional Centers	63,582	58,550	0	0.0	0	58,550	61,802
2. Wales Initiative Fund/Partnership for Peace	20,616	21,845	0	0.0	0	21,845	28,569
3. Combating-Terrorism Fellowship	25,075	26,797	0	0.0	0	26,797	26,786
4. DSCA Headquarters	12,760	14,264	0	0.0	0	14,264	15,555
5. Partner Outreach and Collaboration Support	2,392	2,460	0	0.0	0	2,460	2,258
6. Defense Institute of Security Cooperation Studies	3,581	4,467	0	0.0	0	4,467	3,938
7. Defense Institution Reform Initiative	11,829	25,603	0	0.0	0	25,603	30,061
8. Increasing Partner Capacity Building in Rule of Law context	1,890	2,610	0	0.0	0	2,610	2,525
9. Build The Capacity of Foreign Security Forces (10 U.S.C. § 333)	314,146	270,218	0	0.0	0	270,218	347,223
10. Ministry of Defense Advisors Program	17,044	9,199	0	0.0	0	9,199	6,948
11. Coalition Support Funds	1,112,687	0	0	0.0	0	0	0
12. OCO Lift and Sustain	131,484	0	0	0.0	0	0	0
13. Global Theater SC Management Information System	497	741	0	0.0	0	741	741

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

			FY 2017				
			Congressional Action				
A. <u>BA Subactivities</u>	FY 2016 Actual	Budget Request	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	Current Estimate	FY 2018 Estimate
14. Southeast Asia Maritime Security Initiative	41,610	60,000	0	0.0	0	60,000	99,603
15. Ukraine Security Assistance Initiative	226,530	0	0	0.0	0	0	0
16. Assessment, Monitoring, and Evaluation	0	0	0	0.0	0	0	3,000
17. Counter-Weapons of Mass Destruction Operations Program	0	0	0	0.0	0	0	18,487
18. Drug-Interdiction and Counter-Drug Program	0	0	0	0.0	0	0	75,000
Total	**1,985,723**	**496,754**	**0**	**0.0**	**0**	**496,754**	**722,496**

* The FY 2016 Actual column <u>includes</u> $1,483,059.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column <u>excludes</u> $1,412,000.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column <u>excludes</u> $2,312,000.0 thousand of FY 2018 OCO Appropriations funding.

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Operation and Maintenance, Defense-Wide
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III. <u>Financial Summary</u> ($ in thousands)

B. **Reconciliation Summary**	Change FY 2017/FY 2017	Change FY 2017/FY 2018
Baseline Funding	**496,754**	**496,754**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**496,754**	
Fact-of-Life Changes (2017 to 2017 Only)		
Subtotal Baseline Funding	**496,754**	
Supplemental	1,412,000	
Reprogrammings		
Price Changes		9,828
Functional Transfers		93,487
Program Changes		122,427
Current Estimate	**1,908,754**	**722,496**
Less: Wartime Supplemental	-1,412,000	
Normalized Current Estimate	**496,754**	

Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
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III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2017 President's Budget Request (Amended, if applicable)		**496,754**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2017 Appropriated Amount		**496,754**
2. War-Related and Disaster Supplemental Appropriations		1,412,000
a. OCO Supplemental Funding		
1) Coalition Support Funds	1,100,000	
2) Lift and Sustain	300,000	
3) Ministry of Defense Advisors Program	12,000	
3. Fact-of-Life Changes		
FY 2017 Baseline Funding		**1,908,754**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2017 Estimate		**1,908,754**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-1,412,000
FY 2017 Normalized Current Estimate		**496,754**
6. Price Change		9,828
7. Functional Transfers		93,487
a. Transfers In		
1) Drug-Interdiction and Counter-Drug Program Transfers funding from Counter Narcotics and Global Threats office to comply with section 1241 of the National Defense Authorization Act (NDAA) for FY 2017.	75,000	
2) Counter-Weapons of Mass Destruction Program Transfers funding from Defense Threat Reduction	18,487	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Agency (DTRA) to comply with section 1241 of the National Defense Authorization Act (NDAA) for FY 2017.		
8. Program Increases		131,309
a. Annualization of New FY 2017 Program		
b. One-Time FY 2018 Increases		
c. Program Growth in FY 2018		
1) Build the Capacity of Foreign Security Forces (10 U.S.C. § 333)	72,090	
Funding supports Combatant Commanders and Ambassadors in training and equipping foreign security forces to build their capacity to conduct a wide array of defense and security operations. Funding restores programs to historical levels. In FY 2017, funding was realigned to Southeast Asia Maritime Security Initiative. (FY 2017 Baseline: $270,218 thousand)		
2) Southeast Asia Maritime Security Initiative	38,403	
Funding provides equipment, supplies and defense services, training, and small scale construction to support the national military or security forces with maritime security missions. Funding increase supports Secretary of Defense's commitment to conduct maritime security and maritime domain awareness. (FY 2017 Baseline: $60,000 thousand)		
3) Wales Initiative Fund/Partnership for Peace	6,288	
Funding increase supports expansion of building institutional capacity efforts to support partnership interoperability with U.S. and NATO partners. All security cooperation efforts will require a		

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

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

commensurate Defense Institution Building component to ensure sustainability of U.S. investments in partner nation defense capabilities. (FY 2017 Baseline: $21,845 thousand)

4) Additional Manpower to Support Security Cooperation (SC) Reform	4,043	

Funding supports the implementation of the provisions found in the FY 2017 NDAA, Public Law No. 114-328. Funding will support additional manpower for new responsibilities such as Assessment, Monitoring, and Evaluation, and SC Workforce Development, which are not currently performed within the Department. (FY 2017 Baseline: $0 thousand)

5) Defense Institution Reform Initiative	3,945	

Funding supports increasing Defense Institute Building (DIB) demands with 20 new country projects approved in the FY 2017-2018 DIB Prioritization Guidance. Funding supports over 120 events, such as workshops and seminars, in various countries. (FY 2017 Baseline: $25,603 thousand)

6) Assessing, Monitoring, and Evaluation	3,000	

Funding supports reform and restructure of the Department's security cooperation authorities. The FY17 NDAA requires an Assessment, Monitoring, and Evaluation (AM&E) regime to better integrate and track the results of Title 10 funded security cooperation efforts consistently across DoD to determine return on investment on these efforts.

7) Regional Centers	2,324	

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

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

Funding supports efforts to combat transnational security threats. The increase is to conduct activities that promote sustainable security communities and access to foreign defense leaders through a vibrant network of defense alliances at the strategic level. Funding will provide the ability for the Department to remain engaged with current and future security sector leaders. (FY 2017 Baseline: $58,550 thousand)

    8) DSCA Headquarters   1,010

Funding increase support continued DoD audit readiness initiative and transition to the Defense Agency Initiative enterprise accounting system. (FY 2017 Baseline: $14,264 thousand)

    9) Civilian Pay Raise   206

Additional funding offsets the annualized cost of the approved pay raise of 2.1 percent effective January 2017.

9. Program Decreases   -8,882
  a. Annualization of FY 2017 Program Decreases
  b. One-Time FY 2017 Increases
  c. Program Decreases in FY 2018
    1) FY17 NDAA SC Reform Manpower   -4,043

Reduces funding to resource the new administration and execution activities in support of the FY 2017 NDAA SC Reform. DSCA is authorized by the FY 2017 NDAA to leverage existing security cooperation program funding to resource the new and extended DoD SC authorities. Programs reduced to fund additional

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

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

        manpower are Wales Initiative Fund (WIF), Combating
Terrorism Fellowship (CTFP) program, Partner Outreach
and Collaboration Support (POCS), Authority to Build
the Capacity of Foreign Security Forces, Defense
Institution Reform Initiative (DIRI), Ministry of
Defense Advisors (MoDA) program, and Southeast Asia
Maritime Security Initiative (MSI). (FY 2017
Baseline: $416,122 thousand)

2) Ministry of Defense Advisors Program   -2,435
Funds reduced due to planned reduction in base
program support for MODA global advisors.
Additionally, contract consolidation resulted in
overall efficiencies in the program.
(FY 2017 Baseline: $9,199 thousand; +0 FTEs)

3) Service Requirements Review Board (SRRB) Reduction   -1,962
Reduces funding through efficiencies found in service
support contracts. Planned training events postponed
and planned capabilities reduced in institutional
programs. (FY 2017 Baseline: $43,044 thousand)

4) Program Outreach and Collaboration Support   -252
Funds reduced due to Regional Center (RC) Person
Activity Management System (RCPAMS) platform
consolidation. (FY 2017 Baseline: $2,460 thousand)

5) Travel Efficiencies   -72
Funds reduced as a result of continuous efforts to
implement travel efficiencies through use of virtual
technologies.

6) Foreign Currency Fluctuation   -68
Funds reduced to reflect the projected change in the

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
value of the U.S. currency based on historical data.		
7) IT Consolidation	-50	
Funds reduced as a result of the Department's efforts to consolidate data center infrastructure.		
FY 2018 Budget Request		**722,496**

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

Performance measures support oversight, planning, and implementation of the defense strategy and Geographic Combatant Commanders' (GCCs) Theater Security Cooperation strategies. These programs enable the Department of Defense 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 optimize allies' and partners' contributions to their own security and to our combined activities.

<u>Regional Centers for Security Studies</u>

A.   FY16 PRIOR YEAR ASSESSMENT

Authorized under 10 U.S.C. Section 184, the Regional Centers utilize unique academic forums to build strong, sustainable international networks of security leaders. Collectively, the Regional Centers support defense strategy objectives and policy priorities through: (1) offering executive-development strategic-security studies, research and outreach in rigorous outreach programs that foster long-term collaborative relationships; (2) developing and sustaining relationships and communities of interest among security practitioners and national security establishments, especially in defense, throughout the region; and (3) enhancing enduring partnerships among the nations of the region. The Regional Centers accomplish their mission primarily through resident and in-region programs, to include seminars, and courses, as well as through bilateral workshops, alumni outreach events, and research publications.

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

<u>Africa Center for Security Studies (ACSS)</u>

- ACSS successfully leveraged its resources to conduct programming and activities in accordance with the organization's vision and mission. ACSS activities focused on strengthening leadership, strategy and institutions in Africa's security sectors and addressing drivers of insecurity and advancing collective security. The Africa Center's research program produced practical, strategic analysis of contemporary Africa security challenges relevant to USG and African practitioners and policymakers, as well as external stakeholders to inform and advance understanding of Africa's security challenges. In FY16, ACSS engaged a total of 1,087 unique individuals, alumni and contacts. Of those, 10 were in-region Transformative and Short Term Programs with 531 participants, plus 7 Resident Graduate Programs with 299 participants with a total of 830 registered participants (Alumni) from 69 countries with 3,765 participant days. Moreover, ACSS also conducted 8 Non-Program Outreach & Bilateral events with 4 in-region (Senegal, 2 in Djibouti, & Benin) and 4 resident engagement activities (in Washington) with a total of 254 attendees.

- ACSS actively engaged in publishing a series of policy-relevant research products with supporting engagement seminars and roundtables to inform and publicize research findings. The Africa Center made significant enhancements to building and sustaining active communities of interest within the African security sector. This network of security sector professionals actively exchanged insights on security issues, evaluated security trends, and provided feedback on national and security policies, increasing cross USG efforts to identify trends and address the current and future threats and challenges. Complementing the Africa Center's programs, research and community

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

outreach; the ACSS strategic communications platforms spotlighted issues of topical interest on the website, compiled a daily media review; and posted relevant content on social media platforms with the goal of informing policy dialogue and advancing understanding of African security issues. Specific accomplishments in FY16 include:

- ACSS continued to offer the Next Generation of African Security Leaders program. This foundational program provided the next generation practical and effective tools upon which they can contribute to draw on their nation's stability and development across a broad range of security topics.

- ACSS continued to offer a foundational program that dates back to the inception of ACSS in 1999 – the Senior Leaders Seminar (SLS). SLS is an executive-level program that provides a forum for high-ranking security sector professionals, primarily from African countries, to critically evaluate strategic approaches to the broad range of security challenges facing the continent and highlight key leadership competencies required for effectiveness. ACSS continues to refine this program to remain relevant and invaluable to policy-makers and practitioners.

- ACSS initiated a workshop designed to address the necessary foundation of a National Security Strategy. This workshop provided the architecture for several other institution building and strengthening programs to include Maritime Safety and Security, Counter-Terrorism, and Counter Insurgency strategies.

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

<u>Daniel K. Inouye Asia-Pacific Center for Security Studies (DKI APCSS)</u>:

- DKI APCSS programs continued to enhance 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. DKI APCSS successfully conducted 11 courses with 1,038 Fellows and 13 short-term seminars and workshops, both resident and in-region, with 771 participants resulting in a total throughput of 1,809.

- DKI APCSS conducted a workshop with the Chinese Academy of Sciences to address climate change and the security impacts on water, food security, and disaster management in High Asia. The workshop focused on building common perspectives and capacities on climate change and enhanced communication and collaboration between the scientific and security communities. Thirty scientists and security practitioners from 10 countries and one international organization met in Beijing to identify national and international approaches to climate change and examine the needs, challenges, and opportunities confronting nations in addressing the threat of climate change to environmental security.

- DKI APCSS programs have directly contributed to regional leadership in various capacities, such as the June 2016 dialogue to prepare the Philippines to assume the ASEAN Chairmanship in 2017. The ASEAN chairmanship dialogue represents a continuity of effort that began with Laos in 2015 and continues next year with Singapore's preparation in 2017. The event focused on raising the awareness of Philippine officials of key security issues likely to figure prominently during their tenure as ASEAN Chair, and resulted in 73 action proposals being generated. Notables among these

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

proposals were ways to improve the ASEAN Coordinating Center for Humanitarian Assistance (AHA), ideas for enhancing the whole-of-government approach to countering violent extremism, the creation of an ASEAN Climate Change Center, and the integration of the nexus (energy-food-water) approach in addressing national and regional energy security. This dialogue has paved the way for additional engagements with the Philippines relating to their upcoming ASEAN Chairmanship, to include two additional dialogues addressing maritime security and strengthening the DFA-ASEAN Office's strategic communications and messaging skills in preparation for 2017.

- DKI APCSS directly furthered Department policy priorities to support defense reform and institution building and promote modern civil-military relations in Burma by conducting a workshop entitled "Building Inclusive Security Sector in Myanmar," in August 2016. DKI APCSS established a vital working relationship with the Myanmar National Defence College (NDC), which co-hosted the event. The workshop brought together military and civilian participants to develop a shared perspective on critical security challenges and recommendations with a near-term action plan to enhance security collaboration and inclusivity within a whole-of-government framework.

<u>William J. Perry Center for Hemispheric Defense Studies (WJPC)</u>
- WJPC conducted six resident courses for 245 participants from 24 countries. The Perry Center also conducted six in-region seminars in six different countries for 315 participants from 30 countries. The Perry Center hosted seven Hemispheric Forum events at NDU for over 1,200 attendees on diverse topics encouraged by and important to OSD Policy, including LGBT Personnel in the Armed Forces of the Americas, the Peace Process

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

in Colombia, and Emerging Technologies in Security and Defense in Latin America. There were also 9 virtual presentations for four countries reaching 485 alumni and others.

- In support of Department objectives, the Perry Center conducted the first Maritime Sustainment and Strategies Workshop for Central America attended by 16 VIP participants from six Central American nations, to include a diverse and robust representation from the USG Interagency. This week-long workshop was designed to enhance maritime maintenance and logistics systems and to ensure that USG assistance remains focused on improved governance at the ministerial and operational levels by incorporating institutional capacity-building mechanisms and programs.
- WJPC introduced three new models for in-region events in FY16 that included:
  - *Seminar on Security and Defense Institution Building: Methods Practices and Tools*. This seminar was designed to provide concepts and analytical tools to generate and integrate outcome-oriented processes for assessment of strategic context, identification of institutional gaps in decision-making processes, creation of realistic capabilities, and the management and assessment of complex, needs-responsive programs. The event was held in Trinidad for 31 senior defense and security leaders from 13 countries;
  - *Bilateral Transnational Threat Seminar*. This event was held in Mexico for 25 senior leaders and in El Salvador for 39 civilian and military participants. Enthusiastic support by Perry Center alumni expanded the reach of the events and promoted collaborative communities of practice and interest.

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

— *Regional Transnational Threat Seminar.* This event was held in Jamaica for 59 participants, in Colombia for 82 participants, and in Costa Rica for 79 participants. Focusing on alumni engagement and sustainment, these events examined the threats posed to the host region (Caribbean for Jamaica, South America for Colombia, and Central America for Costa Rica) by international terrorism, transnational organized crime, cyber threats, and extra-regional actors. These programs directly supported the Department's objective of promoting a community of practice (COP) to collaborate on national, regional, and international strategies to promote security and combat illicit networks.

- WJPC conducted the *Washington Security and Defense Seminar* (WSDS) for new foreign military attaches and diplomats to introduce them the security and defense environment and the policymaking processes of Washington. There were 39 full-time participants from 16 countries and an almost equal number of people who attended portions of the seminar. As diplomatic relations have been renewed with Cuba, for the second year, the State Department extended an invitation to the Cuban Embassy to participate in the WSDS. This invitation reinforces WJPC's utility as a unique, non-threatening engagement vehicle.

- With the change in government in Argentina and improving bilateral relations, the Perry Center hosted a delegation of senior Argentine women defense and security professionals, including the first female Argentine admiral, to promote US-Argentina cooperation on women, peace, and security (WPS). WJPC faculty described the mission, organization, and programs of the Perry Center, as well as discussed commonalities

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

   between USG and Argentine national-level and ministry-/department-level efforts on WPS
   and opportunities for collaboration.

<u>George C. Marshall European Center for Security Studies (GCMC)</u>
- GCMC continues to build capacity and network security sector professionals regionally
  across Europe/Eurasia and transnationally from across the globe. The Marshall Center
  maintains and engage a network of trained security professionals to create a positive
  change for a more stable world through democratic principles. The success of this
  network begins with selecting the best international candidates nominated through U.S.
  military combatant commands and U.S. and German country teams. Nomination criteria
  takes careful consideration of key demographics (whole-of-government diversity, gender,
  professional background, seniority, likelihood of future success, etc) for
  participation in GCMC events. The network is further strengthened through community of
  interest and outreach events where alumni from different resident courses are reengaged
  to discuss specific threats and to share global best practices for addressing the
  threat.
- Additionally, GCMC serves as a mentor and clearing house for the alumni network.
  Alumni are assisted continuously in gaining access or information and connecting with
  other alumni and/or US/German stakeholders to address a concern. GCMC stays in contact
  with its 12,600+ member network through a variety of outreach events and digital
  communication tools. During FY16, GCMC conducted 11 resident courses with 793
  participants and graduated 420 participants in 30 PLTCE courses. GCMC completed over
  24,219 participant days for resident courses alone. For non-resident events, GCMC

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

conducted over 251 outreach, PfP Consortium, PLTCE, and alumni events across the region reaching 11,471 total participants.

- *Transnational:* Conducted 23 transnational related events with 1073 participants. These can be divided into 11 capacity building events (498 participants) and 12 networking events (575 participants). Examples of transnational resident events include the Program in Cyber Security Studies, the Program on Terrorism Security Studies, the Senior Executive Seminar, and the Program on Countering Transnational Organized Crime. Transnational networking events included separate community of interest engagements for each of the transnational resident courses listed above, as well as non-resident events such as a seminar discussing how events in the Middle East and North Africa affect southern Europe, a workshop to discuss cross-border identification of foreign terrorist fighters, and a conference that discusses how the security environment has changed across the broader Euro-Atlantic community.

- *Regional.* Conducted 57 regional events with 1602 participants. These can be divided into 26 capacity building events (985 participants) and 31 networking events (617 participants). Regional events are focused on Europe and Eurasia. Examples of resident regional events included the Program in Applied Security Studies, the European Security Seminar-East, the European Security Seminar-South, and the Seminar on Regional Security. Examples of non-resident regional events included a Central European Cyber Workshop addressing *"Strategy and Policy Solutions to Protecting Cyberspace"*, a seminar addressing *"Civil Security*

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

Operations in Managing Refugee Flows", a consequence management seminar regarding "*Migrant Flows in Southeast Europe*", and Outreach Networking Events (ONEs).

- *Capacity Building.* Enlightened security sector professionals continue to return to their countries and build upon what they have learned at GCMC.

<u>Near East South Asia Center for Strategic Studies (NESA)</u>

- NESA conducted 55 resident programs with participants from 82 countries resulting in 878 new alumni and including numerous topical seminars and meetings engaged 2,057 participants. Additionally, NESA Center continues to provide strategic depth and the unique ability to maneuver in the narrative space to CENTCOM (7), AFRICOM (11), ARCENT (2), and the Joint Staff (2) by executing 22 tailored programs focused on addressing various regional security issues.

- 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 tough regional issues such as countering terrorism, gender issues, border 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.

- NESA's Track II programs with the University of California at Los Angles, the University of Ottawa, The Hoover Center at Stanford University and the International

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

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.

- NESA's unique relationship with academic institutions in the region have allowed university students from 45 US universities and 10 regional universities to develop campaigns and social media strategies to counter the violent extremist narrative on social media with credible, authentic and believable peer to peer dialogue. The outcomes from this program provide actionable ideas that are utilized in the effort to combat violent extremism. This program has garnered media coverage from NPR, ABC, Time, Newsweek, Yahoo News and the Frankfurter Allgemeine.

B. FY17 CURRENT YEAR ASSESSMENT

<u>Africa Center for Security Studies (ACSS)</u>

The FY17 program plan focuses on viable opportunities in which the Africa Center will contribute towards making its vision a reality for more Africans. In support of Departmental policy priorities and the USAFRICOM TCP, ACSS efforts will advance key program themes and focus on over-the-horizon cross-cutting themes. Each program theme noted below comprises work streams entailing research and publications, strategic communications, workshops and seminars, and outreach activities that leverage and reinforce our work to deepen the peer learning experience we offer and extend our reach

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

to create and sustain willing partners on the continent. As evidenced by the expected accomplishments and course objectives, ACSS work streams are linked to reflect harmonization with Department of Defense strategic objectives. Moreover, the strategic framework applied to our program streams has guideposts for assessing, monitoring and evaluating short, medium and long-range indicators of achievement in the form of intended impacts and applied action.

- Strengthening Leadership, Strategy & Institutions in Africa's Security Sectors
  - Leadership, Strategy, and Institutions & Democratic Accountability
- Addressing Drivers of Insecurity and Advancing Collective Security
  - Countering Terrorism & Violent Extremism; Countering Trafficking & Transnational Organized Crime; Development & Security Nexus; Maritime Safety & Security in Africa; and African Peace & Security Architecture

<u>Daniel K. Inouye Asia-Pacific Center for Security Studies (DKI APCSS)</u>
- The DKI APCSS FY17 plan addresses capacity-building and other policy priorities through an expanded program focused on key and urgent priorities, maximized return on investment, and enduring outcomes. The plan leverages existing DKI APCSS executive education capacity in a coherent program of interlinking lines of effort that are intended to markedly contribute to security in the Indo-Asia-Pacific region. DKI APCSS will continue to pursue efficiencies while ensuring it offers activities that respond effectively to Departmental goals, objectives, and requests.

- Resident courses will remain the foundational program component, supplemented by a strong and complementary workshop and dialogue program addressing key topics derived

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

from Departmental policy guidance. These will be woven together by a robust Strategic Alumni Strategy that will ensure alumni are strategically networked, nurtured and leveraged to maximize their contribution to increased individual and organizational capacity through their Fellow's Projects, and through involvement in their alumni associations and functional communities of interest (COI). Expanding DKI APCSS partnerships with Department of State and others will continue to strengthening the whole-of-society approach to security solutions.

- Continually nurtured development of the DKI 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 of DKI APCSS teaching faculty. Other efficiency measures employed in FY17 include increasing use of the volunteer support, focusing on partnerships that bring operational efficiencies, maximizing lodging and meals below per diem rates for course Fellows, and adopting renewable energy alternatives for cost savings.

<u>William J. Perry Center for Hemispheric Defense Studies (WJPC)</u>
- In FY17, Defense governance remains the top priority assigned to WJPC. WJPC's academic offerings will continue to support Department of Defense's efforts to build and sustain transparent, capable defense and security governance institutions. FY17 programs include the Managing Security and Defense (MSD) Executive Seminar for senior policymakers capable of implementing reform; the Defense Policy and Complex Threats (DPCT) course, in which mid-level policymakers learn how to build credible future alternative scenarios for security and defense challenges and identify institutional

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

   gaps in confronting complex adaptive conflicts; and short bilateral and sub-regional
   seminars on defense governance which are programmed in response to partner nation
   requests and guidance from OSD Policy and U.S. Country Teams.

- Outside the classroom, WJPC will continue to support the Defense Institutional Reform
  Initiative (DIRI) and work with other security cooperation partners on defense
  institution building (DIB) country programs, as directed by OSD.

- WJPC will continue to build and leverage Communities of Practice (COP) in accordance
  with OSD Policy guidance. The Perry Center will cultivate these COPs as venues for
  transnational cooperation, forums for Department of Defense strategic messaging, and
  contributors to and repositories of a growing knowledge base in DIB.

- Focus efforts on cybersecurity policy. Academic programs on security and the cyber
  domain continue to be a top request from partner nation counterparts. WJPC will seek
  to conduct a cybersecurity program that targets mid-level to senior defense and
  security policymakers—not IT professionals—and teaches participants how to identify
  main areas of cyber risk and understand the principles of developing effective
  national-level cybersecurity policies.

- WJPC will continue to support the Transnational Security Studies Program at the GCMC
  by recommending the best English-speaking candidates from priority nations;

- WJPC will continue 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.

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

<u>George C. Marshall European Center for Security Studies (GCMC)</u>

- As a vital instrument of German-American cooperation, GCMC will continue to support a more stable security environment by advancing democratic institutions and relationships; promoting active, peaceful, whole-of-government approaches to address transnational and regional security challenges; and creating and enhancing enduring partnerships worldwide. The desired intermediate outcome is to develop and sustain a network of policy practitioners that build joint, interagency, and multinational and interoperable partner capacity.

- Advances toward this outcome will be made through a focus on transnational and regional issues conducted via resident programs, non-resident outreach courses, and non-resident alumni events. Finally, GCMC has signed a new German-American Memorandum of Agreement that strengthens German-American cooperation in addressing transnational and regional security concerns.

- Transnational issues will be addressed by continuing to offer existing programs such as the Counter Transnational Organized Crime program, 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.

- Regional issues will be addressed by existing courses such as the Seminar on Regional Security, the Program in Applied Security Studies, the European Security Seminar-East, and the European Security Seminar-South.

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

<u>Near East South Asia Center for Strategic Studies (NESA)</u>
* In FY17, NESA plans to conduct 51 programs, to include engagement with over 1,800 security professionals, and continue to support the FMS Case program with the UAE National Defense College (NDC), as the National Defense University academic partner.

* Education: The Center's fifty one (51) 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 among 45 participants from the NESA region. Twelve (12) "Middle East Programs" will focus on regional topics such as the future of ISIL and its impact on region, and gulf military integration. Nine (9) "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. Thirteen (13) "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). NESA will conduct Five (5) "Special Initiative Programs" in areas that will focus on security issues throughout the region.

* 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.

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

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 NESA-led "Strategic Studies Network (SSN)" ties NESA with over 70 strategic studies centers from 30 countries and continues to serve as an important USG engagement tool. Yearly, NESA brings 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 five sub-regional working groups (North Africa, the Levant, the Gulf, South Asia, and Central Asia) that met at the 2016 Strategic Studies Summit have and will continue to meet over the course of FY17 to prepare their policy reports that will be presented at the next Strategic Studies Summit. The Levant and North Africa groups met jointly in Barcelona, Spain from 25 to 27 September for a workshop focused on "Radicalism among Youth." The workshop was convened in partnership with the European Institute of the Mediterranean (IEMed). Additionally, NESA will continue its Alumni outreach to keep course graduates up to date on American policy trends and issues and to receive alumni insights regarding the NESA region.

- Expand stakeholder investment from COCOMs and other USG agencies and funding streams (1206, CTFP, Counter Narcotics, the US Dept. of Justice, and International Narcotics & Law Enforcement Affairs (INL)); NESA through its relationships with academic institutions in the region, will continue to work with university students from 45 US

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

   universities and 10 regional universities to develop campaigns and social media
   strategies to counter the violent extremist narrative on social media with credible,
   authentic and believable peer to peer dialogue.

- Reinforce strategic partnerships that will continue to shape the response to the 2012
  U.S. Defense Strategic Guidance and the strategic re-balancing it directs;

- Building lasting bridges to and among current and potential military and civilian
  leaders throughout the region by leveraging our over 7,013 alumni in 101 countries.

C. **FY18 PLANS AND OBJECTIVES**

<u>Africa Center for Security Studies (ACSS)</u>
- ACSS plans to increase program requirements to support Executive-level security and
  governance priorities (e.g. Security Governance Initiative), Office of the Secretary of
  Defense Policy priorities (Countering Terrorism and Transnational Threats, Security
  Sector Reform, and Strengthening Defense Institutions), U.S. Africa Command and its
  Service Components TCP and Lines of Effort, and other interagency security priorities.

<u>Daniel K. Inouye Asia-Pacific Center for Security Studies (DKI APCSS)</u>
- DKI APCSS will review its business model in order to form effective partnerships that
  allow increased efficiencies to meet Departmental and U.S. Pacific Command expectations
  for priority and high demand programs.

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

<u>William J. Perry Center for Hemispheric Defense Studies (WJPC)</u>
- Through COPs, build a shared knowledge base of DIB principles and methods that can be utilized by partner nations and, when appropriate, employed by other security cooperation partners outside the Americas.
- Evaluate the relevance, uniqueness, and effectiveness of transnational threats programs based on partner nation feedback, guidance from OSD Policy and COCOMs, and information sharing with the Transnational Security Studies Program at the GCMC.
- Through both hiring and professional development, cultivate a faculty with academic credibility, facility in communicating Department of Defense strategic messages, and the skills to author original research products that inform Department of Defense policymakers.

<u>George C. Marshall European Center for Security Studies (GCMC)</u>
- Execute plans and objectives started in FY17.

<u>Near East South Asia Center for Strategic Studies (NESA)</u>
- Expand and enhance regional defense institution building (DIB) with strategic-level whole-of-government programs that synchronize training and equipping assets provided by the USG at the tactical and operational levels for the purpose of controlling borders and combating transnational threats.

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

- Expand and enhance narratives via social media programs to combat violent extremism.

<u>Wales Initiative Fund (WIF)</u>

A. FY16 PRIOR YEAR ASSESSMENT

Wales Initiative Fund (WIF) makes it possible for developing countries to participate in the Partnership for Peace (PfP) Program thus supporting NATO partnership goals and Department of Defense objectives in the region. Through the Defense Governance Management Team (DGMT) and associated Defense Institution Building (DIB) partners, WIF efforts seek to institute effective and efficient state defense institutions under civilian and democratic control to meet domestic needs, support national interests and international commitments, and strengthen stability. More broadly, WIF encompasses a nation's efforts to define roles and relationships within the defense sector and determine how the institutions that comprise that sector relate to counterparts in other government sectors (particularly the security and justice sectors). Assessment, monitoring and evaluation continues to be a challenge as activities supporting Combatant Command objectives and NATO partnership goals need to be more clearly linked in the planning process. WIF is the primary funding mechanism to support important institution building requirements for NATO PfP countries and partners. WIF also supports partners as they work to determine how the defense sector serves national interests. Specific regional WIF accomplishments include:

- USEUCOM: WIF resources are used for exercises, military-to-military, defense reform, and tailored capacity-building activities with ten U.S. European Command PfP countries: Armenia, Azerbaijan, Bosnia-Herzegovina, Georgia, Kosovo, Macedonia, Moldova,

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

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.

- U.S. Central Command: WIF resources are used for military-to-military commitments and overall bilateral engagement strategy with five countries in Central Asia: Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan. WIF funding and activities comprise a large percentage of USCENTCOM's partner engagements in Central Asia outside of counter-terrorism and counter-narcotics programs. The flexibility of the WIF program is particularly useful in responding to a range of emergent requirements that ensure continued and uninterrupted access to the Northern Distribution Network and support to coalition operations in Afghanistan. As Resolute Support Mission operations in Afghanistan 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.

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

- In FY16, the Defense Governance Management Team (DGMT), through WIF, will have conducted 81 highly tailored partner nation engagements with over 2780 participants in 16 countries worldwide. Depending on the country, DGMT often directly participates in and supports the objectives of bilateral working groups between the U.S. and counterpart Ministries of Defense, General Staffs, Service Headquarters, and Defense Agencies.

- The Civil-Military Emergency Preparedness (CMEP) Program is a DoD security cooperation program designed to support NATO Partner Nations (PNs) in addressing disaster preparedness and interoperability challenges. CMEP uses WIF funding to support the NATO Partner Cooperation Menu in the areas of Crisis Management (CM) and Civil Emergency Planning (CEP). CMEP's mission is to develop and conduct bilateral and multinational civil-military projects that support Department of Defense security cooperation and capacity building objectives by enhancing partner preparedness, interoperability, and civil-military cooperation related to disaster mitigation and relief, combating weapons of mass destruction (C-WMD), consequence management, stability operations, and other country-specific priorities. In FY16, CMEP executed 20 partner engagements in 11 countries: Armenia, Azerbaijan, Belgium, Bulgaria, Georgia, Germany, Macedonia, Moldova, Montenegro, Serbia, and Ukraine.

- The U.S. contributes to the PfP Consortium (PfPC) through the WIF-funded Defense Education Enhancement Programs (DEEP) program. PfPC implementation in FY16 included the following activities: (1) Writing of generic or "reference" curricula on the topics of counterterrorism, cyber, counterinsurgency, and Gender, which allow partners to start from a multi-nationally agreed upon list of essential components, and tailor

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

it to their unique needs so that they can develop their own Defense Education
Institutions in accordance with the appropriate standards and values; (2) Tailored
curriculum development and faculty development programs in select Partner defense
academies; (3) Interactive, scenario-based case studies (Table Top Exercises - TTXs)
in the area of CT, counter-radicalization, and migration management -- using a whole-
of-society approach, and utilizing diverse teams of volunteer subject matter experts
(SMEs); and (4) Development and exchange of recommendations regarding current security
policy issues by teams of multi-national SMEs. The wide variety of PfPC working groups
and their (academic and practitioner) SMEs contribute a richness to Security
Cooperation and Defense Institution Building (DIB) discussions & products, by virtue of
their multi-national nature.

B. FY17 CURRENT YEAR ASSESSMENT

The OSD DASD for Security Cooperation (SC) issued important guidance for the FY17 program
build, helping to prioritize the types, nature and objectives needed from WIF-funded
activities to maximize impact in the regions. Despite a relatively flat funding
portfolio from FY16 to FY17, this year marks the first year that WIF will be planned and
executed in support of these priorities for Mediterranean Dialogue countries through U.S.
Africa Command and Department of Defense implementing organizations working in North
Africa and Jordan. This will require activities in other traditional WIF-eligible
countries to stretch funding in order to meet increasing demands for assistance in these
areas. Specifically, DASD SC prioritized the following programs for FY17:

IV. Performance Criteria and Evaluation Summary:

- Partner defense reform and interoperability programs through the Defense Governance Management Team (DGMT) and the Defense Education Enhancement Program (DEEP);
- Support to defense reform in Ukraine, and other Eastern European Partners in line with the objectives of the European Reassurance Initiative;
- Bilateral and regional programs and activities that support Partner integration with NATO;
- Support to defense reform in Jordan, as well as other Mediterranean Dialogue and Istanbul Cooperative Initiative countries where appropriate, in order to strengthen institutional capacities required to sustain and integrate other U.S. provided training and equipment investments;
- Logistics capacity building, including enhancement of Reception, Staging, and Onward Movement (RSOM) and Host Nation Support (HNS) capabilities among partners.

C. FY18 PLANS AND OBJECTIVES

In FY18, the WIF program will focus significant effort on an assessment, monitoring and evaluation framework to ensure activities and programs are clearly linked to CCMD and DoD strategic objectives while supporting NATO partnership goals. Additionally, DIB efforts within WIF will be closely coordinated and linked to broader security cooperation efforts to ensure complementarity of programming.

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

<u>Combating Terrorism Fellowship Program (CTFP)</u>

A.   FY16 PRIOR YEAR ASSESSMENT

The CTFP trained and educated approximately 3,000 foreign security officials in a wide range of combating terrorism (CbT) skills. The CTFP focuses on developing partner nation long term capabilities by enhancing and broadening understanding of the root causes of terrorism. An example of this is the annual Afghanistan-Pakistan Symposium held in Washington, D.C. This program is designed to enhance mutual understanding between these two nations and to help bridge political divides that lead to mistrust and conflict. This bilateral exchange is part of a broader strategy to improve relations between the two countries in order to enhance cooperation in countering terrorism. Other programs in the Middle East included a focused effort in Yemen to improve senior leader understanding of how to foster sustained security within the country.

The CTFP was also very active in Africa. Senior Nigerian defense officials requested CTFP assistance in developing an intelligence fusion center in support of ongoing counter terrorism efforts there. Also in Africa, CTFP teams assisted the Tunisian military in building a more robust countering violent extremism plan of action. This included greater focus on prevention by understanding the fundamental causes of extremism, and helping the government build greater legitimacy with all of its citizens.

In addition to these shorter duration programs the CTFP also sponsored more than 60 international officials in three different masters' degree programs. These programs are the capstone of the education opportunities provided by the CTFP. Officials attending

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

these longer duration programs have a greater opportunity to interact with not only their American counterparts, but other international CbT officials as well. Unlike similar programs that fund graduate studies, the CTFP aims to remain in contact with its graduates in order to further enhance the global CbT network. Many of the CTFP graduates are now in notable positions of influence within their countries. More importantly, many of them reach back to the CTFP drawing on the programs resources to further CbT efforts. For example, a recent graduate from the Maldives was appointed as Director for National Counterterrorism and has asked for U.S. assistance in developing their national counterterrorism strategy. Other notable CTFP alumni include: the senior operational commander of the Malian Army; the chief of the Columbian Navy; and the Indian Ambassador to Afghanistan to name but a few. Most of these alumni remain in contact with their U.S. counterparts facilitating unfiltered direct access to partner nations.

B.   FY17 CURRENT YEAR ASSESSMENT

In FY17, the 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 2017 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 engage with alumni in Africa to combat the spread of violent extremism. Additionally, the Program will work directly with Middle Eastern alumni to provide a counter narrative to ISIS.

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

C. FY18 PLANS AND OBJECTIVES

FY18 program plans will maintain the initiatives of previous years and expand and operationalize the global network of CbT professionals. The program will target expansion into areas of the world that will continue to experience an equal expansion of terrorist threats. In order for CTFP to stay ahead of the evolving threats resources must be dedicated to developing, and fielding new training programs and courses. In FY18, it anticipates the ability to allow ~3000 foreign military and security officials to attend CTFP-funded programs, continue the expansion and utilization of virtual education opportunities and programs, and provide approximately 450-500 educational programs to include 45 to 50 events in 30 to 35 foreign countries in all six Regional Combatant Commands. This will include CbT education and training support to emerging regional and sub-regional organizations and alliances.

<u>Partner Outreach and Collaboration Support (POCS)</u>

A. FY16 PRIOR YEAR ASSESSMENT

The POCS program provides mechanisms to connect with international partners: limited IT equipment at the Military Partnership Directorate (MPD) and COCOM coordinators, internet connectivity for select (COCOM supported) MODs, an independent validation and verification team, and GlobalNET an open source IT system located on the web with over 70,000 users, allowing partners to maintain connections and collaborate (tools include but not limited to: 24/7 availability globally, communities of interest, notifications, VTC, an open source learning management system, CAC for US users, ability to

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

post/comment. System operations and maintenance items were accomplished on 17 GlobalNET collaboration Suite Instances to support the five Regional Centers for Security Studies, Partnership for Peace (PfP) associates, and additional Department of Defense educational institutions and building partnership programs – currently with over 70,000 users. POCS provided internet hosting in a Risk Management Framework (RMF) commercial Cloud facility, for the GlobalNET platform (17 Department of Defense and partner) communities including monitoring for intrusions, malware, system performance, and uptime. Additionally, POCS provided continued 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 at US embassies.

B. FY17 CURRENT YEAR ASSESSMENT

Continue to provide the GlobalNET and RCPAMS platform operations and maintenance support, to include internet hosting for the GlobalNET platform, and RCPAMS, to include monitoring for intrusions, malware, system performance, and uptime in a certified facility. Personnel support will be provided to assist institutions and partners globally during courses, seminars, outreach events, and the GlobalNET development team; conduct operational testing, and tier one support.

C. FY18 PLANS AND OBJECTIVES

Continue FY17 operations.

IV. Performance Criteria and Evaluation Summary:

DSCA Headquarters Administrative Operations

A. FY16 PRIOR YEAR ASSESSMENT

DSCA's mission to lead the Security Cooperation (SC) community in developing and executing innovative security cooperation solutions that support mutual U.S. and partner interests is only successful with a strong foundation of workforce expertise required to efficiently and effectively manage security cooperation programs. Approximately 60 percent of the overall Headquarters Administrative Operations budget funds civilian pay for the agency, while the remaining 40 percent is allocated to non-pay requirements. These non-pay requirements include support contracts, building rent, security, supplies, and agency-paid morale benefits. The majority of non-pay headquarters operations falls within support contracts, supporting the Department's Financial Improvement Audit Readiness (FIAR) efforts, Defense Finance and Accounting Services (DFAS) support, and the newly deployed Defense Agency Initiative (DAI) accounting system. These key requirements allow DSCA to stay abreast of dynamic changes and remain the premier security cooperation provider.

B. FY17 CURRENT YEAR ASSESSMENT

Continue to make significant progress with audit readiness efforts and integration of the newly deployed Enterprise Resource Program (ERP) to execute security cooperation programs.

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

C. FY18 PLANS AND OBJECTIVES

Continue FY17 operations and FY18 efforts to secure a clean audit statement.

<u>Defense Institution Reform Initiative</u>

A. FY16 PRIOR YEAR ASSESSMENT

Established in 2010, the Defense Institution Reform Initiative (DIRI) is Department of Defense'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 nearly 30 country projects tailored to address DoD priority issues. DIRI methodology for project design and execution is based in best practices identified by the

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

security cooperation and security sector reform communities and operationalized and validated over the past six years of DIRI experience.

The DASD for Security Cooperation directs the countries where DIRI efforts are focused through the Defense Governance Management Team (DGMT), based on the Guidance for Employment of the Force, input from OSD-P regional offices, and the Geographic Combatant Commands. Many of the new projects in Africa took place under the auspices of the interagency Security Governance Initiative (SGI) context, relying on National Security Council approval and negotiations within the SGI team and with the subject Africa nation. Launching these projects took longer than anticipated but are now demonstrating real progress. Throughout FY16, increasing demands for DIRI engagement had not been balanced with commensurate manpower growth within the DGMT. Recent authorization to grow core staff at the DGMT will enable the program to continue to expand and meet the increasing demand for DIB in priority countries across the globe.
Highlights of DIRI work in FY16 include:

- **Africa SGI:** Department of Defense and DIRI have lead the defense sector contributions for almost all SGI countries and conducted successful workshops in Mali, Ghana, and Niger. SGI programs in Nigeria and Tunisia are not as developed, due to governmental issues on both sides, but are moving forward at varying paces. SGI Joint Country Action Plans have been approved and signed in Ghana, Kenya, and Tunisia.

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

- **Africa CTPF:** DIRI continued to support broader CTPF efforts. DIRI conducted two successful scoping engagements with Chad and Cameroon, and have been working at these nation's paces to implement.

- **Western Hemisphere:** DIRI efforts in Chile, Colombia, El Salvador, Guatemala and Trinidad and Tobago continue to strengthen the linkages between governmental, defense and security sector leaders by building defense governance and management systems able to link policy objectives to budget requirements. Success of ongoing regional defense institutional reform efforts in the Western Hemisphere were highlighted by Secretary Carter during his keynote address to the XII Conference of Defense Ministers of the Americas (11 Oct 2016), where he expressed his intent to "…broaden the scale and scope…" of these efforts to meet increasing demand.

- **Asia-Pacific:** Ongoing DIRI efforts in Indonesia and Thailand continued to work with critical stakeholders on defense management concepts intended to increase readiness and capability. DIRI began addressing the Royal Thai Army's (RTA's) challenges with its UH-60 fleet by conducting a series of pilot life cycle costing projects that will improve the RTA's ability to compare and fund future investments. Similarly, DIRI has familiarized key Indonesian personnel with defense management concepts, particularly as they relate to the sustainment of U.S. FMS cases (Apache and F-16.) FY16 engagements in Indonesia also laid the groundwork for further resource management efforts to support the Navy in improving budgeting for maritime operations and increase readiness of its ships and aircraft. DIRI also conducted successful scoping visits in two new countries, Sri Lanka and Burma. In Sri Lanka, DIRI reached a consensus with the Defense Secretary to support the MoD with transitional issues and begin a Maritime Governance project (reorienting the force

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

structure and coordinating the new roles and missions of maritime entities). DIRI will follow up a scoping visit in Burma with a series of workshops to introduce the Defense Forces and MoD to civil-military relations in a new democracy.

- **Middle East:** Ongoing DIRI efforts in Lebanon continued to support Lebanese Armed Forces (LAF) in developing capacity to plan for, acquire, sustain, and integrate defense capabilities. A new country project was launched in Jordan during FY16 and is focused on developing a strategic planning capability. New program starts are planned for Iraq (force structure development) and Saudi Arabia (DIB scoping).

By the end of FY16, DIRI will have conducted 113 highly tailored partner nation engagements with over 4400 participants in 26 countries worldwide. DIRI efforts remain focused on supporting the partner-nation and USG meet shared priorities through bilateral and multilateral frameworks. As an FY16 example, DIRI conducted a total of 28 partner engagements in 10 African countries. Countries receiving DIRI support for PN defense institution building (DIB) efforts include:

AFRICOM

Cameroon: Cameroon is an important U.S. partner in the regional fight against Boko Haram (BH). Under the auspices of the Counter Terrorism Partnerships Fund (CTPF), DIRI supports Cameroon in their efforts to professionalize their military and thereby increase the country's ability to combat threats posed by BH and other terrorist actors. In FY16, DIRI conducted a complete and thorough review of defense shortfalls as identified by Cameroonian partners and determined that the appropriate DIB Lines of Effort (LOEs) to

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

address them include: strategy and doctrine development, logistics and supply chain management, and personnel management.

Chad: DIRI is supporting Chad in advancing its military capacity in order to better contain and mitigate threats from regional extremist groups, strengthen border security to reduce terrorist travel, investigate terrorist incidents, and promote community resilience and government legitimacy. Through CTPF, DIRI efforts are intended to expand the scale and enhance the operations of Chad's counter-terrorism forces. In FY16, DIRI gained access to Chad's Chief of Staff of the Armed Forces (CEMGA), CEMGA Directorates, and Special Anti-Terrorist Group (SATG). DIRI also identified international best practices that Chad could consider when planning the implementation of DIB reform initiatives and gained CEMGA's initial agreement to pursue work with DIRI.

B. FY17 CURRENT YEAR ASSESSMENT

In 2016, the Department of Defense issued a Directive on Defense Institution Building, establishing a DIB Coordination Board which validated DIB Prioritization Guidance for FY17 and FY18 among its other responsibilities. The DIB prioritization process was developed to ensure: 1) a transparent DIB nomination and prioritization process, 2) alignment of DIB efforts with defense strategic objectives, and 3) efficient and effective use of DIB resources. This guidance will inform planning and execution of the DIRI program.

The DIRI program is leaning forward on key elements of the recent Department of Defense Assessment, Monitoring and Evaluation (AM&E) Instruction, ensuring causal relationships

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

are identified and monitored to ensure Department of Defense strategic objectives are supported by DIRI's DIB efforts and the broader security cooperation objectives. DSCA is working closely with the DGMT on how best to evaluate the effectiveness of DIB programs and integrate planning in security cooperation in order to best support the Department of Defense's strategic objectives.

C.   FY18 PLANS AND OBJECTIVES

The DIB Prioritization Guidance for FY17-18 provides the necessary guidance to DIRI as it plans out its FY18 engagements in the functional DIB areas prioritized by country. Actual partner nation engagements in FY18 will be dependent on FY17 developments and emerging priorities.

<u>Defense Institute of Security Cooperation Studies (DISCS)</u>

A.   FY16 PRIOR YEAR ASSESSMENT

A total of 2,888 students completed Department of Defense O&M-focused instruction in the International Programs Security Requirements Course (IPSR), Missile Technology Control Regime (MTCR), Security Cooperation Management Action Officer (SCM-AO), and Security Cooperation Management - Overseas (SCM-O) courses. In support of the MILDEP security cooperation workforce, refocused much of security cooperation curriculum to adequately prepare students to execute Department of Defense-funded building partnership capacity programs by:

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

- Expanded the number of overall course offerings to increase the number of opportunities for SC workforce personnel to attain desired training levels.
- Continually integrated use of critical building partnership capacity and other Title 10 partner-relations building programs into appropriate DISCS courses. We emphasize throughout all of our courses the shift to Title 10 programs within the community and the requirements and uses for each.
- Enhanced online learning opportunities with revised SCM Familiarization and International Programs Security Requirements Course (IPSR) Online Courses reaching over 5,700 students. Developed and posted on the DISCS website several stand-alone modules of instruction (learning guides) for training and/or reference for the SC workforce.
- In support of improved training for security cooperation officers:
  - Completed the construction and implementation of a controlled access area (CAA) to allow for classified discussions and classes within the DISCS facility. Extensively used to discuss specific security cooperation plans issues related to their geographic combatant command.
  - Started the transition to electronic tablet technology for both staff and classroom use. Additionally, upgraded the audiovisual technology in several classrooms to ensure proper delivery of all course material.
- In support of the broad Department of Defense & MILDEP workforce:
  - Enhanced online learning opportunities with revised SCM Familiarization and International Programs Security Requirements Course (IPSR) Online Courses

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

>
> reaching over 5,700 students. Developed and posted on the DISCS website several stand-alone modules of instruction (learning guides) for training and/or reference for the SC workforce.
> - Completed an online security cooperation programs handbook to tie security cooperation programs instruction with a tool usable by field practitioners.

B. FY17 CURRENT YEAR ASSESSMENT

- Support DSCA SC Workforce developers in facilitating DoD security cooperation community efforts to scope FY 2017 NDAA requirements for education, training, and certification of the SC workforce for Operation and Maintenance, Defense-Wide personnel. Scoping includes detailed proposals for costing of the many options for training and education, staffing, and facilities required to develop future budget proposals.

- Continue to educate the SC workforce by resident, online learning and onsite education.

- Maintain the currency of all course content by incorporating time critical legislative and policy changes to our curriculum to meet real-time processes and procedures.

- Expand academic partnerships with other institutions and organizations.

- Broaden online opportunities – largely by means of stand-alone modules of instruction (learning guides).

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

C. FY18 PLANS AND OBJECTIVES
Continue to meet the challenges imposed by the FY 2017 NDAA and SC Community efforts to improve the education and professionalization of the SC workforce. Specific activities include on-line and resident courses to meet continually changing education requirements.

<u>Increasing Partner Capacity Building in Rule of Law Context</u>

A. FY16 PRIOR YEAR ASSESSMENT

DIILS supported development and implementation of 36 legal engagements aligned with priorities in the 2014 QDR, the DoD Guidance on Employment of the Force (GEF) and the Geographic Combatant Commanders' (GCC) Country Campaign Plans. In FY 16, DIILS was actively engaged in all GCC areas of responsibility. DIILS 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.

DIILS's strength is the modest investment required to execute strategically agile, programmatically flexible, timely, sustained engagements in support of evolving security cooperation priorities. To serve as instructors for these engagements, DIILS leverages Active Duty, National Guard and Reserve JAG officers, as well as government and civilian legal experts at minimal cost (travel and per diem). In Botswana, DIILS continued supporting the BDF defense legislative drafting committee and the Ministry of Justice legal advisors' efforts to modernize military legal authorities and implementing regulations. The DIILS team and the committee reviewed more than 150 amendments to the

IV. Performance Criteria and Evaluation Summary:

BDF Act. DIILS also assisted the committee in differentiating statutory vice regulatory content.

In Mali, a DIILS officer became the first U.S. service-member to embed with the Malian Armed Forces. Her work as a Military Justice Advisor focused on enhancing the military justice system, operational legal advisor capacity, and the Inspector General's corps. Her efforts resulted in the publication of the first Malian Military Justice Manual and the first Military Justice Conference in Mali. In Kenya, the DIILS objective is to build a self-sustaining capability to educate civil servants and service members, in order to prevent ethical lapses and corruption. DIILS successfully presented recommendations to the Kenyan Ministry of Defense for development and implementation of a training curriculum, and conducted a pilot course entitled "Good Governance and Ethics in Government" with 26 mid-grade MOD personnel.

DIILS engagements strengthened the capacity of the Lebanese Armed Forces to apply the law of armed conflict and human rights law to the on-going conflict with ISIS and refugee operations. These engagements stressed the importance of military compliance with human rights and the law of armed conflict, even when confronting violent extremists who disregard the law. In Jordan, DIILS engagements were designed to ensure Jordanian armed forces' compliance with the law of armed conflict as applied to the combat air operations Jordan is flying with its regional partners against terrorist forces.

DIILS conducted a law of armed conflict and human rights engagement with the Iraqi armed forces that addressed legal issues stemming from their operations against ISIS. DIILS also conducted a legal capacity assessment to examine the military justice system and

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

suggest improvements to meet the challenges raised by recent combat operations. DIILS conducted a regional operational law seminar in Czech Republic for new legal advisors (attendees included Bulgaria, Czech Republic, Hungary, Poland, and Slovakia). The seminar focused on the challenges faced by legal advisors in international law in various deployed locations and environments and promoted relationship-building.

DIILS presented and facilitated discussions at SOUTHCOM's annual meeting of the Military Legal Committee of the Americas. This international meeting resulted in a SOUTHCOM request for DIILS to engage with Uruguay to develop a course for operational legal advisors supporting national peacekeeping contingents from the Latin American region.

B. FY17 CURRENT YEAR ASSESSMENT

In FY17, DIILS will continue to support the development and global implementation of rule of law engagement in accordance with Departmental Policy guidance on which countries to engage on rule of law issues. DIILS plans to execute this guidance to the extent feasible, given the enactment of 10 USC 333.

C. FY18 PLANS AND OBJECTIVES

In FY18, DIILS will continue to develop and implement legal engagement in accordance with Departmental guidance and priorities to the extent feasible. Fulfilling the requirement for sustained rule of law engagement with international partners is necessary for the comprehensive implementation of long-term defense institution building within security

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

sector reform. Rule of law engagement 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 will develop proposals to increase staff to align with 50 percent growth in existing mission since 2013, as recommended by the Government Accountability Office Study of Rule of Law Engagement (GAO 17-118), and will also develop proposals to increase staff to implement the statutory requirement for human rights training and defense institution-building contained in the 2017 NDAA (10 USC 333), which imposes a substantial and enduring increase on DIILS mission.

<u>Authority to Build the Capacity of Foreign Security Forces (10 U.S.C. § 333)</u>

The foreign security forces capacity building programs are designed to build partner nation capacity enabling foreign countries to conduct a wide array of defense and security operations and/or to support on-going allied or coalition military or stability operations that benefit the national security interests of the United States. The purpose of this authority is to advance U.S. national security interests by leveraging the interests the United States shares with its partners. The authority builds off of the consolidation of multiple security cooperation authorities. The authority is timely, strategy-driven, integrated across diplomacy and defense, and measurable.

Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
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IV. <u>Performance Criteria and Evaluation Summary</u>:

A. FY16 PRIOR YEAR ASSESSMENT

Previously conducted solely as "global train and equip" programs, DSCA supported development and implementation of 143 cases aligned with priorities in the DoD's OSD-Policy Guidance, the Guidance on Employment of the Force (GEF) and the Geographic Combatant Commanders' (GCC) Country Campaign Plans. GT&E program meet field-identified requirements with the GCCs and COMs leading the annual effort to produce and submit GT&E proposals, with the Joint Staff, Defense Security Cooperation Agency (DSCA), Military Departments (MILDEPs), and other DoD Components in support. Proposals leveraged both political and military expertise to ensure impacts in the country or region are strategic and benefit U.S. national security objectives. Proposals were jointly formulated and coordinated between the GCC and the appropriate COM.

Previously, the Authority to Build the Capacity of Foreign Security Forces provides Combatant Commanders with the resources to enable partner nations to participate in counterterrorism operations and stability operations. In FY16, the program was used to support 24 individual Department of Defense and Department of State approved programs valued at more than $955.1M. Executed over 143 cases to support these projects. Successfully provided 53 shipments of equipment to 24 countries throughout four Geographic Combatant Commands valued over $185M. These programs ranged from support to African Partners in Cameroon to Pacific Partners in Indonesia.

B. FY17 CURRENT YEAR ASSESSMENT

In FY17, antecedent train and equip authorities will be used to address Combatant Command identified priorities to support partner nations in conducting a wide array of functional

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

operations. The Department of Defense and the Department of State will approve each program. The Department of Defense will notify all programs to Congress.

C. FY18 PLANS AND OBJECTIVES

In FY18, the program will be used to address Combatant Command identified priorities to support partner nations in conducting counterterrorism operations; counterterrorism operations; counter weapons of mass destruction operations; counter-transnational organized crime operations; maritime and border security operations; military intelligence operations, operations or activities that contribute to international coalition operations, and other security cooperation programs under Chapter 16, 10 U.S.C. The Department of State is required to concur on each program. The Department of Defense will notify all programs to Congress.

<u>Ministry of Defense Advisors Program</u>

The National Defense Authorization Act (NDAA) for FY 2017 requires that the Department of Defense undertake institutional capacity building efforts for building partner capacity programs. The Ministry of Defense Advisors (MoDA) Program deploys U.S. Department of Defense (Department of Defense) 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 Department of Defense temporary global authority to deploy civilian advisors to support security cooperation and defense institution building activities worldwide.

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

A. FY16 PRIOR YEAR ASSESSMENT

The MoDA program met expectations in FY16 by maintaining support to the Department of Defense mission in Afghanistan; maintaining advisors in Georgia, Botswana, Ukraine, and Indonesia; deploying new advisors to Georgia and Uzbekistan; and developing requirements in a number of other countries which were executed in FY17. In FY16 MoDA successfully recruited, trained, and deployed approximately 70 civilian advisors in support of NATO Resolute Support Mission Headquarters (HQ RS RSM HQ), which absorbed the ministerial development mission from Headquarters ISAF. MoDA achieved a fill rate of over 90 percent, with an average of 70 advisors on the ground in Afghanistan. Feedback from headquarters Resolute Support 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 FY16, 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 Botswana, Georgia, Indonesia, Ukraine, and Uzbekistan. The program 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. FY17 CURRENT YEAR ASSESSMENT

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

The MoDA team will maintain a balanced program management capability, including government as well as contractor support, based on operational experience. Lessons learned in previous years 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 FY17 Global MoDA requirements. In accordance with current U.S. and NATO planning, MoDA will provide approximately 85 trained Department of Defense civilian advisors to support ongoing assistance mission requirements in Afghanistan. Advisors will be recruited, trained, and deployed in three cycles, January to March, May to June, and July to September, with up to 28 advisor candidates per cycle as required.

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 FY16, conclude the advisor mission in Montenegro, and expand the program to a target of 18 deployed global advisors by the end of FY17. 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.

C.   FY18 PLANS AND OBJECTIVES

Increase awareness and integration of the program into COCOM planning processes will result in significantly increased demand and continued expansion of the Global MoDA

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

program. MoDA will maintain support provided to Afghanistan and the planned Defense
Security Cooperation Management Office as required.

<u>Global Theater Security Cooperation Management Information System (G-TSCMIS) Program</u>

A. FY16 PRIOR YEAR ASSESSMENT

Successfully operated the G-TSCMIS Help Desk to support the fielded Release 2 software.
The Help Desk runs 24/7 to meet the needs of the worldwide Department of Defense security
cooperation community, including combatant command HQ staff and security cooperation
personnel assigned to U.S. embassies overseas. With this support users throughout the SC
community are able to accurately track and manage global events. Expanded the G-TSCMIS
user base to include non .mil/.smil domain users, which would allow users from the
Department of Homeland Security and USAID to access G-TSCMIS. This capability has the
potential to allow for thousands of additional users and records, which would require an
increase in support to maintain interoperability and compatibility between
agencies/departments.

B. FY17 CURRENT YEAR ASSESSMENT

Funding will provide 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

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

timely and effective delivery of G-TSCMIS throughout Department of Defense. The Program Office will support:

(1) The G-TSCMIS Help Desk, which runs 24/7 to meet the needs of the worldwide Department of Defense 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; and (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 Department of Defense/USG users outside the .mil network (such as Department of Defense personnel assigned to U.S. embassies).

C.   FY18 PLANS AND OBJECTIVES

Continue FY 17 planning objectives

<u>Southeast Asia Maritime Security Initiative (MSI)</u>
The spend plan for FY 2016 ($50M) cleared Congressional notification on April 4, 2016 and funding has been released over 50 MSI projects. We are anticipating additional $160M to

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

be made available for FY 2017 and 2018 for Malaysia, Indonesia and Vietnam, while sustaining FY 2016 investment in the Philippines.

A.   FY16 PRIOR YEAR ASSESSMENT

Developing the Plan: Over the past 12 months, the Department of Defense established a multifunctional working group to develop a five year, capability-based approach. The Department of Defense 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 included conducting detailed assessments and socializing key initiatives at the strategic-level, while making discrete purchases of equipment to create the foundation for future interoperability, and information-sharing efforts.

B.   FY17 CURRENT YEAR ASSESSMENT

In FY17, complete all assessments and to establish stronger foundation for future MDA, interoperability, and information-sharing efforts. MSI also aims to demonstrate the communications architecture and recently-fielded capabilities through exercises and engagements in the multinational fora while expanding our interactions with other countries.

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

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

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 recipient countries in an effort to help them sense, share, and contribute to maritime security and maritime domain awareness. The Secretary has also committed $425M over the Future Years Defense Program (FYDP).

C.   FY18 PLANS AND OBJECTIVES

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 aimed at strengthening maritime security in the region.

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V. Personnel Summary	FY 2016	FY 2017	FY 2018	Change FY 2016/ FY 2017	Change FY 2017/ FY 2018
Civilian End Strength (Total)	372	380	414	8	34
U.S. Direct Hire	330	335	372	5	37
Foreign National Direct Hire	0	0	15	0	15
Total Direct Hire	330	335	387	5	52
Foreign National Indirect Hire	24	13	0	-11	-13
Reimbursable Civilians	18	32	27	14	-5
Civilian FTEs (Total)	377	380	405	3	25
U.S. Direct Hire	334	335	365	1	30
Foreign National Direct Hire	25	0	15	-25	15
Total Direct Hire	359	335	380	-24	45
Foreign National Indirect Hire	0	13	0	13	-13
Reimbursable Civilians	18	32	25	14	-7
Average Annual Civilian Salary ($ in thousands)	130.9	137.5	135.7	6.6	-1.8
Contractor FTEs (Total)	36	45	80	9	35

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

		Change FY 2016/FY 2017			Change FY 2017/FY 2018		
	FY 2016			FY 2017			FY 2018
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	47,003	886	-1,434	46,455	908	3,062	50,425
104 FN Direct Hire (FNDH)	0	0	0	0	0	1,126	1,126
199 Total Civ Compensation	**47,003**	**886**	**-1,434**	**46,455**	**908**	**4,188**	**51,551**
308 Travel of Persons	25,536	485	4,725	30,746	615	-2,513	28,848
399 Total Travel	**25,536**	**485**	**4,725**	**30,746**	**615**	**-2,513**	**28,848**
614 Space & Naval Warfare Center	497	5	-502	0	0	741	741
696 DFAS Financial Operation (Other Defense Agencies)	2,258	-91	-767	1,400	-56	1,495	2,839
699 Total DWCF Purchases	**2,755**	**-86**	**-1,269**	**1,400**	**-56**	**2,236**	**3,580**
771 Commercial Transport	564	11	-68	507	10	200	717
799 Total Transportation	**564**	**11**	**-68**	**507**	**10**	**200**	**717**
901 Foreign National Indirect Hire (FNIH)	0	0	1,395	1,395	27	-1,422	0
912 Rental Payments to GSA (SLUC)	860	16	74	950	19	-83	886
914 Purchased Communications (Non-Fund)	582	11	711	1,304	26	-639	691
915 Rents (Non-GSA)	1,173	22	1,006	2,201	44	-1,023	1,222
917 Postal Services (U.S.P.S)	73	1	-56	18	0	58	76
920 Supplies & Materials (Non-Fund)	2,035	39	-756	1,318	26	796	2,140
921 Printing & Reproduction	76	1	442	519	10	-450	79
922 Equipment Maintenance By Contract	907	17	-128	796	16	110	922
923 Facilities Sust, Rest, & Mod by Contract	616	12	-285	343	7	300	650
925 Equipment Purchases (Non-Fund)	656	12	479	1,147	23	-482	688
926 Other Overseas Purchases	120	2	-122	0	0	172	172
932 Mgt Prof Support Svcs	3,527	67	2,922	6,516	130	-2,497	4,149
933 Studies, Analysis & Eval	11,797	224	-12,021	0	0	22,724	22,724
960 Other Costs (Interest and Dividends)	97	2	-89	10	0	104	114
964 Other Costs (Subsistence and	386	7	-393	0	0	483	483

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OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017 Price	Program	FY 2017 Estimate	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate
Support of Persons)							
987 Other Intra-Govt Purch	1,864,260	35,421	-1,508,659	391,022	7,820	182,619	581,461
989 Other Services	22,239	422	-13,130	9,531	191	11,076	20,798
990 IT Contract Support Services	461	9	106	576	12	-43	545
999 Total Other Purchases	**1,909,865**	**36,285**	**-1,528,504**	**417,646**	**8,351**	**211,803**	**637,800**
Total	**1,985,723**	**37,581**	**-1,526,550**	**496,754**	**9,828**	**215,914**	**722,496**

* The FY 2016 Actual column includes $1,483,059.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column excludes $1,412,000.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column excludes $2,312,000.0 thousand of FY 2018 OCO Appropriations funding.
*The FY 2017 to FY 2018 change column includes $1,962,000 reductions in Lines 932 and 989, service contracts as a result of the SRRB.

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Fiscal Year (FY) 2018 Budget Estimates Submission

Defense Security Services (DSS)

May 2017

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

	FY 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
DSS	580,184	10,884	-22,357	568,711	11,226	103,728	683,665

I. Description of Operations Financed: The Defense Security Service (DSS) mission through partnership with industry and innovation, safeguard our Nation's interests as the premier provider of industrial security risk management and security professional development services. The world is rapidly changing and the DSS is changing too. Where the agency once concentrated on schedule-driven National Industrial Security Program Operating Manual (NISPOM) compliance, DSS is now transitioning to an intelligence-led, asset-focused, and threat-driven approach to security oversight. As Functional Manager for the Department of Defense (DoD), DSS provides security education, training, certification, and professional development for DoD and other U.S. Government personnel, contractor employees, and representatives of foreign governments. The DSS oversees the protection of classified information and technologies, and materials in the hands of cleared industry) by providing professional risk management services on behalf of 26 Department of Defense (DoD) components and 31 other U.S. Federal agencies. The NISP serves as a single, integrated, cohesive industrial security program to protect classified information and to preserve our Nation's economic and technological interests. The DSS provides security oversight, counterintelligence coverage and support to approximately 10,000 cleared companies (comprising over 13,000 industrial facilities and approximately 850,000 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

I.   Description of Operations Financed (cont.)

clearances and 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

- 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

- Liaison with government Special Access Program (SAP) customers, and increase/improve analysis of SAP security issues

- Executing elements of the DoD Insider Threat program to include Continuous Evaluation, Unauthorized Disclosure, the DoD Insider Threat Management and Analysis Center (DITMAC) and other Insider Threat activities

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I.   Description of Operations Financed (cont.)

Operational Elements:

a. Industrial Operations:

	Dollars in Thousands	
FY 2016	FY 2017	FY 2018
Actual	Enacted	Estimate
$106,895	$108,996	$111,580

The Industrial Operations consist of the Industrial Security Field Operations (ISFO) and the Industrial Security Integration and Application (ISIA) formerly known as Industrial Policy and Programs.

On behalf of the Department of Defense (DoD) and 31 federal agencies in the National Industrial Security Program, the ISFO directorate clears defense contractors to perform on classified programs, provide oversight and assessment of security programs, and mitigate potential loss or compromise of national security information. ISFO's mission essential tasks include:

- Serving as the DSS "first responder" to Industry for all industrial security matters;
- Partnering with industry to develop security programs compliant with national standards
- Assessing security posture of cleared Industry to detect, deter and mitigate security vulnerabilities
- Providing threat information to industry to enhance awareness and enable better safeguarding of national security information
- Processing cleared Industry's Information Systems to process classified information through the Risk Management Framework process

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

- Conducting Command Cyber Readiness Inspections to ensure security of cleared Industry SIPRNet connections

- Monitoring Foreign Ownership, Control, or Influence (FOCI) mitigation instruments to ensure protection of classified and export controlled technology from foreign entities

- Overseeing the implementation of Insider Threat programs at cleared Industry facilities

- Processing personnel security investigation requests for Industry

- Monitoring personnel security eligibility and access for contractors in the National Industrial Security Program

- Determining interim personnel security clearance eligibility of Industry contractors for access to classified information

- Providing Incident Report oversight and triage on ~900,000 cleared personnel to mitigate security risks and serve as a liaison between Industry and the DoD Consolidated Adjudication Facility

Industrial Security Integration & Application (ISIA) provides headquarters support to the field operations and cleared industry in the areas of industrial and personnel security policy, adjudication of Foreign Ownership, Control or Influence (FOCI) and implementation of FOCI countermeasures, and administration of international programs. ISIA coordinates with senior members of foreign civilian and military organizations who represent more than 65 foreign governments that are signatories of Bilateral Security Agreements for timely and secure international movement of both U.S. and foreign classified information.

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

b. <u>Personnel Security Investigations for Industry (PSI-I):</u>   <u>Dollars in Thousands</u>

	FY 2016	FY 2017	FY 2018
	<u>Actual</u>	<u>Enacted</u>	<u>Estimate</u>
	$303,918	$285,237	$378,439

The DSS facilitates security clearance requirements and costs for personnel security investigations for industry (PSI-I) personnel in support of all DoD components and 31 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 the facilitation of a centrally funded and managed program to provide economy of scale cost and savings for the federal government. The PSI-I budget is based on total number of anticipated investigations, by case type, 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 Triggered Enhanced Subject Interviews (TESI) and Reimbursable Security Investigations (RSI). The DSS administer requests for initial and periodic reinvestigations for contractor personnel to include Tier 5 for Top Secret/SCI, and Tier 3 for Secret and Confidential clearances. Beginning in 2017, OPM's annual price rate for industry background investigations will increase by 5.7% over FY 2016 rates. Additionally, continuous funding for credit monitoring for contractor employee whose data was compromised as part of the OPM breach in FY15.

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

c. **Center for Development of Security Excellence (CDSE)**:   **Dollars in Thousands**

FY 2016	FY 2017	FY 2018
Actual	Enacted	Estimate
$24,317	$25,098	$27,466

The DSS Center for Development of Security Excellence (CDSE) is DoD's provider of security education, training, awareness, and certification for DoD personnel and contractors under the NISP, employees of other Federal agencies, and select 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 cleared industry personnel (i.e. derivative classification, insider threat, protecting your identity, etc.). CDSE operates the nationally accredited Security Professional Education Development (SPēD) 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

I.   **Description of Operations Financed (cont.)**
   across the DoD and Industry for significant roles in protecting critical assets,
   operations, and National Security.

I.   Description of Operations Financed (cont.)

d. Counterintelligence Program (CI):   <u>Dollars in Thousands</u>

FY 2016 <u>Actual</u>	FY 2017 <u>Enacted</u>	FY 2018 <u>Estimate</u>
$26,400	$26,875	$31,030

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:

- Mitigating risk, perpetrated in the cyber-domain, cleared facilities, classified programs and cleared contractors

- Identifying 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

- Identifying 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

- Informing 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

- Publishing: Annual Trends; Quarterly Trends; FIE's Cyber Activity Bulletins; Company Assessments; Technology and Program Assessments; Target Country Assessments; FIE

I.   **Description of Operations Financed (cont.)**
     Cyber Threat advisories; Intelligence Information Reports and analysis based on
     reports of suspicious contacts

  • Supporting 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

  e. **Insider Threat**

	Dollars in Thousands	
FY 2016	**FY 2017**	**FY 2018**
Actual	**Enacted**	**Estimate**
$35,053	**$40,859**	**$51,871**

The DoD Insider Threat program provides an integrated capability to monitor and audit
information for insider threat detection and mitigation. The program gathers,
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), Unauthorized Disclosure, 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
43 Components to address current and emerging threats to DoD personnel, assets and
information.

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

<u>Operational Support Activities</u>

a. <u>Management HQ Activities</u>:

	Dollars in Thousands	
FY 2016	**FY 2017**	**FY 2018**
Actual	**Enacted**	**Estimate**
$35,553	$35,103	$35,805

The DSS Headquarters enables mission execution through the management of strategic priorities common to all initiatives within the agency and ensure direct service support to field operations. These functions provide critical enterprise management support devoted to keeping the daily operations of DSS aligned with the agency's tag line "Partnering With Industry to Protect National Security". 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.

b. <u>Office of the Chief Information Officer (OCIO)</u>:

	Dollars in Thousands	
FY 2016	**FY 2017**	**FY 2018**
Actual	**Enacted**	**Estimate**
$48,048	$46,543	$47,474

OCIO leads the DSS information enterprise by defining a shared vision through enforcing agency policy, and driving the standard for the information infrastructure that supports

I. <u>**Description of Operations Financed (cont.)**</u>
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 DSS community. The OCIO's vision includes partnering with agency and industry leaders to strategically integrate data driven solutions to ensure mission success

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

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

A. <u>BA Subactivities</u>	FY 2016 Actual	Budget Request	FY 2017 Congressional Action			Current Estimate	FY 2018 Estimate
			Amount	Percent	Appropriated		
Center for Development of Security Excellence	24,317	25,098	0	0.0	0	25,098	27,466
Counterintelligence Program	26,400	26,875	0	0.0	0	26,875	31,030
Industrial Operations and Policy	106,895	108,996	0	0.0	0	108,996	111,580
Insider Threat	35,053	40,859	0	0.0	0	40,859	51,871
Management HQ Activities	35,553	35,103	0	0.0	0	35,103	35,805
Office of Chief Information Officer	48,048	46,543	0	0.0	0	46,543	47,474
PSI for Industry	303,918	285,237	0	0.0	0	285,237	378,439
Total	**580,184**	**568,711**	**0**	**0.0**	**0**	**568,711**	**683,665**

III. Financial Summary ($ in thousands)

B. Reconciliation Summary	Change FY 2017/FY 2017	Change FY 2017/FY 2018
Baseline Funding	**568,711**	**568,711**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**568,711**	
Fact-of-Life Changes (2017 to 2017 Only)		
Subtotal Baseline Funding	**568,711**	
Supplemental		
Reprogrammings		
Price Changes		11,226
Functional Transfers		
Program Changes		103,728
Current Estimate	**568,711**	**683,665**
Less: Wartime Supplemental		
Normalized Current Estimate	**568,711**	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2017 President's Budget Request (Amended, if applicable)		**568,711**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2017 Appropriated Amount		**568,711**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2017 Baseline Funding		**568,711**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2017 Estimate		**568,711**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2017 Normalized Current Estimate		**568,711**
6. Price Change		11,226
7. Functional Transfers		
8. Program Increases		103,838
a. Annualization of New FY 2017 Program		
b. One-Time FY 2018 Increases		
c. Program Growth in FY 2018		
1) PSI-I	88,159	
Increase provides funding to meet industry clearance requirements for initial and periodic background investigations and reinvestigations for contractor personnel requiring access to classified information. (FY 2017 Baseline: $285,237 thousand)		
2) Insider Threat	10,195	
Increase expands background investigations using the		

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

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

        Agency Record Check (ARC) strategy to maintain
        Continuous Evaluation (CE) capacity to cover 1
        million cleared government and contractor personnel
        Secret -level eligibility which will reduce reliance
        on traditional OPM investigations.
        (FY 2017 Baseline: $40,859 thousand)

   3) Counter Intelligence   3,618
        Increase provides six additional civilian full time
        equivalents to identify adversary threats working
        against the Defense Industrial Base developing the
        technology used to produce U.S. military capability
        to actively respond to evolving threats and mitigate
        potential losses to the MDAPs and critical
        technologies; provides contractor support for
        dissemination of the Triage and Threat Integration
        Program to CI Special Agents at field locations to
        identify reportable information and to generate
        Suspicious Contact Reports (SCR) from information
        reported by cleared industry personnel
        (FY 2017 Baseline: $26,875 thousand; +6 FTEs)

   4) CDSE   1,866
        Increase for development of enterprise training
        materials for use across the DoD in support of DoD
        Insider Threat and Continuous Evaluation that is
        required to meet minimum requirements set out in the
        National Insider Threat Policy and Minimum Standards
        for Executive Branch Insider Threat Programs.
        Training will support the general workforce,
        operational insider threat staff, and senior

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
officials at the requisite levels ranging from basic situational awareness and proper reporting procedures to detailed counterintelligence, the data protection and retention, response and referral actions. (FY 2017 Baseline: $25,098 thousand; +0 FTEs)		
9. Program Decreases		-110
a. Annualization of FY 2017 Program Decreases		
b. One-Time FY 2017 Increases		
c. Program Decreases in FY 2018		
1) Management Headquarters	-110	
Reduction in administrative cost for contract services due to restructuring of contracts (FY 2017 Baseline: $35,103 thousand)		
FY 2018 Budget Request		**683,665**

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

1. <u>National Industrial Security Program (NISP)</u>

NISP 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 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 2016 Assessments Completed	Facilities Overdue Assessments	Facilities Not Overdue Assessments	Total Amount of Facilities	% Assessments Completed/Not Overdue	Goal	Below Goal
FIL1	1,260	382	1,358	1,740	92.78%	100%	7.2%
FIL2	922	1,805	1,340	3,145	68.81%	100%	31.19%
FIL3	769	436	1,151	1,587	66.81%	80%	13.19%
FIL4	2,155	1,896	3,953	5,849	54.52%	80%	25.48%
Total	5,106	4,519	7,802	12,321	65.44%	92%	26.56%

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

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 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016	Sep 2016
Monthly # Accredited	520	317	432	240	403	420	291	302	342	315	365	404
Actual Days Average/Target	32/30	32/30	30/30	15/30	18/30	10/30	17/30	26/30	27/30	32/30	35/30	32/30
# Accredited > 45 days	12	13	5	6	5	6	3	4	3	14	5	1

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IV. Performance Criteria and Evaluation Summary:

2. Center for Development of Security Excellence (CDSE)

CDSE Performance Measure #1: Requested FY 2017 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 FY2016 Course Iterations Scheduled	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016	Sep 2016
Cum Monthly Schedule	5	8	13	18	24	29	34	41	45	51	59	64
Requested Total for FY2016	65	65	65	66	66	70	74	79	80	81	83	83

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

% of Scheduled vs. Requested	7%	12%	20%	27%	36%	41%	45%	51%	56%	62%	71%	77%

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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 FY2016 Course Iterations Scheduled	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016	Sep 2016
Cum Monthly Schedule	289	294	299	320	318	322	347	343	348	351	365	363
Requested Total for FY2016	380	384	386	400	393	395	413	402	405	408	421	412
% of Scheduled vs. Requested	76%	77%	77%	80%	81%	82%	91%	85%	85%	86%	87%	88%

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

3. <u>Counterintelligence (CI)</u>:

Performance Measure: 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 3000+ 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. 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' FY16 rate of identification was 6.2 known or suspected collectors per CI resource. DSS CI's FY17 efficiency rate (performance metric) is 5.0 – 6.0.

Comments: In support of DSS CI's mission as referenced above, the CI Directorate 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 31 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 enforcement or intelligence agency for investigative or operational action and exploitation.

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IV. Performance Criteria and Evaluation Summary:

	FY 2016				FY2017 - **Projection			
	Dec 2015	Mar 2016	Jun 2016	Sep 2016	**Dec 2016	**Mar 2017	**Jun 2017	**Sep 2017
Rate of ID per Avg Available CI Resource*	6.89	7.27	6.93	6.27	9.20	9.31	7.95	6.65
Number of SUBJECTs and Sources Identified (most recent 12-months)	1109	1194	1184	1117	1637	1657	1415	1184
Number of SUBJECTs and Sources identified FYTD	263	585	877	1117	388	812	1048	1184
Average Available (FTE) CI Resource (includes contractor support)	161	164	171	178	178	178	178	178

* 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.

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V. <u>Personnel Summary</u>	FY 2016	FY 2017	FY 2018	Change FY 2016/ FY 2017	Change FY 2017/ FY 2018
<u>Civilian End Strength (Total)</u>	<u>852</u>	<u>870</u>	<u>883</u>	<u>18</u>	<u>13</u>
U.S. Direct Hire	852	870	883	18	13
Total Direct Hire	852	870	883	18	13
<u>Civilian FTEs (Total)</u>	<u>838</u>	<u>840</u>	<u>853</u>	<u>2</u>	<u>13</u>
U.S. Direct Hire	838	840	853	2	13
Total Direct Hire	838	840	853	2	13
Average Annual Civilian Salary ($ in thousands)	142.8	142.6	143.8	-0.2	1.2
<u>Contractor FTEs (Total)</u>	<u>99</u>	<u>99</u>	<u>99</u>	<u>0</u>	<u>0</u>

Note:
*Does not include GDIP.
**FY2017 column updates to reflect current estimates in accordance with FY2016 actuals.

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

	FY 2016	Change FY 2016/FY 2017		FY 2017	Change FY 2017/FY 2018		FY 2018
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	118,902	2,241	-1,978	119,165	2,328	503	121,996
121 PCS Benefits	779	0	-129	650	0	10	660
199 Total Civ Compensation	**119,681**	**2,241**	**-2,107**	**119,815**	**2,328**	**513**	**122,656**
308 Travel of Persons	5,588	106	-22	5,672	113	0	5,785
399 Total Travel	**5,588**	**106**	**-22**	**5,672**	**113**	**0**	**5,785**
696 DFAS Financial Operation (Other Defense Agencies)	1,779	-72	-417	1,290	-52	0	1,238
699 Total DWCF Purchases	**1,779**	**-72**	**-417**	**1,290**	**-52**	**0**	**1,238**
771 Commercial Transport	107	2	409	518	10	0	528
799 Total Transportation	**107**	**2**	**409**	**518**	**10**	**0**	**528**
912 Rental Payments to GSA (SLUC)	1,225	23	-1	1,247	25	0	1,272
913 Purchased Utilities (Non-Fund)	0	0	11	11	0	0	11
914 Purchased Communications (Non-Fund)	7,172	136	492	7,800	156	0	7,956
915 Rents (Non-GSA)	2,604	49	-2	2,651	53	0	2,704
917 Postal Services (U.S.P.S)	28	1	0	29	1	0	30
920 Supplies & Materials (Non-Fund)	1,984	38	-404	1,618	32	200	1,850
921 Printing & Reproduction	215	4	-82	137	3	0	140
922 Equipment Maintenance By Contract	22,088	420	-230	22,278	446	0	22,724
923 Facilities Sust, Rest, & Mod by Contract	1,910	36	277	2,223	44	0	2,267
925 Equipment Purchases (Non-Fund)	8,371	159	-8	8,522	170	0	8,692
932 Mgt Prof Support Svcs	67,094	1,275	-1,455	66,914	1,338	12,580	80,832
934 Engineering & Tech Svcs	832	16	-1	847	17	0	864
957 Other Costs (Land and Structures)	705	13	0	718	14	0	732
987 Other Intra-Govt Purch	332,178	6,311	-18,935	319,554	6,391	90,435	416,380
989 Other Services	6,623	126	118	6,867	137	0	7,004
999 Total Other Purchases	**453,029**	**8,607**	**-20,220**	**441,416**	**8,827**	**103,215**	**553,458**

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OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017 Price	Program	FY 2017 Estimate	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate
Total	580,184	10,884	-22,357	568,711	11,226	103,728	683,665

DSS-480

Fiscal Year 2018 Budget Estimates

Defense Threat Reduction Agency (DTRA)

May 2017

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

	FY 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
DTRA	510,488	9,458	-71,800	448,146	8,645	85,813	542,604

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) and improvised threats by integrating, synchronizing, and providing expertise, technologies, and capabilities.

The threat to the Nation's security presented by WMD and improvised threats is immediate, persistent, and evolving. Emerging state, non-state actors, and violent extremist organizations threaten the United States and its allies by seeking to develop, proliferate, acquire, or use WMD. Additionally, these same adversaries continue to develop and employ tactics, techniques, and procedures designed to circumvent U.S. joint force maneuverability and force protection.

DTRA is the Department of Defense's (DoD's) designated Combat Support and Defense Agency for countering weapons of mass destruction (CWMD) and countering improvised threats. DTRA executes the national CWMD mission while coordinating interagency and international efforts across three CWMD lines of effort: prevent acquisition, contain and reduce threats, and respond to crises. DTRA supports the development of DoD doctrine, organization, training, material, leadership and education, personnel, facilities, and policy solutions to CWMD challenges. DTRA also supports science and technology solutions to CWMD challenges. DTRA integrated the Joint Improvised-Threat Defeat Organization (JIDO) and its mission under DTRA on October 1, 2016. Under DTRA, JIDO is responsible

I. Description of Operations Financed (cont.)

for enabling DoD actions to counter improvised threats with tactical responsiveness in support of Combatant Commanders' (CCDRs) efforts to prepare for and adapt to battlefield surprise. DTRA's FY 2018 budget request sustains the Department's investment in protecting the Nation and its allies from WMD and improvised threats, establishes JIDO Operation and Maintenance base, and integrates JIDO into DTRA's budget support funding.

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 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, allies and partners. This budget request is aligned with the Agency's strategic plan which guides resource allocations and decisions across the mission portfolio.

DTRA's FY 2018 budget request is identified in the following three subactivity groups:

1) Nonproliferation Activities;
2) WMD Combat Support and Operations; and
3) Core Mission Sustainment

Funding for the U.S. Strategic Command (USSTRATCOM) Center for Combating WMD subactivity group ends in FY 2017 with the transfer of the CWMD synchronizer role from USSTRATCOM to U.S. Special Operations Command (USSOCOM) IAW the Unified Campaign Plan (UCP). A portion of the funding in the USSTRATCOM Center for Combating WMD subactivity group transferred to USSOCOM; the remaining funding realigned to the WMD Combat Support and Operations

I.   Description of Operations Financed (cont.)
subactivity group.

Narrative Explanation of Changes:

DTRA rebalanced the overall portfolio to align with strategic direction and minimize risk. The FY 2018 Operation and Maintenance budget request reflects an overall increase of +$94.4 million when compared to the FY 2017 current estimate. This net increase includes a price adjustment of +$8.6 million; program increases of +$111.5 million; program decreases of -$7.9 million; and net functional transfers of -$17.8 million.

The FY 2018 DTRA budget request reflects reductions in travel, purchased communications, and management headquarters consistent with Departmental efficiencies. DTRA is in compliance with the Department-directed 25% reduction in costs associated with Major Headquarters Activities (MHA). This reduction is fully achieved by FY 2020.

The FY 2018 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: developing and enhancing CWMD Test Bed capabilities; anticipating and responding to CCDRs' demand signals; delivering future technologies; and shaping the battlefield Phase Zero operations. 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. The Agency remains focused upon the quality of services that we provide to our customers.

Defense Threat Reduction Agency
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I.   Description of Operations Financed (cont.)

	$ in thousands		
	FY 2016 Actuals	FY 2017 Estimate	FY 2018 Estimate
A. Nonproliferation Activities	60,181	70,338	72,294

As 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;

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

- 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. 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 Accords; Biological Weapons Convention; Confidence and Security Building Measures; the

I.   Description of Operations Financed (cont.)

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 and projections for FY 2018 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

DTRA's START/Nuclear Missions are conducted under the auspices of the New START Treaty,

I.   Description of Operations Financed (cont.)

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 shutdown United States and Russian 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 event Russia resumes operations. In addition, the program covers confidence and security

I.   Description of Operations Financed (cont.)

building measures conducted under the Vienna Document 2011, which has 56 partner nations, and the Dayton Peace Accords. The Russian Federation's illegal annexation of Crimea and Sevastopol and its destabilizing actions in Eastern Ukraine have profoundly strained its 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 short-notice missions are in addition to the previously agreed upon missions during the treaty year and are expected to continue for an unspecified amount of time. Resources also provide operational support activities, including Site Assistance Visits, mock inspections, treaty training, language training, and weapons recognition training.

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

I.   Description of Operations Financed (cont.)

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.

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 to support the certification of U.S. and Russian aircraft that are incorporating new digital technology and a new airframe in the case of the Russian Tu-214. 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 (OPCW) inspections, to include short-duration inspections of chemical weapons and other treaty-relevant facilities, continuous destruction monitoring operations at Pueblo, CO, and Blue Grass,

I.   Description of Operations Financed (cont.)

KY, and oversight visits by the Executive Council and senior Technical Secretariat staff of the OPCW. 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 OPCW. The program supports training and 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 a congressionally mandated interagency program that operates throughout Eastern Europe, the former Soviet Union, the Balkans, Asia, and Africa to cooperatively reduce the threat of WMD proliferation. This program builds the capacity of international partners to prevent proliferation attempts and disrupt proliferation networks by applying U.S. interagency expertise to improve training, equipment, and doctrine. The program improves the capacity of partners to deter, detect and interdict, investigate, and prosecute individuals and organizations that seek to proliferate WMD through the provision of training and equipment, and the development of doctrine for international civilian law enforcement components, counterterrorism units, border security/customs agents, and other ministerial executives and agencies that have a CWMD function. Counterproliferation goals and objectives are derived and prioritized based on broader U.S. CWMD strategy, known proliferation threats and vulnerabilities, and capability gaps of international partners. The program directly supports Intermediate Military Objectives of Global Combatant Commands' Theater Campaign Plans and, by extension, Guidance for Employment of the Force.

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

<u>Technical Equipment Inspections</u>

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 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.

<u>Arms Control Treaty Training</u>

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.

I.   Description of Operations Financed (cont.)

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 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

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I.   Description of Operations Financed (cont.)
directly provides for WMD monitoring and nonproliferation requirements and ensures these monitoring capabilities are certified for operations and available when and where required.

	$ in thousands		
	FY 2016 Actuals	FY 2017 Estimate	FY 2018 Estimate
B. WMD Combat Support and Operations	167,163	187,968	227,020

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.

I.   Description of Operations Financed (cont.)

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 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

I.   Description of Operations Financed (cont.)

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 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

I.   Description of Operations Financed (cont.)

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 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

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

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 Joint Operations Center with a linkage to multiple U.S. Government laboratories (additional subject matter expertise). DTRA is in the process of adding a chemical and biological search capability to the TSGs' toolkit, expanding its ability to counter WMD.

Additionally, the program provides tailored Countering Weapons of Mass Destruction – Terrorism (CWMD-T) exercise support (subject matter experts, academics, and training) to CCMDs, Theater Special Operations Commands, 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 OCONUS 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.

Stockpile Logistics

I.   Description of Operations Financed (cont.)

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 Materials, 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 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

I.   Description of Operations Financed (cont.)

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 and accident response, explosive ordnance disposal (EOD) threat awareness/assessment, and counterproliferation with emphasis on operational support. DNWS develops and 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 and EOD arena. DNWS provides training at 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

I.   Description of Operations Financed (cont.)

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. It provides on-line access to this information through its Scientific Technical Information Archival & Retrieval System (STARS).

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 Surety Inspection (NSI) 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 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 DTRA 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

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I.   Description of Operations Financed (cont.)

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 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 six 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 requests for information, to include Interagency Modeling and Atmospheric Assessment Center support.

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

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I.   Description of Operations Financed (cont.)

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 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.

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 CBRNE 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.

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

I.   Description of Operations Financed (cont.)

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, 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

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

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. In FY 2018, CP2 funding transfers to the Defense Security
Cooperation Agency to comply with Section 1241 of the FY 2017 National Defense
Authorization Act to support the reform of security cooperation programs and activities
of DoD.

Foreign CBRNE Exercise Program

DTRA serves as the Program Manager for the Foreign CBRNE 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

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I.   <u>Description of Operations Financed (cont.)</u>
government does not exist.

<u>Human Survivability</u>

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.

<u>CWMD Planning</u>

Provides a "regional lens" across DTRA activities and functions to ensure integration with CCMDs, the Interagency, and International partners' priorities. Provides CWMD plans, strategy, and doctrine support to the geographic and functional CCMDs, the Joint Staff, OSD, and other DoD components. Assists the CCDRs, OSD, and Joint Staff to develop, revise, and review global campaigns plans, regional CWMD plans, theater campaign plans, and WMD-related contingency and branch plans. Supports crisis action planning for CWMD events and maintains deployable CWMD plans teams to support the development of GCC CWMD planning products to include support when requested during contingency operations. Facilitates the development, implementation, and assessment of the Regional Support Plans; identifies CCMD requirements and translates them into specific DTRA activities to align with CCMD Campaign Plans and priorities; supports contingency response, ensures DTRA capabilities are aligned with warfighter and policy requirements. Maintains the

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I.   Description of Operations Financed (cont.)
DTRA Continuity of Operations Plan, and supports development of joint CWMD strategy,
plans, policy and doctrine to improve DoD efforts to execute CWMD missions.

Threat Intelligence and Assessment

Provides direct, in-depth intelligence analysis through daily intelligence products to
support formulation and execution of CWMD policy, doctrine, planning, exercise, and
operational efforts. Supports USSOCOM in providing global situational awareness on WMD
issues for DoD's countering WMD efforts in coordination with other Combatant Commands and
U.S. Government organizations. Coordinates and synchronizes throughout the Intelligence
Community and other Agencies to develop products that fuse data from multi-intelligence
and information sources. Disseminates timely, tailored products to aid in the
identification, characterization, and tracking of existing and emerging WMD threats
worldwide by maintaining situational awareness of state, non-state, and terrorist
activities, emerging WMD threat capabilities, and future advancement of WMD science and
technologies.

	$ in thousands		
	FY 2016 Actuals	**FY 2017 Estimate**	**FY 2018 Estimate**
C. U.S. Strategic Command (USSTRATCOM) Center for Combating Weapons of Mass Destruction	11,332	10,331	0

Funding for the U.S. Strategic Command (USSTRATCOM) Center for Combating WMD subactivity
group ends in FY 2017 with the transfer of the CWMD synchronizer role from USSTRATCOM to
U.S. Special Operations Command (USSOCOM) IAW the Unified Campaign Plan (UCP). A portion

I.   Description of Operations Financed (cont.)

of the funding in the USSTRATCOM Center for Combating Weapons of Mass Destruction subactivity group transfers to USSOCOM. The remaining funding realigns to the WMD Combat Support and Operations subactivity group in support of CWMD planning activities.

	$ in thousands		
	FY 2016 Actuals *	FY 2017 Estimate	FY 2018 Estimate
D. Core Mission Sustainment	271,812	179,509	243,290

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 five appropriations within a $2.8B portfolio). These functions provide the foundation for everything DTRA does to safeguard America and its allies from WMD and improvised explosive devices by reducing the present threat and preparing for future threats.

* The FY 2016 actuals of $271,812 thousand includes $99,971 of staff and infrastructure costs to support the JIDO mission under DTRA's Operation and Maintenance (O&M), Defense-Wide (DW) appropriation. The FY 2017 budget request is provided separately under the Joint Improvised-Threat Defeat Fund. The FY 2018 DTRA Operation and Maintenance, Defense-wide budget request establishes core mission sustainment base for JIDO and integrates JIDO into DTRA.

Functions include:

Facilities, Engineering, and Logistics:

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

- Provides the Agency's space and utilities in the Government-owned McNamara Complex, Herndon, Reston, Alexandria, and Arlington locations and 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); Herndon; Reston; Alexandria; Arlington; Kaiserslautern, Germany; Yokota, Japan; and other various smaller detachments).

- 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.

<u>Financial Management:</u>

- Provides contracted services for financial management oversight of the Agency's $2.8B 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.

I.   <u>**Description of Operations Financed (cont.)**</u>
- Funds Defense Finance and Accounting Services support, Defense Agencies Initiative, Workers Compensation, local travel, Prompt Payment Act requirements, and Defense Travel System support.

<u>Human Resources:</u>   Provides a results-oriented human resource management program that incorporates elements such as strategic workforce planning; tailored use of hiring programs with available recruitment and retention initiatives; establishing long-term relationships with the academic community to expand applicant pool; continued expansion of a Learning Management System for more robust workforce management and automation; providing additional leadership and professional development opportunities; transition to the Department mandated Defense Performance Management Appraisal Program; and, fully integrating JIDO personnel under DTRA.

<u>Information Technology (IT) Support:</u>
- 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.

<u>Environment, Safety, and Occupational Health:</u>

I. Description of Operations Financed (cont.)

- 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 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 and all Agency requests for authority to negotiate and conclude international agreements.
- Provides fiscal law advice for the Cooperative Threat Reduction Program and provides legal advice on all operational programs and exercises, including: all administrative law topics; internal investigations; training in the law of war and

I. <u>**Description of Operations Financed (cont.)**</u>
    military personnel actions/laws; and the applicability of Status of Force Agreements.

- Provides attorney support for all Nuclear Weapons Incident Response training and exercises, and all other operational exercises in which the Agency participates.
- Provides legal advice on all civilian labor & employment issues including Equal Opportunity and issues concerning collective bargaining units and unions.
- Provides legal support and advice to the Agency's personnel security functions.
- Provides legal advice on intellectual property rights and all of the Agency's research and development activities.
- Manages all Freedom of Information Act and Privacy Act request responses.
- Provides mandatory ethics training for the Agency.

<u>Security (Information, Personnel, Physical):</u>

- Prevents/minimizes unauthorized access to DoD classified and controlled unclassified information and safeguards them against espionage, sabotage, terrorism, and criminal activity.
- 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

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

<u>Audio and Visual Information Services:</u> 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).

<u>Other Essential Services</u>: Provides essential services to the DTRA Director and senior
leadership, such as Public Affairs, Equal Opportunity, Inspector General, and other
administrative services. Activities funded in this subactivity group also provide for
the essential management, planning, governance, process improvements, strategic analysis,
and operational and administrative support to the entirety of DTRA.

II. <u>**Force Structure Summary**</u>:
Not Applicable

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

A. <u>BA Subactivities</u>	FY 2016 Actual	Budget Request	FY 2017 Congressional Action			Current Estimate	FY 2018 Estimate
			Amount	Percent	Appropriated		
1. Nonproliferation Activities	60,181	70,338	0	0.0	0	70,338	72,294
2. Weapons of Mass Destruction Combat Support and Operations	167,163	187,968	0	0.0	0	187,968	227,020
3. USSTRATCOM Center for Combating WMD	11,332	10,331	0	0.0	0	10,331	0
4. Core Mission Sustainment	271,812	179,509	0	0.0	0	179,509	243,290
Total	**510,488**	**448,146**	**0**	**0.0**	**0**	**448,146**	**542,604**

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III. Financial Summary ($ in thousands)

B. Reconciliation Summary	Change FY 2017/FY 2017	Change FY 2017/FY 2018
Baseline Funding	**448,146**	**448,146**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**448,146**	
Fact-of-Life Changes (2017 to 2017 Only)		
Subtotal Baseline Funding	**448,146**	
Supplemental		
Reprogrammings		
Price Changes		8,645
Functional Transfers		-17,803
Program Changes		103,616
Current Estimate	**448,146**	**542,604**
Less: Wartime Supplemental		
Normalized Current Estimate	**448,146**	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2017 President's Budget Request (Amended, if applicable)		**448,146**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2017 Appropriated Amount		**448,146**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2017 Baseline Funding		**448,146**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2017 Estimate		**448,146**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2017 Normalized Current Estimate		**448,146**
6. Price Change		8,645
7. Functional Transfers		-17,803
a. Transfers In		
1) Joint Intelligence Preparation of the Operational Environment	2,254	
Transfers the Joint Intelligence Preparation of the Operational Environment function and associated funding from USSTRATCOM to DTRA.		
2) WMD-Interdiction	536	
Transfers the WMD-Interdiction function and associated funding from USSTRATCOM to DTRA.		
b. Transfers Out		
1) CBRN Preparedness Program (CP2)	-18,487	
Transfers funding to the Defense Security Cooperation		

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals

      Agency to comply with Section 1241 of the FY 2017 National Defense Authorization Act to support the reform of the security cooperation programs and activities of the DoD.

    2) CWMD Synchronizer Role   -2,099
       Transfers the CWMD Global Synchronization function and associated funding to USSOCOM.

    3) USAJOBS Services   -7
       Transfers resources to Washington Headquarters Services for the annual cost of the Office of Personnel Management's USAJOBS services.

8. Program Increases   111,555
  a. Annualization of New FY 2017 Program
  b. One-Time FY 2018 Increases
  c. Program Growth in FY 2018

    1) Civilian Personnel Compensation   506
       To comply with the Department's reductions in its topline staffing, DTRA reprioritized resources to ensure the success of the most critical programs to the successful execution of DTRA's mission. The net reduction of -19 Civilian FTEs between FY 2017 and FY 2018 represents the continuation of reductions initiated in previous years; to include a reduction of Civilian positions designated as supporting Management Headquarters Activities (-16 FTEs) and other Department efficiencies (-9 FTEs); an increase of +4 FTEs in support of the Proliferation Security Initiative; and an increase of +2 FTEs in support of the Financial Improvement Audit Readiness. This is

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

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

      offset by increased costs associated with civilian
salaries, benefits and performance awards. (FY 2017
Baseline: $152,806 thousand)

  2) Civilian Personnel Compensation (JIDO)   41,386
     Realigns resources for civilian salaries, benefits
and performance awards from the Joint Improvised-
Threat Defeat Fund to O&M, DW to establish a base for
JIDO. (FY 2017 Baseline: $0 thousand; +251 FTEs)

  3) Core Mission Sustainment - Enterprise IT   18,800
     Realigns resources from the Joint Improvised-Threat
Defeat Fund to O&M, DW to establish a base for
Enterprise IT. Funding provides IT contracted
support services for unclassified and secure
communications between various offices of the
Secretary of Defense, CCMDs, and coalition partners;
support of equipment, software, and communication
pathways; maintenance and replacement of hardware and
software; records management; and software licensing
support that enables DTRA to accomplish its
countering IED mission in a secure, net centric,
knowledge-based environment. (FY 2017 Baseline: $0
thousand)

  4) Core Mission Sustainment - Facilities, Engineering,   3,878
and Logistics
     Increase in funds provides for infrastructure repairs
to aging DTRA facilities in Albuquerque to avoid
mechanical and electrical failures and interruption
of operations. In addition, the increase funds the
centralization of the Agency's large load shipping

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

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

requirements under the Transportation Management program previously funded under several contracts that supported multiple Agency exercises and mission readiness. (FY 2017 Baseline: $29,133 thousand)

5) Core Mission Sustainment - JIDO Base Support   37,602
   Realigns resources from the Joint Improvised-Threat Defeat Fund to O&M, DW to establish a base for JIDO. Includes $20,486 for interagency agreement purchases to pay for facility, security, utilities, and transportation costs; $13,016 for rent (non-GSA) and $4,100 for contracted support costs. (FY 2017 Baseline: $0 thousand)

6) Nonproliferation Activities - Arms Control Enterprise   225
System
   The increase in IT contract support services pays for the hosting fee on an external cloud. The hosting fee is dependent on several factors such as the number and type of servers, CPUs, and database instances as well as storage and contingency operations. (FY 2017 Baseline: $3,793 thousand)

7) Nonproliferation Activities - Nuclear Arms Control   1,870
Technology
   Funds technical expertise to support expanded sample analysis and to improve the performance and reliability of monitoring stations. (FY 2017 Baseline: $8,069 thousand)

8) WMD Combat Support and Operations - Balanced   386
Survivability Assessments
   The increase in funds provides additional technical

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

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

support 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. (FY 2017 Baseline: $15,303 thousand)

9) WMD Combat Support and Operations - CWMD-T Support   158
   Additional funding provides for an increased
   capability to counter CBRN operational planning in
   support of USSOCOM. (FY 2017 Baseline: $3,345
   thousand)

10) WMD Combat Support and Operations - Nimble Elder   2,659
   The increase in funds is the result of merging CWMD-
   Terrorism exercise support to CCMDS into Nimble Elder
   and additional travel requirements related to the new
   chemical/biological WMD search capability. Also
   provides for additional technical support for CWMD-
   Terrorism Special Operations Exercises to CCMDs; the
   new chemical/biological search mission; and the
   recently transferred CWMD-Terrorism support to the
   CCMDs. (FY 2017 Baseline: $17,502 thousand)

11) WMD Combat Support and Operations - Nuclear   689
Exercises
   Increase funds technical contracted support, travel
   and purchase of training aids for the projected
   expansion of Nuclear Exercises into NATO. (FY 2017
   Baseline: $4,029 thousand)

12) WMD Combat Support and Operations - Proliferation   272
Security Initiative
   Realigns the Proliferation Security Initiative

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

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

program from the USSTRATCOM for Combating Weapons of
Mass Destruction Subactivity Group to the WMD Combat
Support and Operations Subactivity Group where it
more appropriately aligns with DTRA WMD Combat
Support mission. (FY 2017 Baseline: $0 thousand)

13) WMD Combat Support and Operations - Technical Reachback	157	

Funds provide for an increased capability in the area
of modeling and simulation subject matter expertise
in support of the Technical Reachback mission. (FY
2017 Baseline: $8,214 thousand)

14) WMD Combat Support and Operations - Threat Intelligence and Assessment	2,967	

Realigns the Threat Intelligence and Assessment
program from the USSTRATCOM for Combating Weapons of
Mass Destruction Subactivity Group to the WMD Combat
Support and Operations Subactivity Group where it
more appropriately aligns with the DTRA WMD Combat
Support mission. (FY 2017 Baseline: $0 thousand)

9. Program Decreases		-7,939

a. Annualization of FY 2017 Program Decreases
b. One-Time FY 2017 Increases
c. Program Decreases in FY 2018

1) Core Mission Sustainment - Information Technology	-1,974	

The decrease represents projected efficiencies to be
gained in consolidating functions in conjunction with
engineering necessary to prepare for the transition
to the Joint Information Environment; efficiencies to
be gained in the continuing enterprise licensing

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

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

       agreement consolidation across the Agency and
       projected efficiencies to be gained by utilizing
       commodity service providers in the Joint Information
       Environment. This includes -$1,552 consistent with
       Department guidance on Major Headquarters Activities
       reductions. (FY 2017 Baseline: $47,248 thousand)

2) Nonproliferation Activities - Arms Control Treaty   -336
Training
       Funding decrease is due to efficiency savings in
       contracted support costs and a decrease in travel
       requirements. (FY 2017 Baseline: $1,074 thousand)

3) Nonproliferation Activities - Chemical Weapons   -677
Convention
       The decrease reflects reduced DTRA contracted costs
       for Organisation for the Prohibition of Chemical
       Weapons on-site support due to slippage of the Blue
       Grass Chemical Agent-Destruction Pilot Plant start
       date to 2019. (FY 2017 Baseline: $3,551 thousand)

4) Nonproliferation Activities - International   -340
Counterproliferation
       The decrease reduces the number of courses being
       offered to DTRA's international partners and cuts
       support to the CCMDs by reducing the number of
       engagements. (FY 2017 Baseline: $7,278 thousand)

5) Nonproliferation Activities - Open Skies Missions   -181
       Funding decrease is due to efficiency savings in
       contracted support costs for the Open Skies
       Management and Planning System. (FY 2017 Baseline:
       $5,777 thousand)

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
6) Nonproliferation Activities - START Nuclear Missions Funding decrease is due to reduced requirements for the Arms Control Implementation Unit in Russia. (FY 2017 Baseline: $6,537 thousand)	-177	
7) USSTRATCOM Center for Combating WMD - Proliferation Security Initiative Realigns the Proliferation Security Initiative program from the USSTRATCOM for Combating Weapons of Mass Destruction Subactivity Group to the WMD Combat Support and Operations Subactivity Group where it more appropriately aligns with DTRA WMD Combat Support mission. (FY 2017 Baseline: $267 thousand)	-272	
8) USSTRATCOM Center for Combating WMD - Threat Intelligence and Assessment Realigns the Threat Intelligence and Assessment program from the USSTRATCOM for Combating Weapons of Mass Destruction Subactivity Group to the WMD Combat Support and Operations Subactivity Group where it more appropriately aligns with DTRA WMD Combat Support mission. (FY 2017 Baseline: $2,909 thousand)	-2,967	
9) Weapons of Mass Destruction Combat Support - Hard Target Research Analysis Center The decrease reflects a reduction in infrastructure and operational support for the Hard Target Research and Analysis Center to fund new R&D subject matter expertise in collaboration with Defense Intelligence Agency to bring together engineering and intelligence expertise to identify, characterize, understand and exploit vulnerabilities in adversary WMD programs,	-1,015	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
activities and capabilities. (FY 2017 Baseline: $1,734 thousand)		
FY 2018 Budget Request		**542,604**

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

<u>Nonproliferation Activities</u>

<u>New START Treaty, Plutonium Production Reactor Agreement, and International Atomic Energy Agency Integrated Safeguards</u>

	Number of Missions		
Type of Mission	FY 2016	FY 2017	FY 2018
New Start Treaty			
Inspection Activity	18	19	19
Escort Activity	20	20	18
Mock Missions	4	4	4
Plutonium Production Reactor Agreement			
Inspection Activity	5	5	6
Escort Activity	2	2	2
Mock Missions	0	0	0
International Atomic Energy Agency Integrated Safeguards	24	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 2018, DTRA anticipates conducting 19 New START Treaty inspections and exhibitions in Russia. DTRA plans to escort Russian inspectors 18 times while they inspect U.S. strategic facilities. Additionally, DTRA inspectors and escorts will conduct at least four mock/training exercises to prepare DTRA and other U.S. site personnel for New START

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

Treaty inspections. DTRA will monitor reactors or stored plutonium oxide during five monitoring visits to Russia and one anticipated Joint Expert Visit in FY 2018. DTRA escorts will support Russian Plutonium Production 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.

<u>Conventional Weapons Missions</u>

	Number of Missions		
<u>Type of Mission</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>
Conventional Weapons			
Inspection Activity	41	35	35
Escort Activity	16	33	33
Mock Missions	6	10	10

The FY 2018 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

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

Armed Forces in Europe Treaty missions that still have active Ukrainian and Belarusian participation; and treaty, language, and weapons recognition training for inspectors and 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 2018 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

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

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 calculable balance of world power.

<u>Arms Control Enterprise System</u>

	Number of Activities		
	FY 2016	FY 2017	FY 2018
Treaty Notifications	2,170	2,300	2,170

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 2018, 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 2,170 arms control notifications, of over

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

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.

<u>Open Skies Missions</u>

	Number of Missions		
Type of Mission	FY 2016	FY 2017	FY 2018
Open Skies Treaty			
Inspection Activity	15	18	19
Escort Activity	4	21	21
Mock Missions	6	6	6
Certification Missions	0	2	1

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 2018 projected workload accounts for DTRA conducting 19 overflight missions of targeted Open Skies Treaty partner countries. The FY 2018 projected workload also anticipates that the United States will be targeted up to 21 times for overflight by Russia.   In addition, aircrews and inspectors/escorts will conduct six Joint Trial Flights and one Certification Mission. 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

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

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.

<u>Chemical Weapons Convention Missions</u>

	Number of Missions		
<u>Type of Mission</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>
Chemical Weapons Convention (CWC)			
Escort Activity	16	36	23
Mock Missions	11	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 2020-2023, 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. Additionally, DTRA will support and participate in several DoD and Military Service readiness training/exercises for Challenge Inspections.

<u>International Counterproliferation</u>

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

	Number of Missions		
Type of Mission	FY 2016	FY 2017	FY 2018
International Counterproliferation Events	39	25	24

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.

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.

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

- 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. Government understanding of partner countries' organization and ability to counter illicit smuggling related to WMD.

<u>Technical Equipment Inspections (TEI)</u>

	Number of Missions		
Type of Mission	FY 2016	FY 2017	FY 2018
Technical Equipment Inspections	89	121	102

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. In FY 2018, DTRA projects 102 equipment inspections in the U.S. and during Open Skies missions flown over the Former Soviet Union countries. Note: CWC missions result in two TEI activities for each mission since the entry inspection and exit inspection are counted as two separate events.

<u>Arms Control Treaty Training</u>

	Number of Missions		
Type of Mission	FY 2016	FY 2017	FY 2018
Arms Control Treaty Training Events	21	31	31

IV. Performance Criteria and Evaluation Summary:

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. The program provides courses for the following treaties and agreements: New START Treaty; Open 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

	Number of Missions		
Type of Mission	FY 2016	FY 2017	FY 2018
Language Training Events	31	35	35
Recruitment Events	18	10	18

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

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 18 visits by linguist recruiters to military bases to interview, select, and schedule qualified Russian linguists for assignment to DTRA.

<u>Nuclear Arms Control Technology</u>

	Data Availability		
Type of Mission	FY 2016	FY 2017	FY 2018
International Monitoring System			
Seismic and Infrasound Stations	99%	98%	98%
Radionuclide Stations	94%	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

IV. Performance Criteria and Evaluation Summary:

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%. 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.

A.   WMD Combat Support and Operations

Balanced Survivability Assessments

	Number of Assessments		
	FY 2016	FY 2017	FY 2018
Balanced Survivability Assessments	14	18	20

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

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.

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. In FY 2017, a third BSA team was added to conduct assessments of Nuclear Command, Control, and Communications assets. Additionally, the increased capability will include a dedicated computer network defense vulnerability analysis tool.

<u>DoD Red Team</u>

	FY 2016	FY 2017	FY 2018
Number of Customers	4	4	7
Number of Analytical Assessments	16	21	28
Number of Field Assessments	9	12	14

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

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

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. In FY 2017, a dedicated Nuclear Command, Control, and Communications assessment team was added to the Red Team program. This will increase the number of ground assessments and analytical products.

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.

IV. Performance Criteria and Evaluation Summary:

Joint Mission Assurance Assessment Program

Assessments	FY 2016	FY 2017	FY 2018
USEUCOM	4	4	4
USNORTHCOM	12	27	26
USPACOM	6	2	2
USCENTCOM	2	1	2
USSOUTHCOM	0	0	2
USTRANSCOM	0	0	0
USSTRATCOM	0	6	2
USAFRICOM	0	0	2
Total Assessments Conducted	24	40	40
Pre-Site Surveys	24	40	40
Other Activities			
Combatant Command Anti-Terrorism Program Reviews	0	3	3
Mobile Training Teams	12	6	8
Total Other Activities	12	9	11
Total Assessments, Pre-Site Surveys and Other Activities	60	89	91

IV. Performance Criteria and Evaluation Summary:

Nimble Elder

Training/Exercise Events	FY 2016	FY 2017	FY 2018
USEUCOM	4	7	7
USPACOM	5	8	8
USCENTCOM	5	9	9
USAFRICOM	6	7	7
USSOUTHCOM	2	2	2
CONUS	2	3	4
Total Events	24	36	37

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 address WMD threats. The TSGs conduct specialized training in chemical/biological/radiological/nuclear (CBRN) WMD search and analysis with the CCMDs' designated forces. Training normally lasts one week. Program personnel also participate in regional/international exercises providing assistance to CCMD-designated forces and enhancing CCMD preparedness and capacity to respond to major CBRN events, facilitating development of a more robust, skilled, and inter-connected CWMD crisis response capability at all levels, thereby enhancing U.S. capability to respond to CWMD-Terrorism (CWMD-T) threats. 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 due to emergent chemical/biological threats and assimilation of

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

the CWMD-T mission, providing for up to 37 training events/exercises per year through FY 2018.

<u>Stockpile Logistics</u>

	FY 2016	FY 2017	FY 2018
Number of Key Nuclear Reports Staffed	9	6	6
Number of Nuclear Stockpile Reports Staffed	15	12	12
Number of Unsatisfactory Reports Process	964	780	760
Number of Technical Publication Changes Processed	41	44	38
Number of Weapon Status Reports Processed	926	940	900
Number of Weapon Record Changes Processed	1,000	1,180	1,000

The workload associated with management of the nuclear weapons stockpile is primarily related to developing policies and procedures for worldwide use 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.

<u>Nuclear Surety</u>

	FY 2016	FY 2017	FY 2018

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

Reports and Security Environments Assessed   5   6   7

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.

<u>Defense Nuclear Weapons School</u>

Student Projections	Total Student Numbers			Total Contact Hours		
In-Resident	FY 2016	FY 2017	FY 2018	FY 2016	FY 2017	FY 2018
New Mexico	1,252	1,630	1,655	50,080	52,160	66,200
Virginia	314	360	365	12,560	19,920	14,600
Mobile Training Team	1,031	980	995	41,240	29,890	39,800
Nuclear Weapons Instructional Museum	1,824	1,480	1,502	7,296	4,144	6,008
Partnership, Training & Education	531	950	964	2,124	24,225	3,856
Distance Learning	<u>12,923</u>	<u>9,600</u>	<u>13,115</u>	<u>67,875</u>	<u>209,280</u>	<u>52,460</u>
Grand Total	17,875	15,000	18,596	181,175	339,619	182,924

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; explosive ordnance disposal (EOD) threat awareness/assessment and chemical, biological, radiological and nuclear (CBRN) modeling for DoD and other federal, state, and local agencies. In FY 2016, the school:

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

- Taught multiple courses via a variety of venues to include In-Resident, Distance Learning, Partnership Training & Education Program, and Mobile Training Teams.
    - o Conducted 88 In-Resident courses
    - o Conducted 85 Partnership Training & Education Program courses
    - o Conducted 8 Distance Learning courses
    - o Conducted 32 Mobile Training Team events
- 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
- Utilized Joint Knowledge Online to host three Distance Learning Courses resulting in over 10,742 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.

<u>Technical Information Management/Defense Threat Reduction Information Analysis Center</u>

	FY 2016	FY 2017	FY 2018
Online Database Users	600	660	660
Technical Inquiries	1,850	1,452	2,200
Pages Digitized/Loaded into Knowledge Management (KM) Systems	100,000	150,000	130,000

IV. Performance Criteria and Evaluation Summary:

DTRIAC manages a vast collection of unclassified and classified knowledge databases. 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 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.

DTRIAC is currently upgrading the Scientific and Technical Information Archival and Retrieval System (STARS). 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

	FY 2016	FY 2017	FY 2018
Defense Nuclear Surety Inspection Oversight	9	11	13

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.

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

<u>Readiness and Exercises</u>

	Number of Exercises		
Type of Exercise	FY 2016	FY 2017	FY 2018
Joint Training Plan Exercises	5	6	6

DTRA's Readiness and Exercises Program prepares DTRA 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 geographic Combatant Commands' 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 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 six CWMD-related Joint Publications.

<u>Joint Operations Center and Technical Reachback</u>

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 Joint Operations Center and Technical Reachback

IV. Performance Criteria and Evaluation Summary:

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, and tracking of existing and emerging CBRN threats worldwide. The table below captures the number of technical support requests anticipated through FY 2018.

	FY 2016	FY 2017	FY 2018
USEUCOM	15	73	73
USNORTHCOM	30	138	138
USPACOM	18	250	125
USCENTCOM	230	100	250
USSOUTHCOM	3	20	20
USTRANSCOM	2	20	20
USSTRATCOM	23	200	50
USSOCOM	27	44	50
USAFRICOM	17	25	25
Intelligence Community	3	75	75
National Guard	153	250	250
DHS	27	30	30
Joint Staff	2	150	25
OSD	8	30	30
HHS	8	24	20
Air Force	97	85	90
Navy	214	180	234
Marine Corps	22	61	61
Army	67	61	73

IV. Performance Criteria and Evaluation Summary:

	FY 2016	FY 2017	FY 2018
Others	208	392	670
Total	1,174	2,208	2,309

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.

	FY 2016	FY 2017	FY 2018
# RFIs	1,174	2,208	2,309
On-Time/Early Response			
Late Response			
Timeliness Target – 95%	1,174	2,098	2,109

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

<u>Nuclear Exercises</u>

	FY 2016	FY 2017	FY 2018
Nuclear Weapons Accident/Incident Exercises	10	12	17

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.

<u>CBRN Military Advisory Team</u>

CMAT Activities	FY 2016	FY 2017	FY 2018
Mobile Training Teams	1	10	8
Command Post Exercises	19	20	25
Table Top Exercises	5	3	3
Domestic Emergency Support Team Training Flights	12	12	12

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

National Special Security Events	6	10	8
Contingency Operations	2	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 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

Number of CBRN Preparedness Activities	FY 2016	FY 2017	FY 2018
CBRN Preparedness Assess/Strategic Planning	17	15	0
CBRN Preparedness Capability Improvement Courses	61	80	0
CBRN Preparedness Train the Trainer	30	30	0
CBRN Preparedness Regional Course/Seminars	<u>17</u>	<u>25</u>	<u>0</u>
Total	125	150	0

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.

IV. Performance Criteria and Evaluation Summary:

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 2018, CP2 funds transfer to the Defense Security Cooperation Agency to comply with Section 1241 of the FY 2017 National Defense Authorization Act to support the reform of security cooperation programs and activities of DoD.

Foreign CBRNE Exercise Program

	FY 2016	FY 2017	FY 2018
Number of Foreign CBRNE Exercises	25	13	10

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 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

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

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-Terrorism threats.

<u>Human Survivability</u>

	FY 2016	FY 2017	FY 2018
Cases Processed	700	800	700
Cases Pending (Year End)	100	100	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.

<u>CWMD Support</u>

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

DTRA supports the CCMDs and other CWMD mission partners by providing CWMD support to decision makers that includes:

- Developing CWMD plans;
- Working across DoD and with interagency partners to facilitate a "whole of government" approach to CWMD efforts; and
- Providing situational awareness, finished and actionable intelligence, and technical support.

The products include: interagency strategies and strategy-based, regionally focused CWMD plans; decision tools; and global WMD situational awareness.

<u>CWMD Planning Efforts</u>

DTRA provides CWMD strategic, deliberate, operational, and regional planning expertise to the CCMDs, Joint Staff, OSD, DoD components, and other agencies in the formulation/execution of CWMD policy, doctrine, and global, regional, theater campaign, contingency, and crisis action planning efforts. Activities include:

- Develop, staff, coordinate, and implement CWMD plans to include Regional Support Plans, Functional Support Plans, and Continuity of Operations Plans;
- Build and deploy three CWMD planning teams with "Be Prepared to Deploy" orders based on CCMD Contingency Plan requirements;

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

•   Plan and facilitate strategic engagement between DTRA and the major supported organizations (CCMDs, interagency and international partners); and

•   Establish, conduct, and maintain liaison between DTRA and the CCMDs and subordinate organizations within the CCMDs.

<u>Threat Intelligence</u>

Provides direct, in-depth, tailored intelligence analysis and daily intelligence products to DTRA leaders and mission partners critical to their formulation and execution of CWMD policy, doctrine, planning, exercise, and operational efforts. Activities include:

•   Providing Global WMD Entity Analyses for known WMD entities;

•   Providing Web presence on the Secret Internet Protocol Router Network (SIPRNET) and Joint Worldwide Intelligence Communications System (JWICS) focused on CWMD;

•   Providing subject matter expertise for chemical, biological, and nuclear technical issues;

•   Providing Daily CWMD Executive Intelligence Summaries; and

•   Conducting annual Priority Intelligence Reviews for Agency/Center and Chemical and Biological Defense Programs.

B.   <u>DTRA Core Mission Sustainment</u>

The DTRA core mission sustainment activities in support of the CWMD mission include the full-range of essential operational support functions to sustain approximately 2,200 civilian and military personnel operating from 10 sites within the United States and 13

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

sites overseas, as they pursue worldwide missions in non-proliferation, counter-proliferation, consequence management, nuclear weapons support, technology security, arms control, Cooperative Threat Reduction, and the Chemical and Biological Defense Program.

Support functions for the CWMD mission include:

<u>Facilities, Engineering, and Logistics</u>
Facilities, engineering, and logistics support activities, including leasing of nine facilities and maintenance of aging government owned facilities at five separate geographic locations; property accountability, receipt, warehousing, disposition services, cataloguing, and distribution of approximately 140 thousand items with an approximate value of $215 million; mailroom distribution to include scanning and screening services; approximately 9 thousand domestic and international commercial shipments, including large commercial shipments in support of mission execution; operation and maintenance of 70 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.

<u>Financial Management</u>
Financial management for approximately $2.8 billion per fiscal year from five Defense-wide appropriations, using $1.4 billion of the DTRA obligation authority and $1.4 billion from the DoD Chemical and Biological Defense Program funding; supports over 500 thousand financial transactions annually.

<u>Human Resources</u>

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

Human resources management, including the full range of personnel services for approximately 793 military and 1,390 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; full implementation of Functional Community Roadmaps to ensure alignment with DoD's competency management goals to meet training and development objectives; robust training for all supervisors of civilian employees and employees on the new Defense Performance Management Appraisal Program, grievance system, and application of performance awards; and full integration of Joint Improvised Threat-Defeat Organization personnel into DTRA.

<u>Information Technology</u>

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 3,200 civilian, military, and contractor personnel at 23 sites worldwide, and operating the telecommunications center to provide secure and non-secure communications worldwide.

<u>Environment, Safety, and Occupational Health</u>

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 shipments and 110 radiation source surveys); and support health screenings/immunizations (960 medical consultations and 1,500 medical record reviews).

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

<u>Contracts and Acquisition Management</u>

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.

<u>Legal Advice and Support</u>

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 2,200 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.

<u>Security (Information, Personnel, Physical)</u>

Security programs that support approximately 3,200 civilian, military, and contractor personnel operating from 10 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, information and industrial security, cyber security, physical security, antiterrorism and

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

force protection, operations security, Special Access Programs, Sensitive Compartmented Information Security, Technical Security Countermeasures, and Foreign Disclosure.

<u>Audio and Visual Information Services</u>

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, 85 to 90 photography/videography work orders per month and nearly 90 visual information work orders per month.

<u>Other Essential Services</u>

Provides Public Affairs, Equal Opportunity, Inspector General, governance, management and administrative services for the DTRA Director and senior leadership on communications programs; public affairs; policies and procedures for discrimination complaint prevention, processing, and adjudication; Alternative Dispute Resolution; Affirmative Employment and Diversity initiatives; Agency compliance with the standards of the Equal Opportunity Commission's Management Directive 715; providing avenues to report suspected fraud, waste, abuse, mismanagement, and reprisal; conducting administrative investigations, inspections, intelligence oversight, and administration and analysis of Agency policy development and implementation; strategic analysis; process improvement; integrated staff actions in support of Command Group mission objectives and planning guidance; protocol support; conference oversight and support agreement management.

At the end of FY 2016:

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

- Incorporated Governance Principles into 93% of Agency issuances;
- Codified all Governing Bodies' purpose, scope, and mission into a single transparency document;
- Processed 1,014 taskings, 171 issuances, and 787 correspondence actions;
- Reviewed over 1,000 documents for release to the public;
- Responded to over 80 legislative queries;
- Developed and published 700 media posts across 5 platforms;
- Conducted Nuclear Weapons Incident Response public affairs-related training for approximately 500 interagency personnel;
- Managed the development and implementation of 150 Support Agreements;
- Conducted 4 cross-agency process improvement activities; and
- Tracked 50 process improvement metrics, with 66% meeting established targets.

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V. __Personnel Summary__	FY 2016	FY 2017	FY 2018	Change FY 2016/ FY 2017	Change FY 2017/ FY 2018
Active Military End Strength (E/S) (Total)	660	806	792	146	-14
Officer	405	505	496	100	-9
Enlisted	255	301	296	46	-5
Reserve Drill Strength (E/S) (Total)	1	1	1	0	0
Officer	1	1	1	0	0
Civilian End Strength (Total)	1,093	1,187	1,422	94	235
U.S. Direct Hire	989	1,040	1,277	51	237
Total Direct Hire	989	1,040	1,277	51	237
Reimbursable Civilians	104	147	145	43	-2
Active Military Average Strength (A/S) (Total)	660	750	737	90	-13
Officer	405	475	466	70	-9
Enlisted	255	275	271	20	-4
Reserve Drill Strength (A/S) (Total)	1	1	1	0	0
Officer	1	1	1	0	0
Civilian FTEs (Total)	1,093	1,160	1,390	67	230
U.S. Direct Hire	991	1,020	1,252	29	232
Total Direct Hire	991	1,020	1,252	29	232
Reimbursable Civilians	102	140	138	38	-2
Average Annual Civilian Salary ($ in thousands)	151.0	149.8	157.9	-1.2	8.1
Contractor FTEs (Total)	576	452	492	-124	40

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The net increase of 230 full-time equivalents (FTEs) between FY 2017 and FY 2018 is the result of +251 direct civilian FTEs (includes 46 Management Headquarters Activities (MHA) FTE) from the integration of the Joint Improvised-Threat Defeat Organization under DTRA, +4 direct civilian FTEs in support of the Proliferation Security Initiative, +2 direct civilian FTEs in support of the Financial Improvement Audit Readiness, -2 reimbursable civilian FTEs, and -25 direct civilian FTEs as a continuation of reductions DTRA initiated in previous years to include civilian positions designated as supporting Management Headquarters Activities (-16 FTE) and other Department efficiencies (-9 FTE).

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

	FY 2016	Change FY 2016/FY 2017		FY 2017	Change FY 2017/FY 2018		FY 2018
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	149,068	2,810	631	152,509	2,980	41,512	197,001
107 Voluntary Sep Incentives	88	0	-88	0	0	0	0
121 PCS Benefits	484	0	-187	297	0	380	677
199 Total Civ Compensation	**149,640**	**2,810**	**356**	**152,806**	**2,980**	**41,892**	**197,678**
308 Travel of Persons	11,946	227	1,747	13,920	278	-417	13,781
399 Total Travel	**11,946**	**227**	**1,747**	**13,920**	**278**	**-417**	**13,781**
696 DFAS Financial Operation (Other Defense Agencies)	2,792	-113	-538	2,141	-86	1,206	3,261
699 Total DWCF Purchases	**2,792**	**-113**	**-538**	**2,141**	**-86**	**1,206**	**3,261**
702 AMC SAAM (fund)	4,103	0	-535	3,568	0	266	3,834
771 Commercial Transport	516	10	-88	438	9	224	671
799 Total Transportation	**4,619**	**10**	**-623**	**4,006**	**9**	**490**	**4,505**
912 Rental Payments to GSA (SLUC)	5,720	109	-5,829	0	0	73	73
913 Purchased Utilities (Non-Fund)	0	0	108	108	2	2	112
914 Purchased Communications (Non-Fund)	2,531	48	2,574	5,153	103	-459	4,797
915 Rents (Non-GSA)	0	0	0	0	0	13,016	13,016
917 Postal Services (U.S.P.S)	46	1	81	128	3	0	131
920 Supplies & Materials (Non-Fund)	1,445	27	1,672	3,144	63	-378	2,829
921 Printing & Reproduction	62	1	145	208	4	2	214
922 Equipment Maintenance By Contract	179	3	4,006	4,188	84	1,043	5,315
923 Facilities Sust, Rest, & Mod by Contract	5,274	100	-4,135	1,239	25	13	1,277
924 Pharmaceutical Drugs	6	0	10	16	1	-1	16
925 Equipment Purchases (Non-Fund)	24,237	461	-561	24,137	483	-4,318	20,302
932 Mgt Prof Support Svcs	18,429	350	-8,815	9,964	199	421	10,584
933 Studies, Analysis & Eval	19,030	362	7,543	26,935	539	-4,409	23,065
934 Engineering & Tech Svcs	75,316	1,431	446	77,193	1,544	12,000	90,737
937 Locally Purchased Fuel (Non-	573	34	1,302	1,909	-8	130	2,031

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OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017 Price	Program	FY 2017 Estimate	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate
Fund)							
960 Other Costs (Interest and Dividends)	58	1	-22	37	1	0	38
964 Other Costs (Subsistence and Support of Persons)	6	0	23	29	1	-15	15
986 Medical Care Contracts	684	27	-619	92	4	-3	93
987 Other Intra-Govt Purch	67,283	1,278	-19,639	48,922	978	16,515	66,415
989 Other Services	33,119	629	12,536	46,284	926	-10,733	36,477
990 IT Contract Support Services	87,493	1,662	-63,568	25,587	512	19,743	45,842
999 Total Other Purchases	**341,491**	**6,524**	**-72,742**	**275,273**	**5,464**	**42,642**	**323,379**
Total	**510,488**	**9,458**	**-71,800**	**448,146**	**8,645**	**85,813**	**542,604**

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Defense Technology Security Administration (DTSA)

May 2017

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

	FY 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
DTSA	33,216	599	1,602	35,417	664	-1,369	34,712

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

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[1] Visit *http://www.dtsa.mil/* for more information.

OP-5 Exhibit - Operation and Maintenance Detail

I.   Description of Operations Financed (cont.)

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. 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 U.S. Government (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 security policies 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 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

OP-5 Exhibit - Operation and Maintenance Detail

I.   Description of Operations Financed (cont.)

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 unauthorized 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 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.

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I.   Description of Operations Financed (cont.)

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)). DTSA is the Office of the Secretary of Defense for Policy's lead for the WA, MTCR, and the NSG. This responsibility is written into the revised DTSA charter (DoDD 5105.72, dated April 26, 2016). 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 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

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I.   Description of Operations Financed (cont.)

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 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, Spacelink system, and the National Disclosure Policy System.

Culture

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I.   Description of Operations Financed (cont.)

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.

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:

	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
	1,056	1,113	1,116

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. The Director and Deputy Director, DTSA accomplish this

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

responsibility in three major ways. First, they oversee the development and implementation of the DoD technology security policies for international transfers of defense-related goods, services, and technologies. Second, they supervise 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, they ensure that the DTSA implements policies and processes that promote the health of the United States' defense industrial base.

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

Technology Security and Foreign Disclosure Office (TSFDO):

	FY 2016 <u>Actual</u>	FY 2017 <u>Estimate</u>	FY 2018 <u>Estimate</u>
	644	691	727

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

OP-5 Exhibit - Operation and Maintenance Detail

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

FY 2016 <u>Actual</u>	FY 2017 <u>Estimate</u>	FY 2018 <u>Estimate</u>
4,603	4,915	4,825

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) works with other USG, agencies and components, industry, international partners, and academia on technology security policy matters. PD, as the focal point for DoD policy on technology security, provides strategic analysis of technology transfer trends, issues, and opportunities.

As directed or delegated by law, regulation, DoD Directive, or DoD Instruction, PD leads the DoD's efforts in a wide variety of technology security and export control matters.

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I.   Description of Operations Financed (cont.)

In the international arena, PD provides policy and subject-matter expertise in a number of forums. This is particularly true with respect to the international export control regimes. PD represents the Department and oversees DoD input in all Missile Technology Control Regime (MTCR), Nuclear Suppliers Group (NSG), and Wassenaar Arrangement (Export Controls for Conventional Arms and Dual-Use Goods and Technologies) activities. 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. The Policy Directorate played an instrumental role in ensuring that the DoD's national security interests were not undermined in in Arms Trade Treaty negotiations and entry-into-force.

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, 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. 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, 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.

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

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, PD is the Office of the Under Secretary of Defense for Policy's (OUSDP) lead for all National security reviews for transactions filed with the Committee on Foreign 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 OUSDP's work in development and implementation of Defense trade treaties. Lastly, on behalf of USD(P), 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.

PD plans and executes all of DTSA's bilateral international engagements including the Cooperative Technology Security Program (CTSP). The CTSP is a DoD Ministry of Defense Advisory (MoDA) Program-funded initiative in which PD experts advise other countries in the establishment of technology security institutions and mechanisms for the purpose of

protecting sensitive U.S. warfighter technologies. CTSP can lead to greater confidence for the USG in the technology security and export control capabilities of partner countries, and thus is a key enabler of greater security cooperation with partner countries.

For DTSA itself, the PD plays a leading role in several activities. In support of the DTSA's License Directorate, PD reviews commercial munitions and dual-use export license

OP-5 Exhibit - Operation and Maintenance Detail

I. Description of Operations Financed (cont.)

applications for policy-related concerns and makes recommendations as appropriate. On behalf of DTSA, the PD provides personnel to support Department of State and Commerce end-user checks of export license applicants.

PD's outreach and liaison responsibilities on behalf of DTSA are also considerable and varied. First, it conducts a robust program of outreach activities with industry and academia (both U.S. and foreign). DTSA also has active and robust programs for legislative liaison and public affairs, for which PD is responsible. The DoD components produce or update a considerable number of issuances (directives, instructions, manuals and directive-type memos) every year. PD oversees and coordinates the review of all issuances that pertain to technology security, export control, or Defense trade.

PD's workload and accomplishments for a typical year are considerable. 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 DTSA's Director. It also conducts approximately 100 outreach activities with industry and academia each year. 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):

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I.   Description of Operations Financed (cont.)

	FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
	7,539	8,013	7,943

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 supports the DTSA mission in several ways by providing the technical foundation to virtually every action or activity undertaken. It's a core function, the TD identifies technologies that are critical to the U.S.' military advantage and national security. This is particularly true with respect to DoD efforts to modernize, streamline, and synchronize the USG's export control systems and regulations, as well as international export control regimes, such as the Missile Technology Control Regime (MTCR), Nuclear Suppliers Group (NSG), and Wassenaar Arrangement (WA). In support of U.S. national security reviews of both State Department and Commerce Department export licenses, doing so, the TD annually reviews analyses 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.

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, and who apply their knowledge and expertise daily to shape DoD technology security policy. To effectively accomplish the DTSA mission in a timely manner, the TD

OP-5 Exhibit - Operation and Maintenance Detail

I.   Description of Operations Financed (cont.)

scientists and engineers must be experts on both 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):

FY 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
5,643	5,827	5,760

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, Commerce Department export licensing of dual-use items/munitions articles, Energy Department export licensing of nuclear energy-related technology and National Regulatory Agency (NRC) nuclear-controlled materials.

Comprised of a Munitions Division and Dual-Use Division, the LD reviews an average of approximately 53,284 munitions and dual-use export license applications per year. The LD experienced a decrease in license volume and complexity as a result of Export Control Reform-mandated revisions to the State Department's International Traffic in Arms

OP-5 Exhibit - Operation and Maintenance Detail

I.   Description of Operations Financed (cont.)

Regulations (ITAR) and the Commerce Department's Export Administration Regulations (EAR), and availability of Department of Commerce license exceptions.

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 22,813 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.

OP-5 Exhibit - Operation and Maintenance Detail

I.   Description of Operations Financed (cont.)

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 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 700 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 38 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 30,471 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 export license applications for submission

OP-5 Exhibit - Operation and Maintenance Detail

I.   Description of Operations Financed (cont.)

to the Commerce Department based on recommendations provided by the Military Departments, the Joint Staff, and Defense agencies. The DD annually escalates approximately 480 disputed technology transfer requests to the Commerce-Department-led dispute resolution process (Operating Committee (OC) and the Assistant Secretary-level Advisory Committee on Export Policy (ACEP), 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.

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 administered under Commerce's Export Administration Regulation (EAR). The DD reviews such requests concerning U.S.-controlled technology and responds to U.S. industry's requests for advisory opinions. 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. Department of Commerce'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.

The DD also serves the Department by maintaining a comprehensive repository of export information – to include licensing trends, industry technology roadmaps, technical

OP-5 Exhibit - Operation and Maintenance Detail

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

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 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
1,761	1,822	1,834

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's 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.

OP-5 Exhibit - Operation and Maintenance Detail

I.   Description of Operations Financed (cont.)

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).

I.   Description of Operations Financed (cont.)

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 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 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
Non-Reimbursable	404	460	848
Reimbursable	3,615	3,218	3,015

OP-5 Exhibit - Operation and Maintenance Detail

I.   Description of Operations Financed (cont.)

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 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.

OP-5 Exhibit - Operation and Maintenance Detail

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

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 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.

DTSA has converted SD's currently filled 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 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 2016 Actual	FY 2017 Estimate	FY 2018 Estimate
	6,591	7,123	6,097

OP-5 Exhibit - Operation and Maintenance Detail

I.   Description of Operations Financed (cont.)

The Management Directorate (MD) plans, directs, and implements services in the areas of financial planning and management, contract management, human capital management, technology use and 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.

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 and resources through with a comprehensive security program, including robust physical, and personnel, information assurance/cyber, antiterrorism/force protection, travel/personal security, communications security, operations security, special security, and security insider threat awareness programs. The DTSA Insider Threat Program (required by Presidential Memorandum on National Insider Threat Policy and Minimum Standards for Executive Branch Insider Threat Programs, November 21, 2012, and DoD Directive 5205.16, the DoD Insider Threat Program, September 30, 2014) is currently at an initial operating capability (IOC). Full operating capability (FOC) is required for FY18. FOC requires acquisition, operation, and maintenance of user activity monitoring system(s) and additional analyst personnel.

OP-5 Exhibit - Operation and Maintenance Detail

I.   Description of Operations Financed (cont.)

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 manages administers DTSA's personnel administration, evaluation, recognition, and support programs for both military and civilian employees.

Finally, the MD ensures that Information Technology (IT) resources remain connected, secure, and modern. The MD plans and operates the DTSA Continuity of Operations (COOP) plan and alternate operating location at Dover AFB, DE.

Security Policy Automation Network (SPAN):

OP-5 Exhibit - Operation and Maintenance Detail

Defense Technology Security Administration
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

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

	FY 2016 <u>Actual</u>	FY 2017 <u>Estimate</u>	FY 2018 <u>Estimate</u>
	4,975	5,453	5,562

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 the following 7 primary SPAN systems mission applications.

1. The USXPORTS provides case management and workflow tracking for munitions and dual-use license applications generated by the Departments of State (DoS), Commerce (DoC), and Energy (DoE) and reviewed by the DoD, Homeland Security, DoE, and the Treasury. The Export Licensing Information System Advisor (ELISA) associated with USXPORTS provides an electronic mechanism for industry to obtain the current status of dual-use and munitions license applications.

   Under the President's Initiative for Export Control Reform, the National Security Council (NSC) selected USXPORTS as the IT platform for unifying and modernizing the U.S. Government's electronic export licensing system. DTSA was named the USG Executive Agent for USXPORTS.

   The DoD, DoS, and DoE are fully on-line and using USXPORTS. The DoC is partially on-line, and the National Security Staff (NSS) directed DoC to continue its transition to USXPORTS. The DTSA continues to upgrade USXPORTS through enhancements supporting the USG export licensing adjudication processes.

OP-5 Exhibit - Operation and Maintenance Detail

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

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. FDS is currently scheduled to be decommissioned in FY18.

5. The National Disclosure Policy System (NDPS) provides an IT infrastructure to support the functioning of the U.S. Government's National Disclosure Policy Committee, including records of decisions on exceptions to national disclosure policy. In FY16 NDPS was updated to accommodate separate processing of certain, specific Disclosure requests. The new functionality is scheduled to be operational in FY17. Enhancements and modifications are expected through 2020.

6. 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.

OP-5 Exhibit - Operation and Maintenance Detail

I.   <u>**Description of Operations Financed (cont.)**</u>
     For DPARS, future development will focus on the user experience and adding functionality 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.

All SPAN systems will need to be rehosted to a central cloud structure at an approved consolidated data center starting in FY18, IAW DoD CIO direction in response to OMB's Federal Data Center Consolidation (FDCC) initiative and Deputy Secretary of Defense Memorandum OSD004242-15, Consolidation of Pentagon Information Technology Operations, 1 May 2015.

USG personnel oversee The DTSA uses an IT services contractor to for support of SPAN applications 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.

OP-5 Exhibit - Operation and Maintenance Detail

I.   Description of Operations Financed (cont.)

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 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.

OP-5 Exhibit - Operation and Maintenance Detail

Defense Technology Security Administration
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

III. Financial Summary ($ in thousands)

| A. BA Subactivities | FY 2016 Actual | Budget Request | FY 2017 Congressional Action | | | Current Estimate | FY 2018 Estimate |
			Amount	Percent	Appropriated		
Defense Technology Security Agency	33,216	35,417	0	0.0	0	35,417	34,712
Total	**33,216**	**35,417**	**0**	**0.0**	**0**	**35,417**	**34,712**

OP-5 Exhibit - Operation and Maintenance Detail

Defense Technology Security Administration
Operation and Maintenance, Defense-Wide
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III. <u>Financial Summary</u> ($ in thousands)

	Change FY 2017/FY 2017	Change FY 2017/FY 2018
B. <u>Reconciliation Summary</u>		
Baseline Funding	**35,417**	**35,417**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**35,417**	
Fact-of-Life Changes (2017 to 2017 Only)		
Subtotal Baseline Funding	**35,417**	
Supplemental		
Reprogrammings		
Price Changes		664
Functional Transfers		
Program Changes		−1,369
Current Estimate	**35,417**	**34,712**
Less: Wartime Supplemental		
Normalized Current Estimate	**35,417**	

OP-5 Exhibit - Operation and Maintenance Detail

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2017 President's Budget Request (Amended, if applicable)		**35,417**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2017 Appropriated Amount		**35,417**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2017 Baseline Funding		**35,417**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2017 Estimate		**35,417**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2017 Normalized Current Estimate		**35,417**
6. Price Change		664
7. Functional Transfers		
8. Program Increases		130
a. Annualization of New FY 2017 Program		
b. One-Time FY 2018 Increases		
c. Program Growth in FY 2018		
1) Operations Cost	130	
The increase reflects an increase in DFAS support, supplies and materials and other services. (FY 2017 Baseline: $1,446 thousand)		
9. Program Decreases		-1,499
a. Annualization of FY 2017 Program Decreases		
b. One-Time FY 2017 Increases		
c. Program Decreases in FY 2018		

OP-5 Exhibit - Operation and Maintenance Detail

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
1) Major DoD Headquarters Activities	-751	
As part of the Department of Defense reform agenda, eliminates 4 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 2017 Baseline: $24,075 thousand; +4 FTEs)		
2) Mark Center Rent	-717	
The reduction reflects pricing structure for Mark Center tenant due to transfer of common Information Technology support services to Joint Service Provider (JSP. (FY 2017 Baseline: $2,996 thousand)		
3) Service Requirement Review Board (SRRB)	-31	
As part of Department of Defense reform agenda, the incremental reduction accounts for consolidation and reduction of service contracts. (FY 2017 Baseline: $610 thousand)		
FY 2018 Budget Request		**34,712**

OP-5 Exhibit - Operation and Maintenance Detail

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 2018, 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 2016 Actual	**FY 2017** Estimate	**FY 2018** Estimate
100%	100%	100%

OP-5 Exhibit - Operation and Maintenance Detail

V. <u>Personnel Summary</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	**Change** <u>FY 2016/</u> <u>FY 2017</u>	**Change** <u>FY 2017/</u> <u>FY 2018</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>9</u>	<u>9</u>	<u>8</u>	<u>0</u>	<u>-1</u>
Officer	9	9	8	0	-1
<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>125</u>	<u>134</u>	<u>132</u>	<u>9</u>	<u>-2</u>
U.S. Direct Hire	123	131	129	8	-2
Total Direct Hire	123	131	129	8	-2
Reimbursable Civilians	2	3	3	1	0
<u>Active Military Average Strength (A/S) (Total)</u>	<u>9</u>	<u>9</u>	<u>8</u>	<u>0</u>	<u>-1</u>
Officer	9	9	8	0	-1
<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>125</u>	<u>134</u>	<u>132</u>	<u>9</u>	<u>-2</u>
U.S. Direct Hire	123	131	129	8	-2
Total Direct Hire	123	131	129	8	-2
Reimbursable Civilians	2	3	3	1	0
Average Annual Civilian Salary ($ in thousands)	186.5	183.8	188.8	-2.7	5.0
<u>Contractor FTEs (Total)</u>	<u>23</u>	<u>23</u>	<u>23</u>	<u>0</u>	<u>0</u>

OP-5 Exhibit - Operation and Maintenance Detail

FY 2016 to FY 2017: The changes reflect hiring-lag to direct funded full-time equivalent (FTE) personnel.

FY 2017 to FY 2018: 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.

Defense Technology Security Administration
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VI. OP 32 Line Items as Applicable (Dollars in thousands):

OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017 Price	Program	FY 2017 Estimate	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate
101 Exec, Gen'l & Spec Scheds	22,939	432	704	24,075	470	-185	24,360
199 Total Civ Compensation	**22,939**	**432**	**704**	**24,075**	**470**	**-185**	**24,360**
308 Travel of Persons	613	12	90	715	14	-12	717
399 Total Travel	**613**	**12**	**90**	**715**	**14**	**-12**	**717**
696 DFAS Financial Operation (Other Defense Agencies)	501	-20	49	530	-21	61	570
699 Total DWCF Purchases	**501**	**-20**	**49**	**530**	**-21**	**61**	**570**
914 Purchased Communications (Non-Fund)	118	2	0	120	2	1	123
915 Rents (Non-GSA)	2,824	54	118	2,996	60	-1,133	1,923
920 Supplies & Materials (Non-Fund)	274	5	29	308	6	21	335
932 Mgt Prof Support Svcs	141	3	0	144	3	0	147
959 Other Costs (Insurance Claims/Indmnties)	47	1	-47	1	0	0	1
960 Other Costs (Interest and Dividends)	1	0	0	1	0	0	1
987 Other Intra-Govt Purch	290	6	312	608	12	-169	451
989 Other Services	493	9	-36	466	9	47	522
990 IT Contract Support Services	4,975	95	383	5,453	109	0	5,562
999 Total Other Purchases	**9,163**	**175**	**759**	**10,097**	**201**	**-1,233**	**9,065**
Total	**33,216**	**599**	**1,602**	**35,417**	**664**	**-1,369**	**34,712**

OP-5 Exhibit - Operation and Maintenance Detail

Fiscal Year (FY) 2018 President's Budget

Missile Defense Agency (MDA)

May 2017

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Operation and Maintenance, Defense-Wide Summary ($ in thousands)
    Budget Activity (BA) 1: Operating Forces
    Subactivity Group 11A

	FY 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
MDA	422,950	8,135	36,190	467,275	9,286	27,497	504,058

I. Description of Operations Financed: Provides the following Ballistic Missile Defense (BMD) operations and maintenance support:

A. Aegis BMD. Funding provides a wide range of support activities for deployed Aegis BMD ships and Aegis Ashore facilities including Standard Missile-3 (SM-3) Sustainment, BMD Aegis Weapon System (AWS) Sustainment, and sustainment for Aegis Ashore sites.

    The SM-3 sustainment program includes the recertification/repair of missiles, installation of software and hardware updates, demilitarization of SM-3 missiles, modeling and simulation and logistics efforts. Also provides missile first destination transportation, transportation ballistic barrier maintenance, spares replenishment and operational fleet support.

    BMD AWS sustainment includes In-Service Engineering Agent (ISEA), Lifecycle Support Engineering Agent (LSEA), and Technical Design Agent support for fielded Aegis BMD AWS baselines. Provides engineering services, identification and resolution of BMD software and hardware Aegis Combat System operability deficiencies/issues, fleet maintenance support for BMD ships, certification/delivery of updated weapon systems capabilities, Reliability, Maintainability & Availability analysis/metrics and review/ implementation of maintenance concepts. Provides integrated logistics support such as technical

I.   Description of Operations Financed (cont.)
documentation maintenance and resolution of Diminishing Manufacturing Sources/obsolete material issues.

Operational sustainment support for the Aegis Ashore Romania site and equipment includes BMD unique AWS sparing and consumables during interim support, facility operations including transportation, power and communications, and Command, Control, Communications, Computers and Intelligence (C4I), ISEA and LSEA engineering. Also provides portable Aegis BMD Mission Planning tools for Fleet Maritime Operation Centers, Test Site Support, development and revision of regional and homeland defense plans and Pre-Planned Responses and Global Force Management requests.

B. Ground Base Midcourse. Funding provides maintenance, repair, training, supply support, sustaining engineering, network operations, integrated logistics support, configuration control, scheduling, execution control, system transitioning and performance reporting. Additionally, funding provides Base Operations Support (BOS) for facility sustainment and maintenance at the various GMD sites.

C. Ballistic Missile Defense System (BMDS) AN/TPY-2 Radars. Sustainment of 12 Army Navy/Transportable Radar Surveillance and Control-2 radars including forward-based radars and Terminal High Altitude Area Defense configured radars to include supply support, repair, maintenance, modernization, transportation, parts storage, Special Tools and Test Equipment, recurring and delta training, training device maintenance, engineering support, Interactive Electronic Technical Manual (IETM) updates, software user guide updates, 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 sustainment unique to the Missile Defense mission for the Upgraded Early Warning

I.   Description of Operations Financed (cont.)

Radar (UEWR)/COBRA DANE Radar, which MDA sustains and operates in conjunction with the U.S. Air Force.

D. Terminal High Altitude Area Defense (THAAD). MDA is responsible for the sustainment of the THAAD missile defense unique or developmental items, while the U.S. Army is responsible for the operations and sustainment of the common items. Funding provides sustainment for all fielded THAAD Batteries, ensures THAAD assets are properly maintained and crews are trained to meet Combatant Commanders needs including; 1.) Field and sustainment level supply, maintenance, modernization, hazardous materials/waste disposal, and Depot level maintenance 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.) Deployment software support for fielded software, to include deficiency report review, error correction, incremental capability improvements, and hardware/systems interface compatibility maintenance. 5.) Missile transportation and handling from the missile storage location to the site of the THAAD launchers. 6.) Interactive Electronic Technical Manual (IETM) updates software users' guide updates, and software revision certification. 7.) Maintenance and upkeep for all THAAD training devices. 8.) Supply, maintenance and transportation support for all new Equipment Training and Delta training for fielded units required due to design changes for replacement soldiers. 9.) Special Tools and Test Equipment for the organic depot. 10.) RESET program. %%%</

II. Force Structure Summary:

N/A

Missile Defense Agency
Operation and Maintenance, Defense-Wide
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III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2016 Actual	Budget Request	FY 2017 Congressional Action Amount	Percent	Appropriated	Current Estimate	FY 2018 Estimate
4. Administrative and Servicewide Activities	**422,950**	**467,275**	**0**	**0.0**	**0**	**467,275**	**504,058**
Aegis BMD Program	43,500	73,039	0	0.0	0	73,039	96,346
BMDS AN/TPY-2 Radars Program	187,820	192,856	0	0.0	0	192,856	191,055
Ground Base Midcourse Program	133,705	129,281	0	0.0	0	129,281	137,896
THAAD Program	57,925	72,099	0	0.0	0	72,099	78,761
Total	**422,950**	**467,275**	**0**	**0.0**	**0**	**467,275**	**504,058**

III. Financial Summary ($ in thousands)

B. Reconciliation Summary	Change FY 2017/FY 2017	Change FY 2017/FY 2018
Baseline Funding	**467,275**	**467,275**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**467,275**	
Fact-of-Life Changes (2017 to 2017 Only)		
Subtotal Baseline Funding	**467,275**	
Supplemental		
Reprogrammings		
Price Changes		9,286
Functional Transfers		
Program Changes		27,497
Current Estimate	**467,275**	**504,058**
Less: Wartime Supplemental		
Normalized Current Estimate	**467,275**	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2017 President's Budget Request (Amended, if applicable)		**467,275**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2017 Appropriated Amount		**467,275**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2017 Baseline Funding		**467,275**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2017 Estimate		**467,275**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2017 Normalized Current Estimate		**467,275**
6. Price Change		9,286
7. Functional Transfers		
8. Program Increases		50,247
a. Annualization of New FY 2017 Program		
b. One-Time FY 2018 Increases		
c. Program Growth in FY 2018		
1) Aegis BMD SM-3 Program	19,426	
Growth is due to increased number of SM-3 missile recertification, Third Stage Rocket Motor Nozzle retrofit installations reliability improvements. (FY 2017 Baseline: $54,691 thousand)		
2) Aegis BMD program	11,532	
+$10,000 Growth provides additional Aegis BMD Test Ship operations and maintenance support.		

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals

+$1,532 Growth provides for annual BMD 4.x software maintenance as opposed to every other year. (FY 2017 Baseline: $73,039 thousand)

3) BMDS AN/TPY-2 Program   8,497

+$7,459 Growth is due to additional COBRA DANE sustainment costs to redesign obsolete or unreliable components to extend the service life of CD.

+$1,038 Additional sustainment cost for Terminal Mode radar deployed to the Republic of Korea. (FY 2017 Baseline: $172,556 thousand)

4) Ground Base Program   6,332

+$5,309 Growth to address the backlog of critical Facility Sustainment, Restoration, and Modernization (FSRM) projects at FGA and Vandenberg AFB, CA.

+$1,023 Growth is due to sustainment of ten additional fielded GBIs at Fort Greely, AK (FGA) (FY 2017 Baseline: $129,281 thousand)

5) THAAD Program   4,460

+$3,122 Growth is due to transition of the 7th THAAD battery to an operational status which increases operational tempo.

+$1,338 Growth is due to the Army Global Posture Strategy requires a deployment of a second OCONUS THAAD battery, increasing costs to support the Army mission.

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
(FY 2017 Baseline: $72,099 thousand)		
9. Program Decreases		-22,750
a. Annualization of FY 2017 Program Decreases		
b. One-Time FY 2017 Increases		
1) BMDS AN/TPY-2 Program	-10,106	
Decrease due to completion of AN/TPY-2 Prime Power Unit (PPU) Deep Maintenance. (FY 2017 Baseline: $172,556 thousand)		
c. Program Decreases in FY 2018		
1) Aegis Ashore Romania	-9,865	
Decrease due to Aegis Ashore Romania Site Sustainment transitioned to US Navy in FY 2018. (FY 2017 Baseline: $13,865 thousand)		
2) BMDS AN/TPY-2 Program	-2,779	
Decrease in contractor logistics support (FY 2017 Baseline: $172,556 thousand)		
FY 2018 Budget Request		**504,058**

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

	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate
1. Operational Support	**422,950**	**446,975**	**504,058**
Aegis Program	43,500	73,039	96,346
Ground Base Midcourse	133,705	129,281	137,896
BMDS AN/TPY-2 Radars	187,820	172,556	191,055
THAAD Program	57,925	72,099	78,761
Total Operations and Maintenance, Defense Wide	**422,950**	**446,975**	**504,058**

The MDA Ballistic Missile Defense (BMD) mission is to deliver an enduring, operationally effective and supportable Ballistic Missile Defense capability to defend the nation, deployed forces, friends and allies.

A. Aegis Ballistic Missile Defense (BMD). 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, Medium-Range, and Intermediate-Range Ballistic Missiles 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. By the end of FY 2017, there will be 34 BMDS capable ships.

B. Ground Base Midcourse (GMD). 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

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

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. 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 seven batteries with six 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). During actual deployments batteries have been operating at a 365-day, 24/7 operational tempo, with increased CLS costs. This increased tempo has been sustained through the increase of appropriate attachments and support.

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V. <u>**Personnel Summary**</u>	<u>**FY 2016**</u>	<u>**FY 2017**</u>	<u>**FY 2018**</u>	**Change** <u>**FY 2016/**</u> <u>**FY 2017**</u>	**Change** <u>**FY 2017/**</u> <u>**FY 2018**</u>
<u>Contractor FTEs (Total)</u>	<u>853</u>	<u>964</u>	<u>986</u>	<u>111</u>	<u>22</u>

The FY 2017 to FY 2018 growth provides for maintenance of increasing quantity of in-service missiles and computer programs; installation of upgrades and reliability improvements such as SM-3 IB Threat Upgrade (TU), G-switch and Third Stage Rocket Motor (TSRM) upgrades; increased maintenance and sustainment of ten additional GBIs fielded at Fort Greely, AK; and transition of the 7th THAAD battery to an operational status to increase operational tempo. In addition, the Army Global Posture Strategy requires a deployment of a second OCONUS THAAD battery, increasing costs to support the Army mission.

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

	FY 2016	Change FY 2016/FY 2017		FY 2017	Change FY 2017/FY 2018		FY 2018
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
308 Travel of Persons	299	6	34	339	7	-5	341
399 Total Travel	**299**	**6**	**34**	**339**	**7**	**-5**	**341**
401 DLA Energy (Fuel Products)	1,081	65	-67	1,079	-4	32	1,107
499 Total Supplies & Materials	**1,081**	**65**	**-67**	**1,079**	**-4**	**32**	**1,107**
771 Commercial Transport	4,178	79	-2,354	1,903	38	2	1,943
799 Total Transportation	**4,178**	**79**	**-2,354**	**1,903**	**38**	**2**	**1,943**
912 Rental Payments to GSA (SLUC)	0	0	244	244	5	-2	247
913 Purchased Utilities (Non-Fund)	4,542	86	-1,589	3,039	61	-136	2,964
914 Purchased Communications (Non-Fund)	2,751	52	-1,589	1,214	24	5	1,243
915 Rents (Non-GSA)	238	5	-5	238	5	1	244
917 Postal Services (U.S.P.S)	5	0	0	5	0	0	5
920 Supplies & Materials (Non-Fund)	22,567	429	-3,738	19,258	385	3,500	23,143
922 Equipment Maintenance By Contract	198,583	3,773	-24,716	177,640	3,553	8,470	189,663
923 Facilities Sust, Rest, & Mod by Contract	45,244	860	80,883	126,987	2,540	9,061	138,588
925 Equipment Purchases (Non-Fund)	988	19	15,374	16,381	328	-524	16,185
930 Other Depot Maintenance (Non-Fund)	28,927	550	-11,045	18,432	369	13,590	32,391
932 Mgt Prof Support Svcs	22,330	424	-10,813	11,941	239	-20	12,160
933 Studies, Analysis & Eval	5,893	112	-2,320	3,685	74	1,484	5,243
934 Engineering & Tech Svcs	6,845	130	-4,835	2,140	43	405	2,588
937 Locally Purchased Fuel (Non-Fund)	1,533	92	-115	1,510	-6	16	1,520
985 Research & Development, Contracts	471	0	-471	0	0	0	0
987 Other Intra-Govt Purch	24,390	463	4,387	29,240	585	-8,316	21,509
989 Other Services	941	18	21,930	22,889	458	1,630	24,977
990 IT Contract Support Services	51,144	972	-23,005	29,111	582	-1,696	27,997
999 Total Other Purchases	**417,392**	**7,985**	**38,577**	**463,954**	**9,245**	**27,468**	**500,667**

Missile Defense Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017		FY 2017 Estimate	Change FY 2017/FY 2018		FY 2018 Estimate
		Price	Program		Price	Program	
Total	422,950	8,135	36,190	467,275	9,286	27,497	504,058

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Fiscal Year 2018 Budget Estimates

National Defense University (NDU)

May 2017

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Operation and Maintenance, Defense-Wide Summary ($ in thousands)
   Budget Activity (BA) 3: Training and Recruiting

	FY 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
NDU	84,051	1,588	-85,639	0	0	0	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)

I.   Description of Operations Financed (cont.)

CAPSTONE / Pinnacle / Keystone

	Dollars in Thousands	
FY 2016	FY 2017	FY 2018
Actuals	Enacted	Estimate
2,873		

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.

I.   Description of Operations Financed (cont.)

The table provides student enrollments in the three programs:

AY	CAPSTONE	PINNACLE	KEYSTONE
2016	204	30	80
2017	204	30	80
2018	204	30	80

College of International Security Affairs

	Dollars in Thousands	
FY 2016	FY 2017	FY 2018
Actuals	Enacted	Estimate
4,327		

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.

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

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 2017, the student body also includes two Foreign Service Officers from the Department of State, and one international officer.   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

I.   Description of Operations Financed (cont.)
focused international security studies content on the major strategic challenges in the
South and Central Asia region.

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	
FY 2016	FY 2017	FY 2018
Actuals	Enacted	Estimate
8,007		

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
2016	62	57	32	17	3	171	107	32	**310**
2017	62	57	32	17	3	171	107	32	**310**
2018	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 2018 reflect allocated quotas. 2016 and 2017 are actual student numbers.

I.   Description of Operations Financed (cont.)

*i***College**

	Dollars in Thousands		
FY 2016	FY 2017	FY 2018
Actuals	Enacted	Estimate
7,347		

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. 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 2016, the CFO Academy maintained a total

I.   Description of Operations Financed (cont.)

student enrollment of 178 students and expects to maintain that level in FY 2017 and FY 2018.

Institute for National Strategic Studies (INSS)

	Dollars in Thousands	
FY 2016	FY 2017	FY 2018
Actuals	Enacted	Estimate
5,802		

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

National Defense University
Operation and Maintenance, Defense-Wide
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I.   **Description of Operations Financed (cont.)**
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' Magazine, policy
briefs, case studies, and occasional papers.

Joint Forces Staff College

	Dollars in Thousands	
FY 2016	FY 2017	FY 2018
Actuals	Enacted	Estimate
16,276		

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)

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 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	SEJPME
2016	977	225	30	132	**1,362**	41	952	225	**1,218**	240	10,127
2017	975	225	30	132	**1,362**	41	952	225	**1,218**	240	N/A
2018	841	275	25	128	**1,269**	42	952	275	**1,269**	212	N/A

Student enrollments are reduced for JCWS and JC2IOS due to military manpower reductions.

I.   Description of Operations Financed (cont.)

National War College

Dollars in Thousands

FY 2016	FY 2017	FY 2018
Actuals	Enacted	Estimate
6,054		

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 2016, AY 2017, and AY 2018 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
2016	43	43	23	17	2	128	48	32	**208**
2017	43	41	21	14	2	121	55	32	**208**
2018	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.

National Defense University
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

I.   Description of Operations Financed (cont.)

NDU Operations

<table>
<tr><td></td><td colspan="3">Dollars in Thousands</td></tr>
<tr><td></td><td>FY 2016</td><td>FY 2017</td><td>FY 2018</td></tr>
<tr><td></td><td>Actuals</td><td>Enacted</td><td>Estimate</td></tr>
<tr><td></td><td>33,365</td><td></td><td></td></tr>
</table>

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.

II. Force Structure Summary:
N/A

National Defense University
Operation and Maintenance, Defense-Wide
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III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2016 Actual	Budget Request	FY 2017 Congressional Action			Current Estimate	FY 2018 Estimate
			Amount	Percent	Appropriated		
3. Training	84,051	0	0	0.0	0	0	0
Capstone	2,873	0	0	0.0	0	0	0
Center for Joint Strategic Logistics	0	0	0	0.0	0	0	0
College of International Security Affairs	4,327	0	0	0.0	0	0	0
Eisenhower School	8,007	0	0	0.0	0	0	0
Information Resources Management College	7,347	0	0	0.0	0	0	0
Institute for National Strategic Studies	5,802	0	0	0.0	0	0	0
Joint Forces Staff College	16,276	0	0	0.0	0	0	0
National War College	6,054	0	0	0.0	0	0	0
NDU Operations	33,365	0	0	0.0	0	0	0
Total	**84,051**	**0**	**0**	**0.0**	**0**	**0**	**0**

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

	Change FY 2017/FY 2017	Change FY 2017/FY 2018
B. <u>Reconciliation Summary</u>		
Baseline Funding		
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount		
Fact-of-Life Changes (2017 to 2017 Only)		
Subtotal Baseline Funding		
Supplemental		
Reprogrammings		
Price Changes		
Functional Transfers		
Program Changes		
Current Estimate		
Less: Wartime Supplemental		
Normalized Current Estimate		

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2017 President's Budget Request (Amended, if applicable)		
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2017 Appropriated Amount		
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2017 Baseline Funding		
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2017 Estimate		
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2017 Normalized Current Estimate		
6. Price Change		
7. Functional Transfers		
8. Program Increases		
a. Annualization of New FY 2017 Program		
b. One-Time FY 2018 Increases		
c. Program Growth in FY 2018		
9. Program Decreases		
a. Annualization of FY 2017 Program Decreases		
b. One-Time FY 2017 Increases		
c. Program Decreases in FY 2018		
FY 2018 Budget Request		

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

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 in various countries, joint operations, and other related security issues. Due to the

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

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 entitled *Prism,* which is published quarterly.

       BA 3 Training and Recruitment
       Average Cost per Student:

	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>
National War College	$72,263		
Eisenhower School	$70,996		
JFSC	$29,380		

Average Cost per student is based on resident courses.

National Defense University
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

V. Personnel Summary	FY 2016	FY 2017	FY 2018	Change FY 2016/ FY 2017	Change FY 2017/ FY 2018
Active Military End Strength (E/S) (Total)	183	0	0	-183	0
Officer	166	0	0	-166	0
Enlisted	17	0	0	-17	0
Reservists on Full Time Active Duty (E/S)	14	0	0	-14	0
Officer	14	0	0	-14	0
Civilian End Strength (Total)	471	0	0	-471	0
U.S. Direct Hire	384	0	0	-384	0
Total Direct Hire	384	0	0	-384	0
Reimbursable Civilians	87	0	0	-87	0
Active Military Average Strength (A/S) (Total)	183	0	0	-183	0
Officer	166	0	0	-166	0
Enlisted	17	0	0	-17	0
Reservists on Full Time Active Duty (A/S) (Total)	14	0	0	-14	0
Officer	14	0	0	-14	0
Civilian FTEs (Total)	456	0	0	-456	0
U.S. Direct Hire	377	0	0	-377	0
Total Direct Hire	377	0	0	-377	0
Reimbursable Civilians	79	0	0	-79	0
Average Annual Civilian Salary ($ in thousands)	138.3	0	0	-138.3	0
Contractor FTEs (Total)	35	0	0	-35	0

National Defense University
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

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

	FY 2016	Change FY 2016/FY 2017		FY 2017	Change FY 2017/FY 2018		FY 2018
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	51,385	969	-52,354	0	0	0	0
103 Wage Board	661	12	-673	0	0	0	0
107 Voluntary Sep Incentives	100	0	-100	0	0	0	0
199 Total Civ Compensation	**52,146**	**981**	**-53,127**	**0**	**0**	**0**	**0**
308 Travel of Persons	6,044	115	-6,159	0	0	0	0
399 Total Travel	**6,044**	**115**	**-6,159**	**0**	**0**	**0**	**0**
416 GSA Supplies & Materials	539	10	-549	0	0	0	0
499 Total Supplies & Materials	**539**	**10**	**-549**	**0**	**0**	**0**	**0**
913 Purchased Utilities (Non-Fund)	1,090	21	-1,111	0	0	0	0
914 Purchased Communications (Non-Fund)	356	7	-363	0	0	0	0
915 Rents (Non-GSA)	3	0	-3	0	0	0	0
917 Postal Services (U.S.P.S)	6	0	-6	0	0	0	0
920 Supplies & Materials (Non-Fund)	3,909	74	-3,983	0	0	0	0
921 Printing & Reproduction	433	8	-441	0	0	0	0
922 Equipment Maintenance By Contract	2,063	39	-2,102	0	0	0	0
923 Facilities Sust, Rest, & Mod by Contract	2,635	50	-2,685	0	0	0	0
925 Equipment Purchases (Non-Fund)	335	6	-341	0	0	0	0
932 Mgt Prof Support Svcs	1,851	35	-1,886	0	0	0	0
933 Studies, Analysis & Eval	1,191	23	-1,214	0	0	0	0
934 Engineering & Tech Svcs	834	16	-850	0	0	0	0
960 Other Costs (Interest and Dividends)	3	0	-3	0	0	0	0
984 Equipment Contracts	34	1	-35	0	0	0	0
987 Other Intra-Govt Purch	610	12	-622	0	0	0	0
989 Other Services	200	4	-204	0	0	0	0
990 IT Contract Support Services	9,769	186	-9,955	0	0	0	0
999 Total Other Purchases	**25,322**	**482**	**-25,804**	**0**	**0**	**0**	**0**

National Defense University
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017 Price	Program	FY 2017 Estimate	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate
Total	84,051	1,588	-85,639	0	0	0	0

Fiscal Year 2018 Budget Estimates

Office of Economic Adjustment (OEA)

May 2017

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Office of Economic Adjustment
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

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

	FY 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
OEA	213,765	4,062	-62,428	155,399	3,102	-100,661	57,840

A full-year 2017 appropriation for this account was not enacted at the time the budget was prepared; therefore, the budget assumes this account is operating under the Continuing Appropriations Resolution, 2017 (P.L. 114-254). The amounts included for 2017 reflect the annualized level provided by the continuing resolution.

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."

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

Program of Assistance:

OEA's Program of Assistance includes the technical and financial assistance provided to eligible states and communities in response to Defense actions, including:

- Base Realignment and Closures (BRAC);
- Base expansions;
- Encroachment of civilian communities on local missions;
- Budget reductions;
- Contract cancellations;

OEA assistance helps states and communities respond to:

- Defense triggered job loss;
- Reductions in economic activity;
- Tax base reductions;
- Needs for increased public services and facilities

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

Assistance can also help states and communities avoid civilian activities that may impair the operations of local installations.

<u>Dollars in Thousands: Program of Assistance</u>		
FY 2016	FY 2017	FY 2018
<u>Actual</u>	<u>Enacted</u>	<u>Estimate</u>
$199,382	$143,317	$43,214

Reductions in OEA Program of Assistance request from FY 2017 to FY 2018 are the result of:

- A reduction in the funding request for Guam public infrastructure investments necessary to support the preferred alternative for the relocation of Marine Corps forces from $86.7 million in FY 2017 to $0 in FY 2018 because FY 2017 fully funded the water infrastructure requirements.

- A reduction in the funding request for Defense Industry Adjustment support to communities affected by defense procurement reductions from $17.2M in FY 2017 to $5M in FY 2018.

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

I.   Description of Operations Financed (cont.)

Addressing Impacts of Realignments." 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 due to the need of the Military Departments to dispose of excess property. OEA currently supports more than 21 BRAC 2005 communities with grant assistance, as well as 2 legacy BRAC communities.

OEA's Compatible Use activities are designed to support DoD's installations by responding 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 assistance is provided to State and local governments to plan and carry out specific actions to ensure civilian activities are 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. This activity further supports the Department's 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 studies to address civilian

I.   Description of Operations Financed (cont.)

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 to assist where civilian development is present in established clear 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.

The FY 2018 President's Budget requests $5 million in support of the Defense Industry Adjustment program as it supports economic and community adjustment in areas affected by defense procurement reductions. OEA assists states, regions, and communities with a program of support designed to identify vulnerabilities to further reductions across DoD supply chains, prime state and local programs of assistance for rapid responses to local dislocations, retain and/or expand impacted worker skill sets, and 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.

Operational Support Activities

Operation funds support OEA operational costs including headquarters operations, travel, IT modernization, operations support, and civilian personnel. Overall operational costs increased from FY 2017 to FY 2018 a result of additional costs due to audit readiness

I.   Description of Operations Financed (cont.)
support requirements. OEA reduced travel costs in FY 18 in direct support of the DoD's efforts to cut travel costs.

Dollars in Thousands: Operations		
FY 2016 Actual	FY 2017 Enacted	FY 2018 Estimate
$14,483	$12,082	$14,626

OEA headquarters enables mission execution by strategically managing priorities in support of the Department's goals and initiatives, and is comprised of a staff of 8 FTEs. Functions of the headquarters includes:

- Financial Management
- Human Capital Management
- Security
- Maintenance of Facilities and Equipment
- Strategic Management
- Logistical and Property Management
- Travel Management

Beginning in FY 2017, OEA began delayering its organizational structure in support of DoD initiatives resulting in a streamlined organization with optimal supervisory oversight. This reorganization includes the alignment of support functions under senior staff

I.   Description of Operations Financed (cont.)
members to relieve supervisory responsibility and meet supervisor to staff ratios. OEA
met additional directed reductions through the execution of the Services Requirements
Review Board, which identified savings in contractual support.

OEA is in the process of modernizing its IT infrastructure through the continued upgrade
of the Economic Adjustment Data System to streamline workflow processes and ensure Audit
Readiness. Through this initiative, OEA is moving forward to Cloud Computing solutions
as mandated by the DoD Chief Information Officer (CIO). The new infrastructure will
provide an electronic interface between state and local governments and other Federal
Agencies. This capability will lessen the need for paper media reproduction and allow
for an increase in electronic media sharing. Increases in costs defined as "Printing and
Reproduction" are due to contractual costs associated with the IT modernization and the
production of electronic media versus paper products.

Reduction in travel costs remains a priority for OEA and are reflected in FY 2018
operational costs and supports the Department's goals to reduce travel costs.

II. Force Structure Summary:
Not Applicable.

Office of Economic Adjustment
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

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

			FY 2017				
			Congressional Action				
A. <u>BA Subactivities</u>	**FY 2016 <u>Actual</u>**	**Budget <u>Request</u>**	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	**Current <u>Estimate</u>**	**FY 2018 <u>Estimate</u>**
OEA	213,765	155,399	0	0.0	0	89,016	57,840
Total	**213,765**	**155,399**	**0**	**0.0**	**0**	**89,016**	**57,840**

A full-year 2017 appropriation for this account was not enacted at the time the budget was prepared; therefore, the budget assumes this account is operating under the Continuing Appropriations Resolution, 2017 (P.L. 114-254). The amounts included for 2017 reflect the annualized level provided by the continuing resolution.

Office of Economic Adjustment
Operation and Maintenance, Defense-Wide
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III. <u>Financial Summary</u> ($ in thousands)

B. <u>Reconciliation Summary</u>	Change <u>FY 2017/FY 2017</u>	Change <u>FY 2017/FY 2018</u>
Baseline Funding	**155,399**	**89,016**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**155,399**	
Fact-of-Life Changes (2017 to 2017 Only)		
Subtotal Baseline Funding	**155,399**	
Supplemental		
Reprogrammings		
Price Changes		3,102
Functional Transfers		
Program Changes		-99,797
Current Estimate	**155,399**	**-7,679**
Less: Wartime Supplemental		
Normalized Current Estimate	**155,399**	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2017 President's Budget Request (Amended, if applicable)		**155,399**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2017 Appropriated Amount		**155,399**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2017 Baseline Funding		**155,399**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2017 Estimate		**155,399**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2017 Normalized Current Estimate		**155,399**
6. Price Change		3,102
7. Functional Transfers		
8. Program Increases		5,293
a. Annualization of New FY 2017 Program		
b. One-Time FY 2018 Increases		
c. Program Growth in FY 2018		
1) Purchased Utilities	1,359	
2) Community Assistance Program Increase	1,055	
3) Community Assistance	931	
4) IT Contract Support Services	878	
5) Equipment Maintenance by Contract	650	
6) Facilities Sust, Rest, & Mod by Contract	240	
7) Other Costs - Subsistence of Persons	180	
9. Program Decreases		-105,090

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
a. Annualization of FY 2017 Program Decreases		
b. One-Time FY 2017 Increases		
1) Grants - Asia-Pacific Rebalance	-86,700	
2) Grants - DIA	-17,200	
c. Program Decreases in FY 2018		
1) Other Services	-616	
2) Rental Payments to Non-GSA	-204	
3) Program Adjustment	-182	
4) Travel	-112	
5) Civilian Compensation	-30	
6) Other Intra-Govt Purchases	-20	
7) Rental Payments to GSA	-16	
8) CIVPAY	-9	
9) Printing and Reproduction	-1	
FY 2018 Budget Request		**58,704**

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

Office of Economic Adjustment
Operation and Maintenance, Defense-Wide
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V. **Personnel Summary**	FY 2016	FY 2017	FY 2018	Change FY 2016/ FY 2017	Change FY 2017/ FY 2018
Active Military End Strength (E/S) (Total)	3	3	3	0	0
Officer	3	3	3	0	0
Civilian End Strength (Total)	38	38	38	0	0
U.S. Direct Hire	38	38	38	0	0
Total Direct Hire	38	38	38	0	0
Civilian FTEs (Total)	38	38	38	0	0
U.S. Direct Hire	38	38	38	0	0
Total Direct Hire	38	38	38	0	0
Average Annual Civilian Salary ($ in thousands)	152.4	155.8	158.0	3.4	2.2
Contractor FTEs (Total)	11	11	11	0	0

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

	FY 2016	Change FY 2016/FY 2017		FY 2017	Change FY 2017/FY 2018		FY 2018
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	5,793	109	-132	5,770	113	120	6,003
107 Voluntary Sep Incentives	0	0	150	150	0	-150	0
199 Total Civ Compensation	**5,793**	**109**	**18**	**5,920**	**113**	**-30**	**6,003**
308 Travel of Persons	454	9	137	600	12	-112	500
399 Total Travel	**454**	**9**	**137**	**600**	**12**	**-112**	**500**
912 Rental Payments to GSA (SLUC)	792	15	-7	800	16	-16	800
913 Purchased Utilities (Non-Fund)	1,327	25	-1,312	40	1	1,359	1,400
915 Rents (Non-GSA)	0	0	200	200	4	-204	0
921 Printing & Reproduction	347	7	-324	30	1	-1	30
922 Equipment Maintenance By Contract	3,773	72	-3,845	0	0	650	650
923 Facilities Sust, Rest, & Mod by Contract	237	5	-242	0	0	240	240
960 Other Costs (Interest and Dividends)	0	0	3	3	0	0	3
964 Other Costs (Subsistence and Support of Persons)	153	3	-136	20	0	180	200
987 Other Intra-Govt Purch	917	17	66	1,000	20	-20	1,000
988 Grants	199,382	3,788	-59,853	143,317	2,866	-102,969	43,214
989 Other Services	188	4	608	800	16	-616	200
990 IT Contract Support Services	402	8	2,259	2,669	53	878	3,600
999 Total Other Purchases	**207,518**	**3,944**	**-62,583**	**148,879**	**2,977**	**-100,519**	**51,337**
Total	**213,765**	**4,062**	**-62,428**	**155,399**	**3,102**	**-100,661**	**57,840**

A full-year 2017 appropriation for this account was not enacted at the time the budget was prepared; therefore, the budget assumes this account is operating under the Continuing Appropriations Resolution, 2017 (P.L. 114-254). The amounts included for 2017 reflect the annualized level provided by the continuing resolution.

Department of Defense
Fiscal Year 2018 Budget Estimates

May 2017

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

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

	FY 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
OSD	2,044,754	29,718	-34,487	2,039,985	30,132	-457,873	1,612,244

* The FY 2016 Actual column includes $86,365.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column excludes $31,106.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column excludes $34,715.0 thousand of FY 2018 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 OSD contains the immediate offices of the SECDEF and 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 (ASD(LA)), the Assistant Secretary of Defense Public Affairs (ASD(PA)), the Office of General Counsel (OGC), the Director, Cost Assessment and Program Evaluation (D,CAPE), the Director, Net Assessment (DNA), the

I. Description of Operations Financed (cont.)

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

Narrative Explanation of Changes from FY 2017 to FY 2018: The OSD Operation and Maintenance (O&M) FY 2018 budget request is based on DoD strategic guidance, complies with the SECDEF priorities for continuation of efficiencies and initiatives that include reductions for streamlining of management headquarters activities and contract services. The FY 2018 budget request reflects an overall decrease of -$427.7 million that includes a functional transfer of Combatant Commanders Exercise Engagement and Training Transformation (CE2T2) to Joint Staff. The net decrease combines a price adjustment of +$30.1 million and a program decrease of -$457.8 million resulting from programmatic increases and decreases that include internal funding realignments detailed in the Financial Summary (Part III).

	$ in Thousands		
	FY 2016 Actuals	**FY 2017 Estimate**	**FY 2018 Estimate**
A. Core Operating Program:	**354,737**	**350,444**	**366,612**

The OSD Core Operating Program provides the necessary resources to support the operations of the OSD and the centrally funded support services within OSD. Funding in this sub-activity group includes all civilian personnel compensation and benefits. Costs/funding for Intergovernmental Personnel Act (IPA) are included in the Core Operating Program for FY 2016 and FY 2017 and were realigned in FY 2018 to mission funding.

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

I.   Description of Operations Financed (cont.)

	$ in Thousands	
	Civilian Pay	***Full Time Equivalents (FTEs)**
Estimated FY 2018 Civilian Pay and Benefits for Major OSD Principal Staff Assistants (PSAs):		
OUSD(AT&L)	82,658	403
OUSD(Comptroller)	28,926	145
OUSD(Intelligence)	33,061	159
OUSD(P&R)	26,551	131
OUSD(Policy)	65,223	340
O,DCMO	21,981	103
D,CAPE	24,107	119
DoD CIO	24,746	116
Strategic Capabilities Office (SCO)	4,150	22
Other DoD Offices	55,209	263
Total Estimated Civilian Pay and Benefits	**366,612**	**1,801**

*IPA manpower is not included in FY 2018 FTE manpower profile

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

$ in Thousands

	FY 2016 Actuals	FY 2017 Estimate	FY 2018 Estimate
B. Other DoD Programs and Initiatives:	**407,713**	**409,574**	**389,585**
Assistant Secretary of Defense for Legislative Affairs (ASD(LA))	459	499	936
Assistant Secretary of Defense for Public Affairs ASD(PA))	5,516	5,949	5,836
Office of General Counsel (OGC)	168	519	516
Office of the Director, Net Assessment (ODNA)	13,483	16,680	18,170
Boards, Commissions and Task Forces (BCTF)	5,149	10,949	10,610
Test Resource Management Center (TRMC)	3,424	3,452	2,806
Capital Security Cost Sharing (CSCS) (State Dept Bill)	309,507	328,767	279,709
Director for Operational Test and Evaluation (DOTE)	367	124	174
Other DoD Programs and Initiatives (includes Grants, Training, Official Representation Funding (ORF), Republic of Korea Scholarship Fund and Wargaming)	69,640	43,762	70,828
Total Other DoD Programs and Initiatives	**407,713**	**410,701**	**389,585**

a. Assistant Secretary of Defense Legislative Affairs (ASD(LA)): Serves as the principal
   staff assistant and advisor to the SECDEF for DoD relations with the U.S. Congress and
   has overall supervision of DoD legislative affairs. The ASD (LA) promotes the

I.   <u>Description of Operations Financed (cont.)</u>
     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 (ASD(PA)):** 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 is the official website of DoD and the starting point for finding U.S. military 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 Deputy Chief Management Office (DCMO). The Department's program is mandated by law – the Federal Advisory Committee Act

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

(FACA) of 1972 and the Government in Sunshine Act. Other Federal statutes and regulations impact on DoD FACA Program include the Freedom of Information Act (FOIA), the Privacy Act (PA), and the American's with Disability Act (ADA). 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.

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 Test & Evaluation (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 (T&E/S&T) Program and the 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, Section 139 requires the DOT&E to provide guidance and consultation with the SECDEF, OUSD(AT&L) and the Military Departments regarding policies and procedures for the conduct of operational test and evaluation. DOT&E monitors and reviews DoD and Service-level strategic plans, investment programs, and resource management decisions to ensure

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

$ in Thousands

FY 2016	FY 2017	FY 2018
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>

I.   Description of Operations Financed (cont.)

   C. Under Secretary of Defense (Acquisition,
       Technology, and Logistics)   298,461   289,254   301,909

   FY 2016 Actual <u>includes</u> $4,922 thousand of OCO funding (PL 114-113).

   FY 2017 Estimate <u>excludes</u> $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 System. OUSD(AT&L) supervises DoD
   procurement of research and development; advanced technology; developmental test and
   evaluation; production; logistics; installation management; military construction;
   procurement; environmental security; and nuclear, chemical, and biological matters.

   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 (JS), OUSD(AT&L) is committed to
      leveraging 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 FY 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

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

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. 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 effects on military readiness, increased conservation efficiencies, and the need to meet Congressional intent.

6) **Base Realignment and Closure (BRAC) Round Planning and Analyses:** Program funds and supports the requested authority from Congress to conduct a new round of BRAC to

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

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.

  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 Pentagon Enterprise Services and DISA MilCloud 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 now provide essential capabilities to all of our military Services and, in combat 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

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

contracted support in forward areas. The Contingency Contracting program drives 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 Title 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.

6) **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

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

assessments involving the loss of DoD information requiring controls resulting from the unauthorized access and/or exfiltration 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.

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, in accordance with DoD Instruction (DoDI) 5000.02. For major defense acquisition programs, the Deputy Assistant Secretary of Defense for DT&E (DASD(DT&E)) supports program managers in developing DT&E test strategies that support the development

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

10) **Operational Energy (OE) Office:** Program funds and supports OE activities, under Title 10, sections 138b and 2926 of the USC. This requires the appointment of an Assistant Secretary of Defense for Energy, Installations, and Environment (ASD(EI&E)) to serve as the principal advisor to the SECDEF and the DEPSECDEF regarding operational energy plans and programs. The USC also requires the ASD(EI&E) have sufficient professional staff of military and civilian personnel to enable the ASD(EI&E) to carry out the prescribed duties and responsibilities. The ASD(EI&E) is responsible for: (1) Serving as the principal advisor to the SECDEF and the DEPSECDEF regarding operational energy plans and programs; (2) Establishing and maintaining a Department-wide Operational Energy Strategy, and proscribing policies and procedures for implementing this strategy across the Military Departments, the OSD, Combatant Commands, and Defense Agencies; (3) Leading the alternative fuel activities of the DoD and overseeing Department investments in such activities; (4) Providing recommendations to the SECDEF regarding all budgetary and financial matters relating to operational energy, and certifying that the proposed budgets are adequate for implementation of the OE Strategy; and (5) Monitoring and reviewing all operational energy initiatives within DoD.

I.   Description of Operations Financed (cont.)

11) **Environment, Safety and Occupational Health (ESOH) in Acquisition:** Program funds and supports the Department's efforts to carry out acquisition ESOH oversight functions in accordance with DoDI 5000.02. As a Defense Acquisition Board Advisor, I&E is required to conduct oversight related to ESOH requirements in major DoD acquisitions as defined in the DoDI 5000.02, including developing ESOH acquisition policy and guidance; conducting reviews of Major Defense Acquisition Programs (MDAP) and Major Automated Information Systems (MAIS); and providing policy implementation assistance for program managers. Evolving regulatory issues such as the U.S Toxic Substances Control Act reform and the international chemical management regulation called "REACH" now require monitoring due to their potential impact to development and life cycle costs of weapons systems. 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) **I&E Business Enterprise Integration (BEI)/formerly Facilities Program Requirements (FPRS):** Program funds and supports both I&E and DoD-wide information needs for installations management, energy management, environmental management, safety and occupational health. BEI 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 I&E systems to ensure compliant, cost- effective, and integrated solutions.

13) **Emerging Contaminants:** Program funds and supports early identification of Emerging Contaminants (EC), assessments of impacts to human health, environment and DoD functions, and development of risk management options. This program reduces lifecycle costs, drives innovation, and avoids the need for future crisis-driven retooling to comply with new regulations. Program efforts include identifying

I.   <u>**Description of Operations Financed (cont.)**</u>
emerging regulations, such as the reformed U.S. Environmental Protection Agency Toxic Substance Control Act that seeks to manage or eliminate use of emerging contaminants.

14)   **Human Capital Initiative (HCI):** Program funds and supports the execution of the DoD-wide acquisition workforce (AWF) statutory requirement to strengthen the workforce and continuously improve its quality, capability and capacity. This program assesses the current AWF and identifies competency gaps to improve the future AWF. Funds support HCI efforts to manage Department-wide acquisition workforce planning, analysis, policy, and programs to include the Defense Acquisition Workforce Education, Training, and Career Development Program (DoDI 5000.66); implementation of the Defense Acquisition Strategic Workforce Plan; the Acquisition Demonstration Program; the Defense Acquisition Workforce Development Fund (DAWDF); and all supporting AWF initiatives.

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, 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 DEPSECDEF and the President.

I.   Description of Operations Financed (cont.)

16) **Environmental Resiliency:** 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.

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 (OUSD (AT&L)) on designated Major Defense Acquisition Programs (MDAP) and Major Automated Information System (MAIS) programs. CBSI also funds development of analyses of alternatives and studies for selected capabilities; management of the MAIS designation and reporting processes; advocating for establishing Information Technology (IT) standards; and leading Information System acquisition policy development and implementation. CSBI formerly funded Cyber efforts and as of FY 16 are 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

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

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 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 System for Award Management (SAM) (formerly 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), SECDEF, and DEPSECDEF on logistics and materiel readiness in DoD. These resources are designed to support the

I.   Description of Operations Financed (cont.)

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 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 major defense acquisition programs (MDAP);
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 Public Law 111-23, Weapons System Acquisition Reform Act of 2009 (WSARA)
which directed the SECDEF to designate a senior official to serve as the principal
official for conducting and overseeing PARCA for MDAPs.

23) **DoD Siting Clearinghouse:** Program funds and supports development of a Basic
capability to perform assessments of proposed wind, solar and energy transmission
projects in the Private industry for their impact on DoD mission, development and
evaluation of possible mitigation measures, development of tools to assist

I.   <u>Description of Operations Financed (cont.)</u>
developers, and the development of more timely, transparent and consistent processes.

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 implements and manages statutory and regulatory requirements such as the Small Business Innovative Research program, the Mentor Protégé Program and the Rapid Innovation Fund. The program also funds the market research Center of Excellence (COE) initiative needed to enable the Small Business workforce to support over 34,000 DoD contracting officers and specialists. 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 3.0 and are key to improving effectiveness of the acquisition workforce and the Department's ability to achieve performance goals required by the Small Business Act.

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/Category Management:** Re-branded by OMB, Strategic Sourcing/Category Management program funds and supports development, implementation, governance and execution of the acquisition oversight framework for

I.   <u>**Description of Operations Financed (cont.)**</u>
contracted services, and for the championing of strategic sourcing/category management 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/category management 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/Category Management 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.

28) **Countering Weapons of Mass Destruction (CWMD) Sustainment:** Program funds provide sustainment for fielded operational components of a CWMD situational awareness family of systems (FoS). 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 FoS.

29) **AT&L Expert Fellows Program:** Program establishes a cost-effective and stable source of funding for Fellowship programs that allows the DoD to compete annually for academic experts that provide direct benefit to OUSD(AT&L). This provides funding for Fellows within OUSD(AT&L) each year, beginning with American Association for the Advancement of Science (AAAS) fellows and Nunn-Lugar fellows. Annual placements for experts with S&T and academic expertise will provide an

I.   Description of Operations Financed (cont.)

infusion of fresh ideas and ensure DoD is no longer under-represented in specific fellowships that provide direct and cost-effective benefits to the Department.

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.

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), Component Acquisition Executives(CAE), Service Chiefs of Staff, OSD senior leaders, and OSD and Component analysts who assess and decide the efficiency and effectiveness of acquiring and sustaining the Department's acquisition programs including MDAPs, MAIS, major IT investments, and Acquisition Category (ACAT) II – IV programs. AV supports OUSD(AT&L), CAE, and Service Chief responsibilities by providing critical information for acquisition analysis, oversight, and decision making. AV institutionalizes the management of data and business rules used in the Department's acquisition decision making, and it integrates the acquisition data stored across multiple disparate Federal and

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

Departmental organizations' data sets and systems. AV delivers a Department-wide accessible collection of acquisition information, techniques, and tools, including the Defense Acquisition Visibility Environment (DAVE), the Defense Acquisition Management Information Retrieval (DAMIR) capability, and acquisition data analysis capabilities as well as data access services and data standards via the Acquisition Visibility Data Matrix (AVDM). Efforts to enhance AV continue through the 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.

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) **Defense 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 OUSD(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 applications to include the review and approval of those technologies associated with LO/CLO.

I.   Description of Operations Financed (cont.)

4) **Readiness and Environmental Protection Integration (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 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 SECDEF and the entire OSD staff and Joint Chiefs of Staff (JS) 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 JS. The program improves the ability of executive decision makers in OSD and JS 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 management, international cooperation and security strategies, logistical and energy infrastructure, and force sustainment.

6) **Treaty Compliance Support:** Program supports OUSD(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;

I.   Description of Operations Financed (cont.)
      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:

  1) Native American Land Environmental Mitigation Program (NALEMP) Program: Program
      funds and supports travel for Acquisition, Technology and Logistics 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.

                                                                $ in Thousands

	FY 2016 Actuals	FY 2017 Estimate	FY 2018 Estimate
D. Under Secretary of Defense (Policy):	51,748	51,214	174,500

FY 2016 Actuals includes $1,794 thousand of OCO funding (PL 114-113).

FY 2017 Estimate excludes $2,700 thousand of OCO funding.

FY 2018 Estimate excludes $4,150 thousand of OCO funding.

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 SECDEF the DEPSECDEF for
all matters on the formulation of national security and defense policy; the integration

I. <u>**Description of Operations Financed (cont.)**</u>
  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 (DCIP):** Establish and oversee the implementation of DCIP policy and guidance for the risk management of DCI, including issuance of strategies, plans, standards, development of policies for promoting DCIP information sharing with other Federal departments and agencies; State, local, regional, territorial, and tribal entities; intergovernmental organizations (IGOs) and nongovernmental organizations (NGOs); the private sector; and foreign countries while safeguarding information from disclosure that could harm DoD operations or that could jeopardize information safeguarding agreements with DCIP stakeholders. Program and program support funding for this program will cease by the end of FY17.

  b) **OUSD(P) Operations:** Funds support the day-to-day operations of essential services and contract 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, communications and software applications, Intergovernmental Personnel Act (IPA) program, and comprehensive workforce training.

  c) **OUSD(P) Mission Support:** Program funding supports mission requirements within the OUSD(P) by enabling the Assistant Secretaries of Defense (ASDs) the capacity to execute their respective missions in a complex, dynamic global environment through 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).

I.   <u>**Description of Operations Financed (cont.)**</u>
 d) **International Defense Programs:** Program funding supports staff coordination requirements with U.S. allies, the North Atlantic Treaty Organization (NATO) and its member states on matters such as 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.

 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.

 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 SECDEF 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. 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

I.   **Description of Operations Financed (cont.)**
forces, and in reviewing such plans through the use of technical expertise to strengthen the connection of plans to resources.

	$ in Thousands		
	FY 2016 Actuals	**FY 2017 Estimate**	**FY 2018 Estimate**
E. Under Secretary of Defense (Comptroller):	53,082	114,734	106,850

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.

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

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

      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.

  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 SECDEF, 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

$ in Thousands

FY 2016 <u>Actuals</u>	FY 2017 <u>Estimate</u>	FY 2018 <u>Estimate</u>

I.   Description of Operations Financed (cont.)

F. Under Secretary of Defense (Personnel and Readiness)   588,426   571,394   51,087

FY 2016 Actuals includes $5,430 thousand of OCO funding (PL 114-113).
FY 2017 Estimate excludes $11,406 thousand of OCO funding.
FY 2018 Estimate excludes $6,565 thousand of OCO funding.

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. OUSD(P&R) is made up of the following programs:

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

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

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 (Manpower and Reserve Affairs) Operations:** Funds managed by ASD(M&RA) are used to conduct valuable research, facilitation and analysis for specific topics and issues that are related to total force management. The results aid ASD(M&RA) in making informed decisions on policies and future direction in the areas of resourcing, manpower, personnel, readiness, and training.

d) **Combatant Commanders Exercise Engagement and Training Transformation (CE2T2):** In FY 2018 OUSD (P&R) transferred the management and authority of the CE2T2 program to the Joint Staff to validate management processes and authorities. CE2T2 supports the joint training requirements of the Department of Defense to include exercises for nine Combatant Commands as well as training that prepare 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

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

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 that 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 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 (CONPLAN/OPLAN), 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

I.   Description of Operations Financed (cont.)

   defense strategy, JETP funds have been redistributed across Combatant Commands to support the rebalance to the Asia-Pacific region and other defense strategic priorities.

   2) **Service Incremental Funding (SIF):** Funds Service participation in combatant command exercise and engagement events. Through a collaborative planning process, CCMDs identify forces required. SIF is provided to pay for the additional costs that would otherwise be borne by the Services. This allows CCMDs to achieve Theater Campaign Plan objectives without having a detrimental impact on Service training budgets. SIF is essential to the realistic conduct of field training exercises – exercises that 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 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

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

operating budget for CCMD J7s, this program ensures readiness of CCMD and component staffs to execute key OPLANs in support of U.S. national strategy.

5) **Corporate Fellows Program (SDCFP):** Military Reform Proposal A-12 (A Force of the Future Program) establishes the SECDEF Executive Fellows program to be centrally administered from OUSD (P&R). This program will maintain a competitive edge in human capital by increasing the number of service members with experience in the commercial sector.

6) **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.

7) **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-services familiarity that is necessary to operate in a joint environment. JTCP facilitates the integration of special operations and conventional forces-

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

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 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):** Support 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 and increase the resiliency of the military and civilian workforce.

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).

I.   Description of Operations Financed (cont.)

Section 1701 of the FY 2004, National Defense Authorization Act (P.L. 108-136) directed the U.S. Citizenship and Immigration Services (USCIS) in DHS not to charge fees to military members applying for naturalization to become US citizens. OMB directed and gained legislative authority in the FY 2012 Defense Appropriations Act for DoD to reimburse DHS for military naturalizations not to exceed $7,500,000 per fiscal year beginning in FY 2012. Estimated cost per applicant is $680 and since FY 2012, approximately 9,678 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. Population of interest is the Total Force.

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

k) Operation Live Well: Aligns, integrates, and coordinates policies and initiatives among the Services and OSD to optimize the resilience, readiness, health, and well-being of all Service members and their families. This program along with the Total Force Fitness (TFF) program will create and sustain a DoD community that is resilient, ready, and proficient at meeting challenges, accomplishing missions, and returning Service members to their home communities as positive role models.

	$ in Thousands		
	FY 2016 Actuals	**FY 2017 Estimate**	**FY 2018 Estimate**
G. Under Secretary of Defense (Intelligence)	158,049	116,126	77,622

I.   Description of Operations Financed (cont.)

FY 2016 Actuals <u>includes</u> $79,141 thousand of OCO funding (PL 114-113).
FY 2017 Estimate <u>excludes</u> $12,000 thousand of OCO funding.
FY 2018 Estimate <u>excludes</u> $24,000 thousand of OCO funding.

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 OUSD(I) is dual-hatted as the Director of Defense Intelligence within
the Office of the Director of National Intelligence (ODNI).In this capacity, the
OUSD(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. DDI WS
   links the Intelligence Community (IC), via the Combat Support Agencies (CSA), the
   Joint Staff, and the Services to ensure effective and efficient intelligence support
   to the combatant commands (CCMDs), 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

I.   **Description of Operations Financed (cont.)**
Reconnaissance (ISR) capabilities through the expeditious delivery of ISR systems, technologies, policies, and processes. DDI(WS) provides resident ISR expertise for DoD and is 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 efforts 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 cyber force. The DDI(WS) oversees Special Technical Operations (STO), ensuring the effective employment of STO capabilities in CCMD plans, operations, and campaigns. DDI(WS) develops, implements, and oversees policy for the integration of Reserve Component military intelligence support to DoD operations. The DDI(WS) represents the CCMDs and Services on the Intelligence Community Information Technology Environment (ICITE) Committee and advocates for CCMD BICES requirements. The DDI(WS) serves as the OUSD(I) lead for the Defense Intelligence Seniors Conference of the Commonwealth (DISCCUS) and the US and Five Eyes partner integration activities. The DDI(WS) serves as staff advisor for warfighter support to coalition activities and operations. The DDI(WS) currently has two directorates, ISR Operations and CCMD Intelligence Support.

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 OUSD(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

I.   <u>**Description of Operations Financed (cont.)**</u>
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 OUSD(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. The office also supports the Department's Intelligence Mission Data (IMD) governance process for managing IMD sufficiency and modernization.

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 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. DDI I&S supports the OUSD(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 OUSD(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

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

reports to Congress on DoD clandestine and sensitive activities. The DDI represents the SECDEF, OUSD(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):** DDI TCSP **i**s 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 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.

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.

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

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, education, certification, 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).

3) **Congressional Activities:** Works in support of the OUSD(I), the ASD(LA), and the OUSD(C), and facilitates OUSD(I)'s 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.

I.   Description of Operations Financed (cont.)

    4) 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 OUSD (I). Drives the modernization of SAP information technology for OUSD(I) staff, including ensuring interconnectivity with OUSD(I)'s customers and partners. Represents OUSD(I) equity in DoD SAP governance forums, and coordinates and de-conflicts compartmented activities between DoD and the IC.

                                             $ in Thousands

	FY 2016 Actuals	FY 2017 Estimate*	FY 2018 Estimate
H. Under Secretary of Defense (CAPE)	26,733	29,201	26,815

    *In FY 2017 $788K of mission funds were realigned into Compensation and Benefits.

The Director of CAPE provides critical analyses of DoD programs and 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 (QDR),transformation, and wargaming. The FYDP Improvement Program transferred from OUSD(Comptroller) effective 2013, maintains the FYDP information system used to collect, transform, disseminate, report, and analytically display data for PPBE

I.   <u>**Description of Operations Financed (cont.)**</u>
deliverables. The Industrial Base Study Program continues the effort initiated by Congress in 2009 focusing on Space and Ship Programs, providing for the collection and analysis of data to support the assessment of industrial base health, and tools to continually monitor program and contractor performance. 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

	$ in Thousands		
	FY 2016 **<u>Actuals</u>**	**FY 2017** **<u>Estimate</u>**	**FY 2018** **<u>Estimate</u>**
I. DoD Chief Information Officer	**71,423**	**74,538**	**69,299**

The Chief Information Officer Mission is responsible for all matters relating to information and the information environment including command and control (C2), communications, radio frequency spectrum, network operations, information systems,

I. **Description of Operations Financed (cont.)**
 information assurance, defense cybersecurity, the joint information environment, and position, navigation, and timing (PNT) policy. It 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 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,

I. Description of Operations Financed (cont.)

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 support 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 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.,

I.   Description of Operations Financed (cont.)

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), implementation of Federal-wide services, and funds the Federal Public Key Infrastructure(FPKI) and Federal Risk and Authorization Management Program(FedRAMP). 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).

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

I.   **Description of Operations Financed (cont.)**
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, and Military 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 2016 Actuals	FY 2017 Estimate	FY 2018 Estimate
J. **Deputy Chief Management Officer**	34,382	32,379	47,965

The FY 2008 National Defense Authorization Act created the Deputy Chief Management
Officer (DCMO) to assist the DEPSECDEF in the DEPSECDEF's capacity as Chief Management
Officer of DoD. The DCMO is the Principal Staff Assistant and senior advisor for
matters relating to the management and improvement of integrated DoD business
operations and works across the Department to better synchronize, integrate, and
coordinate cross-functional business activities and operations of the DoD to ensure

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

optimal alignment in support of the DoD warfighting mission. On December 4, 2013, the
SECDEF directed a realignment and consolidation of functions and responsibilities of
the Assistant to the Secretary of Defense for Intelligence Oversight and the Director
of Administration and Management into the DCMO. 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. The office of the DCMO is organized into five directorates: Planning,
Performance, & Assessment; Defense Business Management, Analysis, & Optimization;
Oversight & Compliance; Administration; and Organizational Policy & Decision Support.

The former functions of the Office of the Assistant to the Secretary of Defense
(Intelligence Oversight) are performed in the Oversight & Compliance Division. This
office serves as the DCMO's capability for providing the SECDEF's personal, independent
oversight mechanism for the Defense Intelligence Components. Through assessment
inspections, training programs, and investigations as required, this office 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 the development of DoD Intelligence Oversight policy.

The former functions of the Office of the Director of Administration and Management
(DA&M) are performed across the five DCMO Directorates. These functions include, but
are not limited to, the following broad responsibilities: to advise the Secretary and
DoD senior leaders team on DoD-wide administration, organization, and management matters
of institutional importance; to provide policy and oversight, as required, for
antiterrorism, force protection, security, and law enforcement for the personnel,
facilities, infrastructure, and other resources at the Pentagon Reservation and for DoD

I.   Description of Operations Financed (cont.)

activities and DoD-occupied facilities within the NCR pursuant to the authorities of the
SECDEF; support DoD-wide governance and institutional reform initiatives as directed by
the Secretary and Deputy Secretary; develop and maintain chartering DoD Directives for
the OSD, the Defense Agencies, the DoD Field Activities, and other DoD organizations and
activities; and oversee the assignments of DoD Executive Agent and other management
arrangements, including those arrangements involving jointly-assigned tasks or missions.

The DCMO also has oversight over the Pentagon Force Protection Agency (PFPA) as a
Defense Agency and the Washington Headquarters Services (WHS), a DoD Field Support
Activity which provides financial, personnel, and other administrative support to OSD
and NCR organizations.

II. Force Structure Summary:
N/A

III. Financial Summary ($ in thousands)

			FY 2017					
				Congressional Action				
A. BA Subactivities	FY 2016 Actual	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2018 Estimate
BA 01: Operating Forces							
1. Combatant Commanders Exercise Engagement & Training Transformation	533,384	524,439	0	0.0	0	524,439	0
Combatant Commanders Exercise Engagement & Training Transformation	533,384	524,439	0	0.0	0	524,439	0
BA 04: Administration and Servicewide Activities							
2. Core Operating Program	354,737	350,444	0	0.0	0	350,444	366,612
Compensation & Benefits	354,737	350,444	0	0.0	0	350,444	366,612
3. Other DoD Programs and Initiatives	407,713	410,701	0	0.0	0	410,701	389,585
Capital Security Cost Sharing	309,507	328,767	0	0.0	0	328,767	279,709
Other DoD Programs and Initiatives	98,206	81,934	0	0.0	0	81,934	109,876
4. OUSD (AT&L) Congressional Mandate	21,605	27,164	0	0.0	0	27,164	22,419
BRAC Support	0	3,530	0	0.0	0	3,530	2,046
CFO Act Compliance	4,100	2,248	0	0.0	0	2,248	2,223
Committee on	2,497	2,994	0	0.0	0	2,994	3,155

III. Financial Summary ($ in thousands)

			FY 2017					
			Congressional Action					
A. BA Subactivities	FY 2016 Actual	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2018 Estimate
Foreign Investment in the US (CFIUS)							
Contingency Business Tools	9,273	11,861	0	0.0	0	11,861	8,801
E-Business COE	1,823	2,288	0	0.0	0	2,288	2,233
Legacy Resource Management Program	3,912	4,243	0	0.0	0	4,243	3,961
Native American Land Remediation - Sec 8045	0	0	0	0.0	0	0	0
5. OUSD (AT&L) Improve Acquisition & Logistics Processes	147,608	169,369	0	0.0	0	169,369	152,814
Acquisition Program Support Systems	8,392	6,913	0	0.0	0	6,913	6,465
C3 and Business Integration	5,161	5,627	0	0.0	0	5,627	5,046
Contingency Contracting	2,731	2,173	0	0.0	0	2,173	2,090
Core services	9,506	15,197	0	0.0	0	15,197	15,163
Corrosion Prevention Program	3,497	4,777	0	0.0	0	4,777	4,689
CWMD Expert Fellows Program	2,006	2,042	0	0.0	0	2,042	1,962
CWMD Sustainment	3,871	4,498	0	0.0	0	4,498	6,210
Cyber Resiliency	0	4,000	0	0.0	0	4,000	51
Defense Industrial	2,403	2,298	0	0.0	0	2,298	2,523

III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2016 Actual	Budget Request	FY 2017 Congressional Action Amount	Percent	Appropriated	Current Estimate	FY 2018 Estimate
Base Cyber Security Defense Innovation Unit (DIUx)	2,616	14,665	0	0.0	0	14,665	0
Defense Installation Spatial Data Infra (DISDI)	754	591	0	0.0	0	591	561
Defense Management Initiatives	3,763	4,213	0	0.0	0	4,213	7,607
Defense Procurement & Acquisition Policy (DPAP)	1,792	1,571	0	0.0	0	1,571	1,517
Developmental Test and Engineering (DT&E)	1,804	1,481	0	0.0	0	1,481	1,668
DoD Siting Clearinghouse	729	2,330	0	0.0	0	2,330	2,146
Emerging Contaminants	907	960	0	0.0	0	960	920
Environment, Safety Occupational Health (ESOH) in Acquisition	1,486	2,051	0	0.0	0	2,051	5,223
Environmental Resiliency	730	659	0	0.0	0	659	825
Human Capital Initiative (HCI)	2,054	2,477	0	0.0	0	2,477	2,432

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III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2016 Actual	Budget Request	FY 2017 Congressional Action Amount	Percent	Appropriated	Current Estimate	FY 2018 Estimate
I&E Business Enterprise Integration (Formerly Facilities Program Requirement)	2,414	2,813	0	0.0	0	2,813	2,669
Industrial Policy Program Support	3,566	3,892	0	0.0	0	3,892	3,613
Information Superiority Integration Support (ISIS)	0	0	0	0.0	0	0	0
Integrated Acquisition Environment (GSA Bill)	31,694	28,862	0	0.0	0	28,862	29,387
Joint Purchase Card Office	5,202	5,535	0	0.0	0	5,535	4,321
Logistics Systems Modernization (LSM)	13,933	18,574	0	0.0	0	18,574	14,051
Mission Capabilities/Systems Engineering	5,136	4,929	0	0.0	0	4,929	5,414
Operational Energy Plans and Programs (OEP&P) Office	4,612	5,081	0	0.0	0	5,081	4,926
Performance	8,672	6,974	0	0.0	0	6,974	7,870

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A. BA Subactivities	FY 2016 Actual	Budget Request	FY 2017 Congressional Action			Current Estimate	FY 2018 Estimate
			Amount	Percent	Appropriated		
Assessment & Root Cause Analysis (PARCA) Office							
RDT&E Oversight	4,754	2,528	0	0.0	0	2,528	2,530
SE C3 Cyber Initiative	2,742	883	0	0.0	0	883	930
Small Business Program Support	5,932	4,181	0	0.0	0	4,181	3,661
Space and Intelligence MDAP Oversight	4,130	5,659	0	0.0	0	5,659	5,542
Strategic Sourcing	619	935	0	0.0	0	935	802
6. OUSD (AT&L) Promulgate Policy	21,058	16,012	0	0.0	0	16,012	15,409
Acquisition Visibility	20,190	15,179	0	0.0	0	15,179	14,543
AT&L Knowledge Sharing Systems	0	0	0	0.0	0	0	0
Transform Procurement Regulations	868	833	0	0.0	0	833	866
7. OUSD (AT&L) Regulatory Requirement	74,991	63,332	0	0.0	0	63,332	78,162
Defense Environment Restoration Account	1,720	0	0	0.0	0	0	0
Defense Environmental	1,553	1,615	0	0.0	0	1,615	960

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			FY 2017				
A. BA Subactivities	FY 2016 Actual	Budget Request	Congressional Action			Current Estimate	FY 2018 Estimate
			Amount	Percent	Appropriated		
International Cooperation Environment Safety and Occupational Health	0	0	0	0.0	0	0	0
International Cooperation Program Support	244	24	0	0.0	0	24	401
Low Observable, CLO	124	93	0	0.0	0	93	95
Readiness & Env. Protection Initiative (REPI)	70,432	60,020	0	0.0	0	60,020	75,000
Treaty Compliance Support	918	1,580	0	0.0	0	1,580	1,706
8. OUSD (AT&L) Other	25,273	13,377	0	0.0	0	13,377	24,163
(Native American Land Environmental Mitigation Program (NALEMP)	12,174	0	0	0.0	0	0	12,185
OSD Studies Fund	10,293	10,180	0	0.0	0	10,180	8,847
OUSD(AT&L) Travel	2,806	3,197	0	0.0	0	3,197	3,131
9. OUSD (AT&L)	4,930	0	0	0.0	0	0	0
OUSD (AT&L)	4,930	0	0	0.0	0	0	0
9. OUSD (AT&L)	2,996	0	0	0.0	0	0	8,942
Cyber Integration	2,996	0	0	0.0	0	0	8,942
10. OSD (Policy)	1,794	0	0	0.0	0	0	0
OCO OUSD(Policy)	1,794	0	0	0.0	0	0	0

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			FY 2017				
			Congressional Action				
A. BA Subactivities	FY 2016 Actual	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2018 Estimate
10. OUSD (Policy)	49,954	51,214	0	0.0	0	51,214	174,500
All OUSD(P) Program Elements	102	0	0	0.0	0	0	0
Assistant SECDEF (International Security Affairs)	126	0	0	0.0	0	0	0
Assistant Secretary of Defense for Homeland Defense	62	0	0	0.0	0	0	0
Defense Critical Infrastructure Programs	1,472	777	0	0.0	0	777	0
International Defense Programs	6,113	6,001	0	0.0	0	6,001	5,967
Mission Support	5,406	6,772	0	0.0	0	6,772	130,773
OUSD(P) Operations	32,061	26,185	0	0.0	0	26,185	30,762
Rewards Program	3,665	6,680	0	0.0	0	6,680	6,373
Strategy and Force Development	947	4,799	0	0.0	0	4,799	625
11. OUSD (Comptroller)	53,082	114,734	0	0.0	0	114,734	106,850
Comptroller Initiatives	43,201	94,350	0	0.0	0	94,350	92,184
Defense Agency Financial Audits	0	7,180	0	0.0	0	7,180	0
Defense Resources Management Institute	1,423	1,417	0	0.0	0	1,417	1,422

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III. Financial Summary ($ in thousands)

| A. BA Subactivities | FY 2016 Actual | Budget Request | FY 2017 Congressional Action | | | Current Estimate | FY 2018 Estimate |
			Amount	Percent	Appropriated		
Next Generation Resource Management System	0	1,607	0	0.0	0	1,607	0
OUSD(C) Administrative Support	1,619	1,730	0	0.0	0	1,730	1,795
Resource management System	6,839	8,450	0	0.0	0	8,450	11,449
12. OUSD (P&R)	55,042	46,955	0	0.0	0	46,955	51,087
Advanced Distributed Learning (ADL)	0	1,209	0	0.0	0	1,209	700
Advancing Diversity & EO	4,920	8,797	0	0.0	0	8,797	6,878
ASD (Health Affairs) Operations	579	594	0	0.0	0	594	600
ASD (Reserve Affairs) Operations	1,285	1,351	0	0.0	0	1,351	800
Corporate Fellows Program	0	0	0	0.0	0	0	361
Defense Readiness Reporting System (DRRS)	5,071	4,975	0	0.0	0	4,975	5,169
Defense Safety Oversight Council (DSOC)	9,970	8,354	0	0.0	0	8,354	8,400
Drug Demand	6,019	0	0	0.0	0	0	0

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

A. <u>BA Subactivities</u>	<u>FY 2016 Actual</u>	<u>Budget Request</u>	FY 2017 Congressional Action <u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Current Estimate</u>	<u>FY 2018 Estimate</u>
Reduction Program							
Lost Work Day System	2,591	2,551	0	0.0	0	2,551	2,600
Military Naturalization Support	6,197	6,935	0	0.0	0	6,935	6,800
OCO OUSD(P&R)	5,430	0	0	0.0	0	0	0
Operation Live Well and Healthy Base Initiative	0	0	0	0.0	0	0	6,354
OUSD P&R Readiness	390	0	0	0.0	0	0	549
OUSD(P&R) Administrative Support	2,912	3,010	0	0.0	0	3,010	3,100
OUSD(P&R) Travel	374	694	0	0.0	0	694	700
Studies Program/CASS	3,417	3,017	0	0.0	0	3,017	3,000
Training Transformation	5,887	5,468	0	0.0	0	5,468	5,076
13. OUSD (Intel)	158,049	116,126	0	0.0	0	116,126	77,622
Defense Civilian Intelligence Personnel System (365)	1,555	1,815	0	0.0	0	1,815	1,850
Defense Military Deception Program Office	3,144	2,623	0	0.0	0	2,623	2,227

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

			FY 2017				
			Congressional Action				
A. <u>BA Subactivities</u>	FY 2016 Actual	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2018 Estimate
Defense Operation Security Initiative	3,669	3,863	0	0.0	0	3,863	3,736
Intelligence Mission (365)	66,132	68,706	0	0.0	0	68,706	66,161
Intelligence Mission Data	0	1,000	0	0.0	0	1,000	938
Long Endurance Aerial Platform (LEAP)	0	14,000	0	0.0	0	14,000	0
OCO OUSD(INTEL)	79,141	0	0	0.0	0	0	0
Processing, Exploitation, & Dissemination (PED)	0	1,500	0	0.0	0	1,500	0
Publicly Available Information/Indicat ions & Warnings (PAI/I&W)	0	20,000	0	0.0	0	20,000	0
Walkoff	4,408	2,619	0	0.0	0	2,619	2,710
14. Director, CAPE	26,733	29,201	0	0.0	0	29,201	26,815
CAPE Travel	379	340	0	0.0	0	340	347
FYDP Improvement	3,003	3,874	0	0.0	0	3,874	0
Industrial Base Studies	2,319	2,359	0	0.0	0	2,359	0
Long-Range Planning	21,032	22,628	0	0.0	0	22,628	26,468
14. OUSD (P&R)	0	0	0	0.0	0	0	0
Corporate Fellows Program	0	0	0	0.0	0	0	0

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A. <u>BA Subactivities</u>	FY 2016 <u>Actual</u>	Budget <u>Request</u>	FY 2017 Congressional Action <u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	Current <u>Estimate</u>	FY 2018 <u>Estimate</u>
15. DoD Chief Information Officer	71,423	74,538	0	0.0	0	74,538	69,299
CIO Mission	28,727	28,796	0	0.0	0	28,796	26,297
Cyber Security Initiative	11,693	15,143	0	0.0	0	15,143	10,903
Defense Industrial Base, Cyber Security Initiative	2,871	2,989	0	0.0	0	2,989	2,566
DoD CIO Travel	1,076	681	0	0.0	0	681	681
E-gov, Councils	15,804	15,608	0	0.0	0	15,608	18,590
Information Systems Security Program (ISSP)	11,252	11,321	0	0.0	0	11,321	10,262
16. Deputy Chief Management Officer	34,382	32,379	0	0.0	0	32,379	47,965
Administrative Directorate	6,019	2,605	0	0.0	0	2,605	2,390
Compliance & Oversight Directorate	2,206	2,420	0	0.0	0	2,420	2,388
DCMO Integration and Policy	0	0	0	0.0	0	0	0
Intelligence Oversight Directorate	0	706	0	0.0	0	706	697
Interagency Council	0	0	0	0.0	0	0	10,919
Management, Policy	20,496	22,119	0	0.0	0	22,119	22,072

OP-5 Exhibit - Operation and Maintenance Detail
OSD-715

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

A. <u>BA Subactivities</u>	FY 2016 Actual	Budget Request	FY 2017 Congressional Action Amount	Percent	Appropriated	Current Estimate	FY 2018 Estimate
& Analysis Directorate							
Planning, Performance, & Assessment Directorate	5,661	4,529	0	0.0	0	4,529	4,499
Women's Military	0	0	0	0.0	0	0	5,000
Total	**2,044,754**	**2,039,985**	**0**	**0.0**	**0**	**2,039,985**	**1,612,244**

* The FY 2016 Actual column <u>includes</u> $86,365.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).

* The FY 2017 Estimate column <u>excludes</u> $31,106.0 thousand of FY 2017 OCO Appropriations Funding.

* The FY 2018 Estimate column <u>excludes</u> $34,715.0 thousand of FY 2018 OCO Appropriations funding.

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

B. <u>Reconciliation Summary</u>	Change <u>FY 2017/FY 2017</u>	Change <u>FY 2017/FY 2018</u>
Baseline Funding	2,039,985	2,039,985
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	2,039,985	
Fact-of-Life Changes (2017 to 2017 Only)		
Subtotal Baseline Funding	2,039,985	
Supplemental		
Reprogrammings		
Price Changes		30,132
Functional Transfers		-559,617
Program Changes		101,744
Current Estimate	2,039,985	1,612,244
Less: Wartime Supplemental		
Normalized Current Estimate	2,039,985	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2017 President's Budget Request (Amended, if applicable)		**2,039,985**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2017 Appropriated Amount		**2,039,985**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2017 Baseline Funding		**2,039,985**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2017 Estimate		**2,039,985**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2017 Normalized Current Estimate		**2,039,985**
6. Price Change		30,132
7. Functional Transfers		-559,617
a. Transfers In		
1) OUSD(AT&L) Compensation and Benefits Financial Improvement Audit Readiness (FIAR)	133	

This is a realignment of one(1) Full Time Equivalent (FTE) from WHS to USD(AT&L) with associated compensation and benefits and mission funding to meet the FIAR initiative requirements. (FY 2017 Baseline: $0 thousand; +1 FTEs)

     2) OUSD(Comptroller) - Comptroller Business Systems Funds Realignment   3,638

This is a transfer of funds from the Joint Service Provided (JSP) in the Defense Information Systems

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals

Agency (DISA) to the OUSD(C) that aligns mission
funds into USD(C) business system applications for a
more consistent resourcing, sustainment, and
management of OUSD(C) business system applications
and provides agency support contracts for software
applications and software license maintenance.
(FY 2017 Baseline: $10,057 thousand; +0 FTEs)

3) OUSD(P&R) - ASD Readiness/Personnel Risk and   6,354
Resiliency - Operation Live Well (OLW)
This is a transfer from Defense Health Agency (DHA)
to USD(P&R). This transfer of the Personnel Risk and
Resiliency - Operation Live Well (OLW) program
provides contractor support to manage the OLW effort
that enhances program effectiveness from a readiness
perspective vise a medical treatment perspective. (FY
2017 Baseline: $0 thousand; +0 FTEs)

4) OUSD(P&R) - SECDEF Corporate Fellows Program (SDCFP)   542
Functional transfer of 1 FTE from Washington
Headquarters Services (WHS), to the Under Secretary
of Defense for Personnel & Readiness USD(P&R) with
associated compensation and benefits and mission
funding. The transfer aligns the responsibility of
the SECDEF Executive Fellows Program (SDCFP) to
USD(P&R) who will serve as the executive agent and
increase the number of service members with
experience in the commercial sectors. This impacts
Compensation and Benefits, and Contracts, and Other
Services. (FY 2017 Baseline: $0 thousand; +1 FTEs)

  b. Transfers Out

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

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

    1) Other DoD Program and Initiatives - DTRMC - Joint   -337
Service Provider (JSP)
       Functional transfer of resources from DTRMC to
       Defense Information System Agency (DISA) under the
       Joint Service Provided effort to support
       consolidation of Pentagon Information Technology
       Operations. DISA assumes operational control of the
       Joint Information Technology Service Provider -
       Pentagon (JSP) in accordance with DEPSECDEF Directive
       Memorandum, Consolidation of Pentagon Information
       Technology Operations, 1 May 2015. This impacts
       Compensation and Benefits, Communications Services,
       Supplies, Materials & Equipment, Contracts and Other
       Services, Other Intra-governmental Purchases,
       Facilities Contract Purchases, IT Contract Support
       Services, and Travel. (FY 2017 Baseline: $3,452
       thousand; +0 FTEs)

    2) OUSD(AT&L) - Defense Innovation Unit Experimental   -14,544
(DIUx)
       This is a functional transfer from the USD(AT&L) to
       the WHS in accordance with the SECDEF's July 2016
       memorandum. This impacts Management and Professional
       Support Services.
       (FY 2017 Baseline: $14,665 thousand; +0 FTEs)

    3) OUSD(AT&L) - Joint Contingency and Expeditionary   -2,400
System
       This is a functional transfer from USD(AT&L) to the
       Defense Logistics Agency (DLA) as a part of the DoD
       reform agenda. The decrease reflects a reduction in

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Contingency Business Tools service contracts and the realignment of $2,400 thousand to DLA for the transition of Contingency Acquisition Support Module (cASM) requirements. (FY 2017 Baseline: $11,861 thousand; +0 FTEs)		
4) OUSD(P&R) - Combatant Commander's Exercise Engagement & Training Transformation (CE2T2)	-550,511	
This is a functional transfer from USD(P&R) to the Joint Staff of the CE2T2 program. (FY 2017 Baseline: $524,439 thousand; +0 FTEs)		
5) OUSD(P&R) - Cyber Thin Line	-1,000	
This is a transfer of Cyber Thin Line program from the USD(P&R) to the Joint Staff in support of the CE2T2 program. (FY 2017 Baseline: $0 thousand; +0 FTEs)		
6) OUSD(P&R) - Defense Equal Opportunity Management Institute (DEOMI)	-1,492	
This is a transfer from the USD(P&R) to the Air Force to execute the DEOMI training and education mission. (FY 2017 Baseline: $8,797 thousand; +0 FTEs)		
8. Program Increases		296,342
a. Annualization of New FY 2017 Program		
b. One-Time FY 2018 Increases		
c. Program Growth in FY 2018		
1) Compensation and Benefits - CAPE Realignment	800	
This increase realigns funding from CAPE's mission to compensation benefits program. Funding was misaligned across the FYDP and this transaction corrects the error. (FY 2017 Baseline: $22,519		

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

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

       thousand; +0 FTEs)

  2) Compensation and Benefits - DCMO - Insider Threat Hub   1,069
     Funding establishes the Insider Threat Component Hub
     program with six FTEs. The Insider Threat Hub
     monitors and audits information platforms to identify
     risks involving military, civilian, and contractor
     population for threat detection and mitigation. The
     Hub feeds data to the DoD Insider Threat Management
     Analysis Center for consolidation and DoD-wide
     enterprise tracking. (FY 2017 Baseline: $0 thousand;
     +6 FTEs)

  3) Compensation and Benefits - DoD-CIO   200
     Increase supports the funding and manpower
     requirements of two (2) FTEs for a classified
     program. (FY 2017 Baseline: $0 thousand; +2 FTEs)

  4) Compensation and Benefits - Major Headquarters   5,278
  Activities (MHA) Buyback
     Increase reflects the continued plan to influence
     major headquarters as part of the DoD agenda and
     maintain the appropriate level of workforce. This
     buy-back initiative allows select DoD elements to
     restore twenty-one (21) priority FTEs that were
     eliminated, but ultimately were deemed essential by
     the Department's senior leadership. The DoD elements
     impacted are: ODNA +1; ASD(LA) +1; DoD-CIO +12;
     OUSD(P) +3; and OUSD(P&R) +4. (FY 2017 Baseline:
     $350,444 thousand; +21 FTEs)

  5) Compensation and Benefits - Reprice   16,972
     Increase reflects the proper pricing of the OSD

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

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

civilian personnel program that recalculates the
Annual Average Rate (AAR) based on actual execution.
(FY 2017 Baseline: $343,138 thousand; +0 FTEs)

6) Compensation and Benefits - Strategic Capabilities   4,144
Office (SCO)
This establishes the SCO with 22 FTEs in support of
the SECDEF's priority to mitigate counter emerging
threats for U.S. warfighter advantage and provide
near-term rapid response to the Third Offset
Strategy. This is a stand-alone office reporting
directly to the SECDEF.
(FY 2017 Baseline: $0 thousand; +22 FTEs)

7) DCMO - Cross Agency Priority Goals   7,219
The increase finances the interagency efforts for
specific projects, workshops, studies, and similar
activities to carry out the purposes of the National
Science and Technology Council which benefits
multiple Federal departments, agencies, and entities.
(FY 2017 Baseline: $0 thousand; +0 FTEs)

8) DCMO - Insider Threat Hub - Mission   2,431
Funding supports the establishment of Insider Threat
Component Hub operations. These resources
complements the labor activities and enables the
program to function and support contracts, supplies
and other activities. The associated +6 FTEs were
added as noted above into the Compensation and
Benefits line. (FY 2017 Baseline: $0 thousand; +0
FTEs)

9) DCMO - Interagency Lines of Business Councils &   1,493

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

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

Activities
    The increase in funding supports cross-agency efforts
to define, design, implement and monitor a set of
common solutions for government-wide business
functions or services, with goals of improving agency
mission performance, reducing costs through
consolidation and standardization, and simplifying
service delivery for both customer-facing and back-
office services. Current Lines of Business and named
Initiatives will 1) Define the process and business
rules associated with a government wide business
function, 2) Shape existing or inform future policy
by making recommendations to the appropriate policy
authority associated with the business function, and
3) Provide implementation guidance to agency
enterprise architectures and information technology
projects. (FY 2017 Baseline: $0 thousand; +0 FTEs)

10) DCMO - Women's Military Service Memorials and Museums	5,000	

    The increased funding allows the SECDEF to provide
financial support for the acquisition, installation,
and maintenance of exhibits, facilities, historical
displays, and programs at military service memorials
and museums that highlight the role of women in the
military in accordance with the FY 2017 National
Defense Authorization Act(NDAA) section 2833. This
increase is the 2nd year of a 2-year plan that
enables the Memorial to address program shortfalls
and chart a path to financial independence by end of

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

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

year FY 2018. (FY 2017 Baseline: $0 thousand; +0
FTEs)

| 11) DoD-CIO - Federal Public Key Infrastructure (FPKI) | 700 | |

Funding supports the collaboration of DoD and GSA to
build a new FPKI Root Certification Authority (CA)
that will be used by Federal and DoD entities. The
FPKI is critical to the governments way ahead for
personnel and electronic signature authentication.
(FY 2017 Baseline: $0 thousand; +0 FTEs)

| 12) DoD-CIO - Federal Risk and Authorization Management | 2,600 | |

Program (FedRAMP)

Funding provides a standardized approach to the
security assessment, authorization, and continuous
monitoring of cloud computing and services. FedRAMP
is designed to help accelerate the adoption of secure
cloud computing by extending assessments and
authorizations across the government (FY 2017
Baseline: $0 thousand; +0 FTEs)

| 13) DoD-CIO - Government-Wide Councils | 1,181 | |

The increase fully funds the Department's
$8,181 thousand annual share in support of 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). IAW 40 U.S.C. § 321. (FY 2017 Baseline:
$15,608 thousand; +0 FTEs)

| 14) Intergovernmental Personnel Act (IPA) Realignment | 5,796 | |

Increase reflects the realignment of IPA costs from

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

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

Compensation and Benefits to mission funds within each PSA and establishes the IPA program line within each PSA. The IPA Mobility Program provides for the temporary assignment of personnel between the Federal Government and state and local governments, colleges and universities, Indian tribal governments, federally funded research and development centers, and other eligible organizations. The following PSA IPA line are established:
DOT&E IPA +$45;
BCTF IPA +$315;
USD(AT&L) IPA +$1,837;
USD(P) IPA +$3,599 (FY 2017 Baseline: $7,306 thousand; +0 FTEs)

15) Other DoD Programs and Initiatives - DOT&E - Travel   3
Increase in funding supports travel for senior leadership to attend and oversee required testing events.
(FY 2017 Baseline: $660 thousand; +0 FTEs)

16) Other DoD Programs and Initiatives - ASD(LA) Operations   427
Increase in funding supports a service contract to expedite efforts to provide quality analytical products to the SECDEF, reduce backlogs, and increase timeliness of official communication between the Department and the Congress. This funding will help decrease backlog and wait times from a current period of about 20 working days to no more than 5 working days. The reduction in wait time covers much of the

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

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

official communications between the Congress and the
Department, from staffer and member Questions for the
Record (QFRs) to official Department correspondence
from senior leaders to members and their staffs, to
impact and review analyses of Congressional actions
on a wide variety of topics.
(FY 2017 Baseline: $499 thousand; +0 FTEs)

	Amount
17) Other DoD Programs and Initiatives - ODNA	1,400

The funding increase supports studies, analysis and
long term wargaming. ONA studies and wargames
address future warfare that develop alternatives of
particular interest to the SECDEF, DEPSECDEF and
senior leaders. (FY 2017 Baseline: $16,680 thousand;
+0 FTEs)

	Amount
18) Other DoD Programs and Initiatives - SECDEF	1,601

The increase in SECDEF travel fully funds the program
to historical levels of execution for communication,
transportation and travel expenses. (FY 2017
Baseline: $4,145 thousand)

	Amount
19) Other DoD Programs and Initiatives - SECDEF Wargaming	24,243

As part of the Defense Innovations Initiative, the
funding increase continues to support the SECDEF
directed Department-wide initiative to expand and
pursue innovative ways to sustain and advance our
military superiority for the 21st Century. This
increase expands the Department's ability to test
concepts, capabilities and plans through Wargaming
and independent studies and analysis that evaluate

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wargame results and relates them back to strategic
objectives. The Wargaming initiative is overseen,
integrated, and managed by an active and engaged
governance structure led by DEPSECDEF with inputs
from the Defense Wargaming Alignment Group (DWAG),
which is comprised of the Department's senior
leaders. (FY 2017 Baseline: $35,000 thousand; +0
FTEs)

20) OUSD(AT&L) - Acquisition Program Support System   94
    Increase supports additional contract support for the
    Electronic Coordination Tool.
    (FY 2017 Baseline: $6,913 thousand; +0 FTEs)

21) OUSD(AT&L) - Committee on Foreign Investments in the   101
US (CFIUS)
    Increase represents additional contractor support to
    assist efforts with national security analysis
    reviews. (FY 2017 Baseline: $2,994 thousand; +0 FTEs)

22) OUSD(AT&L) - Core Services   148
    Increase in administrative service contract support
    for senior executive service personnel.
    (FY 2017 Baseline: $15,197 thousand; +0 FTEs)

23) OUSD(AT&L) - Countering Weapons of Mass Destruction   3,354
(CWMD) Sustainment
    Increase supports the operations, maintenance, and
    sustainment of CWMD situational awareness family of
    systems or components that are scheduled for
    development in FY 2017 and FY 2018 and deployment on
    DoD information networks. The program focuses on
    cooperative efforts to shape the security environment

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and take early actions against adversaries. (FY 2017
Baseline: $4,498 thousand; +0 FTEs)

24) OUSD(AT&L) - Cyber Integration   5,933
Increase supports the realignment of funds from Cyber
Resiliency (+$4,080) to Cyber Integration to
consolidate cyber funds in order to capture the true
nature of the work performed and for better
management of funds. In addition, the program
supports continued efforts (+$1,853) for the
Department to connect the dots regarding malicious
foreign cyber threats to the nation, cyber incidents
affecting U.S. national interest, and provide all
sources of analysis of threats to Defense's policy
and decision makers. (FY 2017 Baseline: $3,000
thousand; +0 FTEs)

25) OUSD(AT&L) - Defense Industrial Base Cyber Security   179
Increase supports Cyber Security technology refresh
and sustainment required to meet the Defense Federal
Acquisition Regulations Supplement (DFARS) clause.
(FY 2017 Baseline: $2,298 thousand; +0 FTEs)

26) OUSD(AT&L) - Defense Management Initiatives   3,710
Increase supports requirements for cyber security
analysis for the installation energy control systems,
installation related cost modeling, utility
privatization, energy resiliency and contingency
basing analysis. (FY 2017 Baseline: $4,213 thousand;
+0 FTEs)

27) OUSD(AT&L) - Developmental Test and Engineering   178
(DT&E)

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     Increase supports the development of DT&E policy
guidance and test strategies. This also supports
data driven performance assessments of major defense
acquisition programs to enhance acquisition
decisions.
(FY 2017 Baseline: $1,481 thousand; +0 FTEs)

    28) OUSD(AT&L) - Environmental Safety Occupational   3,131
Health (ESOH) in Acquisition
     Increase supports the additional requirements for the
Department to comply with the recent reform of the
Toxic Substances Control Act and the ongoing
challenges of addressing drinking water quality (i.e.
lead in drinking water, Flint, MI). This event has
dramatically increased public, EPA and Congressional
interest in the status of the drinking water on our
installations that mandates an increase in testing
requirements to ensure that there are no ongoing
issues. The Department must perform impact analysis,
develop and issue guidance to the DoD Components for
consistency in drinking water testing, medical
surveillance of consumers and provide alternate water
sources where contamination is identified. (FY 2017
Baseline: $2,051 thousand; +0 FTEs)

    29) OUSD(AT&L) - Indian Lands Mitigation   12,002
     Funding supports the Native Americans Land
Environmental Mitigation Program (NALEMP) to address
environmental impacts on Indian lands and Alaska
Native Claims Settlement Act (ANCSA)-conveyed
properties from former departmental activities and

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facilities. This fully funds the program in the President's Budget instead of finding the funds during the year of execution in accordance with annual Congressional General Provisions language. (FY 2017 Baseline: $0 thousand; +0 FTEs)

30) OUSD(AT&L) - Mission Capabilities/Systems Engineering   455

Increase supports the Office of the DASD (System Engineering). Additional assessments of technical approaches and existing plans will enable the Department to complete risk assessments of MDAPs. These assessments will enable the Department to enhance its decision making process and decide to extend or curtail program evolutions. (FY 2017 Baseline: $4,929 thousand; +0 FTEs)

31) OUSD(AT&L) - Readiness Environmental Protection Initiative (REPI)   15,016

Increase allows the Department to execute approximately 8 more projects/commitments for supporting additional cooperative agreements with state and local communities for a total of approximately 41 projects in FY 2018. (FY 2017 Baseline: $60,193 thousand; +0 FTEs)

32) OUSD(AT&L) - Software Engineering (SE), C3 Cyber Initiative   41

Increase supports software system engineering expertise to address cyber vulnerabilities in DoD weapons programs and to translate and align cyber mitigations and policy requirements to measurable and

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testable weapons system requirements as required in the NDAA since FY 2014. (FY 2017 Baseline: $883 thousand; +0 FTEs)

33) OUSD(AT&L) - Transform Procurement Regulations   16
Increase aligns with Budget Execution; fact of life. This is a corrective action to properly fund contracted Firm Fixed Price effort within the Economic Price Adjustment clause. Options increase every year due to this adjustment, this is an estimate of the increase and the requirement is now fully funded for the next option year cost. (FY 2017 Baseline: $833 thousand; +0 FTEs)

34) OUSD(AT&L) - Treaty Compliance Support   94
Increase funds additional contract support for the Wide Area Monitoring Inspection regime and Russian Nuclear Monitoring Program.
(FY 2017 Baseline: $1,580 thousand; +0 FTEs)

35) OUSD(CAPE) - Long Range Planning   3,387
Increase reflects a consolidation of funding from CAPE's Industrial Base Studies and FYDP Improvement Programs into this line. The realignment provides improved flexibility in addressing CAPE's Wargaming support as part of the DEPSECDEF's vision of revitalizing wargaming in the Department. CAPE will continue to direct wargaming activities; manage the Wargaming Portal, and support the design, execution, and analysis of wargames. (FY 2017 Baseline: $22,628 thousand; +0 FTEs)

36) OUSD(I) - Classified Program   39

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Increase supports additional classified program.
requirements.
(FY 2017 Baseline: $2,619 thousand; +0 FTEs)

37) OUSD(I) - Joint Duty Personnel   2,583

A Joint Duty Assignment (JDA) is the detail of
Intelligence Community (IC) civilian personnel to a
position in another IC element or other relevant
organization that provides joint duty qualifying
experience for qualified personnel. The increase to
Other Costs - Special Personal Services Payments (OP-
32 line 951) is due to a policy change beginning in
FY 2017, that requires Agencies to reimburse
organizations for the JDA personnel. Although these
are not new JDA positions within OUSD(I), the funding
increase supports approximately 17 JDA personnel for
whom OUSD(I) is required to reimburse other
organizations. This establishes the line for that
annual requirement.   (FY 2017 Baseline: $7,090
thousand; +0 FTEs)

38) OUSD(P&R) - Administrative Support   30

Increase in contractor support costs of Information
Technology (IT) sustainment. (FY 2017 Baseline:
$3,010 thousand; +0 FTEs)

39) OUSD(P&R) - ASD Readiness (Reserve Affairs)   578

An organizational restructure was mandated by
Congress in accordance with Title 10 USC 138(b)(2)
realigning the Assistant Secretary of Defense
(Reserve Affairs) into the Assistant Secretary of
Defense (Manpower and Reserve Affairs) Operations and

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> the Assistant Secretary of Defense (Readiness)
> Operations. Increase represents the realignment of
> funds to support the organizational restructure. (FY
> 2017 Baseline: $0 thousand; +0 FTEs)

40) OUSD(P&R) - Combatants Commanders Exercise   36,589
Engagement & Training
> The funds provides additional enablers to increase
> the Joint presence in what would otherwise be
> Service-specific exercises, maintain and update the
> communications backbone required in a live-virtual-
> constructive training environment, increase the
> quality and quantity of irregular warfare
> participation in Combatant Command exercises, and
> ensure that training objectives are fully integrated
> into the main exercise. In FY 2018, the CE2T2
> program transferred from USD(P&R) to the Joint Staff;
> this increase was made prior to the decision to
> transfer the program. (FY 2017 Baseline: $524,439
> thousand; +0 FTEs)

41) OUSD(P&R) - Cyber Thin Line   1,000
> Funding supports the ongoing efforts of the SECDEF's
> priority for cyber security and accelerates the
> development of a cyber mobility thin-line that is in
> concert with the 2016 Strategic Portfolio Review. In
> FY 2018 funding was transferred to the Joint Staff
> with the CE2T2 Program; this increase was made prior
> to the decision to transfer the program. (FY 2017
> Baseline: $0 thousand; +0 FTEs)

42) OUSD(P&R) - Defense Readiness Reporting System   95

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(DRRS)
The funding increase supports critical enterprise wide Global Force Management (GFM) initiatives. The incorporation of the vast quantities of data associated with GFM, and the need to employ Total Data Encryption throughout the DRRS application, significantly increases the program's storage cost on the DISA Enterprise Computing Center (DECC) and requires additional contracted manpower to operate/maintain. (FY 2017 Baseline: $4,975 thousand; +0 FTEs)

43) OUSD(P) - Operations   1,132
Increase reflects additional administrative contract support for national security and defense-related international negotiations. (FY 2017 Baseline: $29,804 thousand; +0 FTEs)

44) OUSD(P) - Palau Mission Support   123,900
Under the 1994 U.S.-Palau Compact of Free Association and the related 2010 Compact Review Agreement (CRA), not yet in force, the United States agreed to provide economic assistance to the Government of Palau. The Compact achieves U.S. national security objectives, including through the U.S. ability to deny access to Palau's land, water, and air space by other countries' militaries. Palau is indispensable to our national security and funding the Compact is key to our strategic presence in the region. This request includes $123.9 million to bring the CRA into force and satisfy the outstanding commitment to Palau; this

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funding will be transferred to the Department of the Interior. Funds are requested to remain available until expended in accordance with the related general provision. (FY 2017 Baseline: $0 thousand; +0 FTEs)

9. Program Decreases		-194,598
a. Annualization of FY 2017 Program Decreases		
b. One-Time FY 2017 Increases		
1) OUSD(CAPE) - One Time Compensation and Benefit Realignment	-788	

Realignment of CAPE civilian pay dollars to the Compensation and Benefit line that were erroneously included in the mission account line in the FY 2017 budget. (FY 2017 Baseline: $29,210 thousand; +0 FTEs)

2) OUSD(I) - Long Endurance Aerial Platform (LEAP)	-14,000	

This was a one-time increase in the Request for Additional FY 2017 Appropriations. Funding supports a full year of ISR operational costs and the continuation of the LEAP. FY 2018 funding is requested in the FY 2018 OSD OCO request. (FY 2017 Baseline: $0 thousand; +0 FTEs)

3) OUSD(I) - Processing, Exploitation, & Dissemination (PED)	-1,500	

This was a one-time increase in the Request for Additional FY 2017 Appropriations. Funding supports expanding and redirecting contracting efforts in order to automate manual processes for exploitation of ISR. (FY 2017 Baseline: $0 thousand; +0 FTEs)

4) OUSD(I) - Publicly Available Information/Indications & Warning (PAI/I&W)	-20,000	

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      This was a one time increase in the Request for
Additional FY 2017 Appropriations. Funding supports
two distinct efforts. Funding of $5.0 million will
maintain the current 2,500 Indication and Warning
(I&W) licenses. Funding of $15.0 million will
purchase the unlimited desktop and previously
unavailable mobile (smart phone) licenses and enable
the transition away from the single source licenses.
(FY 2017 Baseline: $0 thousand; +0 FTEs)

  c. Program Decreases in FY 2018

  1) Compensation and Benefits - Intergovernmental   -1,653
Personnel Act (IPA)
     The program decrease is due to reduced utilization of
non-consulting IPA personnel within the following
PSAs:
USD(AT&L) -$1,053, BCTF -$6, DOT&E -$502, and USD(P)
-$92. (FY 2017 Baseline: $0 thousand; +0 FTEs)

  2) Compensation and Benefits - Intergovernmental   -5,796
Personnel Act (IPA) Realignment
     Decrease reflects the realignment of IPA costs from
Compensation and Benefits to mission funds for each
PSA. The IPA Mobility Program provides for the
temporary assignment of personnel between the Federal
Government and state and local governments, colleges
and universities, Indian tribal governments,
federally funded research and development centers,
and other eligible organizations. The realignment
impacts the following PSAs and established a PSA IPA
line as follows: DOT&E +$45; BCTF +$315; USD(AT&L)

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+$1,837; and USD(P) +$3,599. (FY 2017 Baseline:
$350,444 thousand; +0 FTEs)

3) Compensation and Benefits - Major Headquarters Activities (MHA)	-10,954

Decrease reflects plan for streamlining major
headquarters as part of the DoD reform agenda that
eliminates 55 civilian full-time equivalent positions
and resources to maintain civilian staff at approved
levels. (FY 2017 Baseline: $350,444 thousand; -55
FTEs)

4) Compensation and Benefits - Major Headquarters Activities - DCMO	-1,030

DCMO reduced its manpower requirements by six FTEs in
support of the DoD initiative to reduce Major
Headquarters Activities (MHA). (FY 2017 Baseline:
$350,444 thousand; -6 FTEs)

5) DCMO - Services Requirements Review Board (SRRB)	-1,205

Decrease is to align with SRRB reductions as part of
the DoD reform agenda, the incremental reduction
accounts for consolidation and reduction of service
contracts. (FY 2017 Baseline: $27,144 thousand; +0
FTEs)

6) DoD-CIO - Defense Industrial Base, Cyber Security Initiative	-483

As a result of additional efficiencies achieved the
decrease reflects a reduction in contractor support
and some related contractor travel for the Defense
Industrial Base Cyber Security/Information Assurance
(DIB CS/IA) program. This reduction in contractor

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support will be spread across the DIB CS/IA program
responsibilities for continuing and furthering DoD-
Wide collaboration with the DIB partners from private
industry, with some implications for less timely DoD
policy development and revising, cyber threat
information sharing, network incident reporting and
remediation, cyber intrusion damage assessment if
occurring, digital forensic analysis, the discovery
of network security/IA capabilities, and advocacy for
associated network security technologies. (FY 2017
Baseline: $2,989 thousand; +0 FTEs)

7) DoD-CIO – e-Gov Initiatives	-1,811	

The decrease reflects a reduction in 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 2017
Baseline: $15,608 thousand; +0 FTEs)

8) DoD-CIO – Information Systems Security Program	-1,285	

The decrease reflects a reduction 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 2017
Baseline: $11,321 thousand; +0 FTEs)

9) DoD-CIO – Mission	-2,205	

The decrease reflects a reduction in contractor

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support for bandwidth assessments, SATCOM and
commercial wireless policy documents, Positioning,
Navigation and Timing analysis and domestic and
international spectrum policy support, 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 2017 Baseline: $28,796
thousand; +0 FTEs)

10) DoD-CIO – Services Requirements Review Board (SRRB)   -2,353
    SRRB efficiencies realized – Decreasing contractor
    support to the Supply Chain Risk Management (SCRM)
    threat assessment capability and decrease contractor
    efforts supporting program protection plan analysis,
    senior service and defense colleges, service training
    schools, and for distributive/web-based training and
    mentoring. (FY 2017 Baseline: $12,143 thousand; +0
    FTEs)

11) DoD-CIO – Travel   -14
    Decrease in travel costs by more efficient use of
    Video Teleconferencing (VTC) in lieu of travel and,
    where possible, consolidation of mission travel
    requirements into fewer trips.   (FY 2017 Baseline:
    $681 thousand; +0 FTEs)

12) Other DoD Programs and Initiatives - ASD(PA) -   -12
Operations
    The decrease reflects a reduction in Information
    Technology contractor support. (FY 2017 Baseline:

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$5,949 thousand; +0 FTEs)		
13) Other DoD Programs and Initiatives - ASD(PA) - Services Requirements Review Board (SRRB)	-220	
Decrease is to align with SRRB reductions as part of the DoD reform agenda, the incremental reduction accounts for consolidation and reduction of service contracts. (FY 2017 Baseline: $5,949 thousand; +0 FTEs)		
14) Other DoD Programs and Initiatives - BCTF - Quadrennial Review of Military Compensation	-406	
Decrease is reflective of the phasing out of the BCTF Quadrennial Review of Military Compensation and the Quadrennial Independent Review. (FY 2017 Baseline: $656 thousand; +0 FTEs)		
15) Other DoD Programs and Initiatives - BCTF - Services Requirements Review Board (SRRB)	-146	
Decrease is to align with SRRB reductions as part of the DoD reform agenda, the incremental reduction accounts for consolidation and reduction of service contracts. (FY 2017 Baseline: $10,949 thousand; +0 FTEs)		
16) Other DoD Programs and Initiatives - Capital Security Cost Sharing (CSCS) Program	-55,465	
The decrease reflects the change from the FY 2017 Statement of Charges as submitted by the Department of State. This fully funds the FY 2018 Statement of Charges of $279,708,865. (FY 2017 Baseline: $328,599 thousand; +0 FTEs)		
17) Other DoD Programs and Initiatives - DTRMC -	-303	

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Services Requirements Review Board (SRRB)
    Decrease is to align with SRRB reductions as part of
    the DoD reform agenda, the incremental reduction
    accounts for consolidation and reduction of service
    contracts. (FY 2017 Baseline: $3,452 thousand; +0
    FTEs)

18) Other DoD Programs and Initiatives - ODNA -   -244
Operations
    The decrease reflects a reduction in contract support
    services for analysis, studies and evaluations. (FY
    2017 Baseline: $16,680 thousand; +0 FTEs)

19) Other DoD Programs and Initiatives - OGC travel   -13
    Decrease reflects less travel due to reduction in
    staff member assignments outside of the National
    Capital Region and the increased use of
    teleconferencing. (FY 2017 Baseline: $519 thousand;
    +0 FTEs)

20) OUSD(AT&L) - Acquisition Visibility   -770
    Decrease reflects OUSD(AT&L) baseline funding offsets
    which were redirected towards higher priority mission
    requirements. (FY 2017 Baseline: $15,179 thousand)

21) OUSD(AT&L) - Base Realignment and Closure 2017   -1,555
    The decrease in funding levels for BRAC planning
    between FY 2017 and FY 2018 reflects the funding
    required to support a 2021 BRAC authorization. (FY
    2017 Baseline: $3,530 thousand; +0 FTEs)

22) OUSD(AT&L) - C3 and Business Integration   -194
    Decrease reflects OUSD(AT&L) baseline funding offsets
    which were redirected towards higher priority mission

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      requirements.
      (FY 2017 Baseline: $5,627 thousand; +0 FTEs)

23) OUSD(AT&L) - CFO Act Compliance   -70
    Decrease in funding is part of an effort to practice
    and maintain efficient ways of program purchases. (FY
    2017 Baseline: $2,248 thousand; +0 FTEs)

24) OUSD(AT&L) - Contingency Business Tools   -684
    Decrease reflects OUSD(AT&L) evaluation of baseline
    funding levels which identified efficiencies to fund
    higher priority mission essential requirements.
    (FY 2017 Baseline: $11,861 thousand; +0 FTEs)

25) OUSD(AT&L) - Contingency Contracting   -126
    Decrease reflects OUSD(AT&L) baseline funding offsets
    which were redirected towards higher priority mission
    requirements.
    (FY 2017 Baseline: $2,173 thousand; +0 FTEs)

26) OUSD(AT&L) - Corrosion Prevention Program   -184
    The decrease in funding reflects a reduction in the
    contract support of policy development and
    implementation technology insertion, metrics
    collections, specifications and standards, training,
    and industry outreach. (FY 2017 Baseline: $4,777
    thousand; +0 FTEs)

27) OUSD(AT&L) - CWMD Expert Fellows Program   -121
    Decrease reflects OUSD(AT&L) baseline funding offsets
    which were redirected towards higher priority mission
    requirements.
    (FY 2017 Baseline: $2,042 thousand; +0 FTEs)

28) OUSD(AT&L) - Cyber Resiliency   -4,080

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    Decrease represents a realignment of funds from the
Cyber Resiliency to Cyber Integration to capture the
true nature of the work. This was a senior
leadership decision to simplify the accounting and
management for the two small buckets of cyber funds.
(FY 2017 Baseline: $4,000 thousand; +0 FTEs)

29) OUSD(AT&L) - Defense Environmental International   -598
Cooperation
    The decrease reflects a reduction in mission
requirements and reduces the program from
approximately 30 projects to 20 in FY 2018. (FY 2017
Baseline: $1,615 thousand; +0 FTEs)

30) OUSD(AT&L) - Defense Installation Spatial Data   -42
Infrastructure (DISDI)
    Decrease reflects a reduction in contractor support
for DISDI capacity that provides maps and geospatial
analysis support to AT&L and Energy, Installations &
Environment(EI&E) for Basing, Facility Investment &
Management, and the DoD Siting Clearinghouse
functions. (FY 2017 Baseline: $591 thousand; +0 FTEs)

31) OUSD(AT&L) - Defense Procurement & Acquisition   -85
Policy
    Decrease reflects OUSD(AT&L) baseline funding offsets
which were redirected towards higher priority mission
requirements.
(FY 2017 Baseline: $1,571 thousand; +0 FTEs)

32) OUSD(AT&L) - DoD Siting Clearinghouse   -231
    Decrease reflects OUSD(AT&L) baseline funding offsets
which were redirected towards higher priority mission

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     requirements.
     (FY 2017 Baseline: $2,330 thousand; +0 FTEs)
  33) OUSD(AT&L) - E-Business COE   -101
     Decrease reflects OUSD(AT&L) baseline funding offsets
     which were redirected towards higher priority mission
     requirements.
     (FY 2017 Baseline: $2,288 thousand; +0 FTEs)
  34) OUSD(AT&L) - Emerging Contaminants   -59
     Decrease reflects OUSD(AT&L) baseline funding offsets
     which were redirected towards higher priority mission
     requirements.
     (FY 2017 Baseline: $960 thousand; +0 FTEs)
  35) OUSD(AT&L) - Environmental Resiliency   -124
     The decrease reflects a reduction in contract support
     for technical and analytical expertise. (FY 2017
     Baseline: $871 thousand; +0 FTEs)
  36) OUSD(AT&L) - Human Capital Initiative (HCI)   -95
     Decrease reflects OUSD(AT&L) baseline funding offsets
     which were redirected towards higher priority mission
     requirements.
     (FY 2017 Baseline: $2,477 thousand; +0 FTEs)
  37) OUSD(AT&L) - Industrial Policy Program Support   -166
     Decrease reflects OUSD(AT&L) baseline funding offsets
     which were redirected towards higher priority mission
     requirements.
     (FY 2017 Baseline: $3,892 thousand; +0 FTEs)
  38) OUSD(AT&L) - Integrated Acquisition Environment   -52
     Decrease reflects OUSD(AT&L) baseline funding offsets
     which were redirected towards higher priority mission

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requirements.
(FY 2017 Baseline: $28,862 thousand; +0 FTEs)

39) OUSD(AT&L) - International Cooperation Program Support	-19	

Decrease reflects OUSD(AT&L) baseline funding offsets
which were redirected towards higher priority mission
requirements.
(FY 2017 Baseline: $24 thousand; +0 FTEs)

40) OUSD(AT&L) - Joint Purchase Office	-416	

Decrease reflects OUSD(AT&L) baseline funding offsets
which were redirected towards higher priority mission
requirements.
(FY 2017 Baseline: $5,535 thousand; +0 FTEs)

41) OUSD(AT&L) - Legacy Resource Management Program	-267	

Decrease reflects OUSD(AT&L) baseline funding offsets
which were redirected towards higher priority mission
requirements.
(FY 2017 Baseline: $4,243 thousand; +0 FTEs)

42) OUSD(AT&L) - Logistics Systems Modernization (LSM)	-1,074	

The decrease in funding is the result of multiple
efficiency initiatives. The incremental reduction
accounts for additional consolidation and reduction
of service contracts. (FY 2017 Baseline: $18,574
thousand; +0 FTEs)

43) OUSD(AT&L) - Native American Land Environmental. Mitigation Program (NALEMP)	-130	

Decrease reflects OUSD(AT&L) baseline funding offsets
which were redirected towards higher priority mission
requirements.

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	**Amount**	**Totals**
(FY 2017 Baseline: $3,197 thousand; +0 FTEs)		
44) OUSD(AT&L) - Operational Energy Plans and Programs (OEP&P) Office	-257	
The decrease reflects a reduction in contract support for Operational Energy plans and programs by combining and trimming tasks for technical and analytical tasks. (FY 2017 Baseline: $5,081 thousand; +0 FTEs)		
45) OUSD(AT&L) - OSD Studies Fund	-1,537	
Decrease reflects a reduction in the contract scope and approximately 5-10 less studies and analyses that will be conducted in FY 2018. (FY 2017 Baseline: $10,180 thousand; +0 FTEs)		
46) OUSD(AT&L) - Performance Assessment & Root Cause Analysis (PARCA) Office	-387	
Decrease reflects OUSD(AT&L) baseline funding offsets which were redirected towards higher priority mission requirements. (FY 2017 Baseline: $6,974 thousand; +0 FTEs)		
47) OUSD(AT&L) - Services Requirements Review Board (SRRB)	-9,944	
Decrease is to align with SRRB reductions as part of DoD reform agenda, the incremental reduction accounts for consolidation and reduction of service contracts. (FY 2017 Baseline: $295,090 thousand; +0 FTEs)		
48) OUSD(AT&L) - Services Requirements Review Board (SRRB) - CWMD Sustainment	-1,732	
Decrease is to align with SRRB reductions as part of DoD reform agenda, the incremental reduction accounts		

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

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

for consolidation and reduction of service contracts.
(FY 2017 Baseline: $4,498 thousand; +0 FTEs)

49) OUSD(AT&L) - Small Business Program Support	-184	

Decrease reflects OUSD(AT&L) baseline funding offsets
which were redirected towards higher priority mission
requirements.
(FY 2017 Baseline: $4,181 thousand; +0 FTEs)

50) OUSD(AT&L) - Strategic and Intelligence MDAP Oversight	-230	

Decrease reflects OUSD(AT&L) baseline funding offsets
which were redirected towards higher priority mission
requirements.
(FY 2017 Baseline: $5,659 thousand; +0 FTEs)

51) OUSD(AT&L) - Strategic Sourcing	-45	

Decrease reflects OUSD(AT&L) baseline funding offsets
which were redirected towards higher priority mission
requirements.
(FY 2017 Baseline: $935 thousand; +0 FTEs)

52) OUSD(C) - Comptroller Initiative	-8,723	

Decrease reflects a reduction of costs associated
with the First Year Independent Accountant Audit
requirements in Defense agencies such as U.S. Special
Operations command (SOCOM) Defense Health Program
(DHP). In the effort to meet this mandate
requirement, agencies are undergoing independent
audits and examinations of their standalone financial
statements (from limited scope audits to full
statement first year Independent Public Accountant
(IPA) audits. (FY 2017 Baseline: $101,530 thousand;

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

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

+0 FTEs)

53) OUSD(C) - Defense Resources Management Institute (DRMI)   -23

    Decrease reflects a reduction in DRMI overall support agreement costs. (FY 2017 Baseline: $1,417 thousand; +0 FTEs)

54) OUSD(C) - Services Requirements Review Board (SRRB)   -5,071

    Decrease is to align with SRRB reductions as part of the DoD Reform agenda, the incremental reduction accounts for consolidation and reduction of service contracts. (FY 2017 Baseline: $129,826 thousand; +0 FTEs)

55) OUSD(CAPE) - Compensation and Benefit Realignment   -800

    This realigns CAPE civilian pay dollars to the Compensation and Benefit line that were erroneously included in the CAPE mission account line in the FY 2017 budget. (FY 2017 Baseline: $29,201 thousand; +0 FTEs)

56) OUSD(CAPE) - Program Consolidation   -3,387

    Decrease reflects an internal consolidation of funding into Long Range Planning from CAPE's Industrial Based Studies and FYDP Improvement Programs lines. Realignment of funding to Long Range Planning provides improved flexibility and efficiency in addressing CAPE's wargaing support. CAPE will continue to lead wargaming activities; manage the Wargaming Portal, and support the design, execution, and analysis of wargames. (FY 2017 Baseline: $6,233 thousand; +0 FTEs)

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

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

    57) OUSD(CAPE) - Services Requirements Review Board   -1,382
    (SRRB)
       Decrease is to align with SRRB reductions as part of
       the DoD reform agenda, the incremental reduction
       accounts for additional consolidation and reduction
       of service contracts. (FY 2017 Baseline: $37,535
       thousand; +0 FTEs)
    58) OUSD(I) - Intelligence Mission   -6,495
       The decrease reflects a consolidation of similar
       contracts, contract process improvements resulting in
       funding only mission critical requirements; and
       restructuring from large business to small business
       contracts for technical, analytical, and
       administrative support. (FY 2017 Baseline: $68,706
       thousand; +0 FTEs)
    59) OUSD(I) - Services Requirements Review Board (SRRB)   -602
       Decrease is to align with SRRB reductions as part of
       the DoD reform agenda, the incremental reduction
       accounts for consolidation and reduction of service
       contracts. (FY 2017 Baseline: $1,000 thousand; +0
       FTEs)
    60) OUSD(P&R) - Advanced Distributed Learning (ADL)   -533
       The decrease reflects additional efficiencies
       achieved in the ADL. (FY 2017 Baseline: $11,593
       thousand; +0 FTEs)
    61) OUSD(P&R) - Advancing Diversity & Equal Opportunity   -603
       The decrease reflects additional efficiencies
       achieved in contract support in the Advancing
       Diversity & Equal Opportunity program.

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

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

(FY 2017 Baseline: $8,797 thousand; +0 FTEs)

62) OUSD(P&R) - ASD (Health Affairs) Operations   -6
Program reduction represents a reduction in overall contract support. (FY 2017 Baseline: $594 thousand; +0 FTEs)

63) OUSD(P&R) - ASD Manpower and Reserve Affairs (M&RA)   -578
An organizational restructure was mandated by Congress in accordance with Title 10 USC 138(b)(2)realigning the Assistant Secretary of Defense (Reserve Affairs) into the Assistant Secretary of Defense (Manpower and Reserve Affairs) Operations and the Assistant Secretary of Defense (Readiness) Operations. The decrease in funding realigns funds to the Assistant Secretary of Defense (Readiness) Operations to support restructure. (FY 2017 Baseline: $1,351 thousand; +0 FTEs)

64) OUSD(P&R) - Defense Safety Oversight Council (DSOC)   -121
The decrease reflects a reduction in the DoD accident reduction effort contract support. This program will now use government employees to augment safety management system assessments which reduces contract labor (FY 2017 Baseline: $8,354 thousand; +0 FTEs)

65) OUSD(P&R) - Lost Work Day System   -2
The decrease in contract support funding will be priortized to support accident reduction and resiliency data collection and warehousing, generating metrics and measures, maintaining information assurance requirements, and hosting the Force Risk Reduction tool for use across the

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals

Department of Defense. (FY 2017 Baseline: $2,551 thousand; +0 FTEs)

66) OUSD(P&R) - Military Naturalization Support	-274	

Reduction in the Military Naturalization Program funds naturalization fees for non-citizens who apply for citizenship based on their honorable military service as required in 10 U.S.C. § 1790. Decrease aligns projected funding with historical execution. (FY 2017 Baseline: $6,935 thousand; +0 FTEs)

67) OUSD(P&R) - Services Requirements Review Board (SRRB)	-12,041	

Decrease is to align with SRRB reductions as part of the DoD reform agenda, the incremental reduction accounts for consolidation and reduction of service contracts in the CE2T2 and OUSD(P&R) programs. (FY 2017 Baseline: $524,439 thousand; +0 FTEs)

68) OUSD(P&R) - Studies Program/CASS	-77	

The decrease reflects a reduction in contractor support in the Studies Program/CASS. (FY 2017 Baseline: $3,017 thousand; +0 FTEs)

69) OUSD(P&R) - Travel	-66	

The decrease represents a reduction in the number of mission travel requirements within USD(P&R). (FY 2017 Baseline: $694 thousand; +0 FTEs)

70) OUSD(P) - Defense Critical Infrastructure Programs	-792	

The decrease represents the phasing out of the program that is scheduled to end in FY 2017. (FY 2017 Baseline: $777 thousand; +0 FTEs)

71) OUSD(P) - International Defense Programs	-154	

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals

Program decrease reflects savings on costs that
support the U.S. Mission to the North Atlantic Treat
Organizations (NATO) headquartered in Brussels,
Belgium that enables the U.S. to respond jointly with
its Allies and partners to threats to international
stability and security. (FY 2017 Baseline: $6,000
thousand; +0 FTEs)

72) OUSD(P) - Mission Support   -34
The decrease in mission funding reflects a reduction
in projected interpretation and translation costs.
(FY 2017 Baseline: $6,772 thousand; +0 FTEs)

73) OUSD(P) - Rewards Program   -441
The decrease is reflective of the current and
projected trend towards lower program payouts and
fewer high dollar rewards payments that is authorized
in Title 10 U.S. Code, Section 127b. (FY 2017
Baseline: $6,680 thousand; +0 FTEs)

74) OUSD(P) - Services Requirements Review Board (SRRB)   -678
Decrease is to align with SRRB reductions as part of
the DoD reform agenda, the incremental reduction
accounts for consolidation and reduction of service
contracts. (FY 2017 Baseline: $6,772 thousand; +0
FTEs)

75) OUSD(P) - Strategy and Force Development   -4,270
As part of the DoD reform agenda the decrease
reflects a reduction in support of the Department's
planning activities such as the Quadrennial Defense
Review (QDR). (FY 2017 Baseline: $4,799 thousand; +0
FTEs)

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2018 Budget Request		1,612,244

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

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

The OUSD (AT&L) is the PSA and advisor to the SECDEF and DEPSECDEF 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 2018.

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

Major Program Title: Regulatory Environment

Measure/Description	Actual	Projected	Projected
Readiness and Environmental Protection Initiative (REPI)	**FY 2016**	**FY 2017**	**FY 2018**
Metric #1: Percent funding to highest tier priority installations (Target is 80%)	68%	72%	70%
Metric #2: Percent of validated projects funded (Target is 70%)	58%	76%	38%
Metric #3: Percent partner cost-share (Target is 50%)	50%	50%	50%

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) program 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 partnership 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

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

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 workarounds or segmentation and future Military Construction (MILCON) to modify or relocate training assets to less-restricted locations.

Major Program Title- Improve Acquisition & Logistics Processes - Logistics Systems Modernization Support (LSMS)

	Actual	Projected	Projected
Measure/Description	**FY 2016**	**FY 2017**	**FY 2018**
Supply Chain and Inventory Management			
Metric #1:			
Customer Wait Time – Army (Days)	17.3	18.0	18.0
Metric #2			
Customer Wait Time Air Force (Days)	6.2	7.5	7.5
Metric #2			
Customer Wait Time – Navy (Days)	13.8	16.0	16.0
Metric #4			
On-Hand Excess	7.1%	8.0%	8.0%
Metric #5			
Due-in Potential Future Excess	1.7%	4.0%	4.0%

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

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

Time metric, which is defined as the time between submission of a customer order from organizational maintenance and receipt of that order by organizational maintenance.

Inventory Management Initiative: DoD is executing a Comprehensive Inventory Management Improvement Program (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%.

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

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

Measure/Description	Actual	Projected	Projected
Acquisition Visibility (AV)	**FY 2016**	**FY 2017**	**FY 2018**
Metric #1: Number of Authorized Users with Access to AV Services	6,629	9,608	11,500
Metric #2: Number of Acquisition Information Elements and Acquisition Decision Documents under AT&L Control	2,050	3,553	4,000
Metric #3: Number of Acquisition Reports (e.g. Selected Acquisition Reports (SAR), MAIS Annual Report, (MAR) and Defense Acquisition Executive Summary (DAES)) submitted using AV Services to meet statutory requirements	SAR 94 MAR 41 DAES 436 MQR[2] 95	SAR 92 MAR 34 DAES 385 MQR 0	SAR 94 MAR 33 DAES 420 MQR 0

Acquisition Visibility (AV) supports the Defense Acquisition Executive (DAE), Component Acquisition Executives (CAE), Service Chiefs of Staff, OSD senior leaders, and OSD and Component analysts who assess and decide the efficiency and effectiveness of acquiring and sustaining the Department's acquisition programs including Major Defense Acquisition Programs (MDAPs), Major Automated Information Systems (MAIS), major IT investments, and

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[2] Major Information System Quarterly Review (MQR) merged with the DAES in late FY14.

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

Acquisition Category (ACAT) II – IV programs. AV supports USD (AT&L), CAE, and Service Chief Responsibilities by providing critical information for acquisition analysis, oversight, and decision-making. This information is also made available to the broad Acquisition Community to assist Program Managers, Program Executive Officers and their staffs in guiding programs. AV institutionalizes the management of data and business rules used in the Department's acquisition decision-making, and it integrates the acquisition data stored across multiple disparate Federal and Departmental organizations' data sets and systems. AV delivers a Department-wide accessible collection of acquisition information, techniques, and tools, including the Defense Acquisition Visibility Environment (DAVE), the Defense Acquisition Management Information Retrieval (DAMIR) capability, and acquisition data analysis capabilities as well as data access services and data standards via the Acquisition Visibility Data Matrix (AVDM). 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 and the retirement of redundant Army and Air Force capabilities, as well as 2,000 new users reporting Air Force ACAT II and III program data for the first time. The increased number of stored Acquisition Decision Documents demonstrates enhanced traceability and transparency of the Department's acquisition decisions.

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

The OUSD(C) is the PSA and advisor to the SECDEF and DEPSECDEF for all DoD financial matters. This office oversees and sets policy for budget and fiscal matters, including financial management, accounting policy and systems, management control

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

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 2018.

Major Program Title- Comptroller Initiatives

	Actual	Projected	Projected
Measure/Description	FY 2016	FY 2017	FY 2018
Financial Improvement and Audit Readiness			
Metric #1: Percentage of complete reconciliations from financial statement line items to the General Ledger (GL) Systems, Schedule of Budgetary Activity.	97%	100%	100%
Metric #2: Percentage of complete reconciliations from financial statement line items to the General Ledger (GL) Systems, Statement of Budgetary Resources and Balance Sheet.	75%	99%	100%

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

Metric #3: Percentage of complete reconciliations detailed tie out of feeder source systems to the GL Schedule of Budgetary Activity	77%	100%	100%
Metric #4: Percentage of complete reconciliations detailed tie out of feeder source systems to the GL Systems, Statement of Budgetary Resources and Sheet	68%	98%	100%
Metric #5: Percentage of Overaged In-Transit Balance with Treasury)	.51%	.37%	.37%
Metric #6: Percentage of Overaged Unmatched Disbursements (Fund Balance with Treasury)	.42%	.09%	.08%
Metric #7: Percentage of Journal Vouchers, Unsupported	.99%	.80%	.80%
Metric #8: Percentage of baseline complete for Critical Assets Existence and Completeness, General Equipment	79.4%	100%	100%
Metric #9: Percentage of baseline complete for Critical Assets Existence and Completeness, Real Property	75.8%	100%	100%

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

Metric #10: Percentage of baseline complete for Critical Assets Existence and Completeness, Internal Use Software	83.7%	100%	100%

Metric #11: Percentage of baseline complete for Mission Critical Assets Existence and Completeness, Inventory Operating Material and Supplies	83.1%	100%	100%

a) The FY 2010 NDAA mandates that (DoD) have audit ready financial statements by 2017.

b) The previously reported metrics were revised beginning in FY 2016 to provide a more direct focus on progress for specific critical path/risk areas most material to achieving audit readiness by the start of FY 2018.

The Department is working in full force to make significant progress in audit readiness efforts for all Budgetary and Proprietary accounts by FY 2018.

Major Program Title- Comptroller Initiatives

	Actual	Projected	Projected
Measure/Description	**FY 2016**	**FY 2017**	**FY 2018**

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

Metric: DoD Financial Management(FM) personnel (military and civilian), with an active account, achieving certification	66%	60%	65%

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 provided 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 were established and revalidated. 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.

As of 28 April 2017, over 36,800 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 percentage of active FM members who achieve certification. The percentage goal of active FM members achieving certification for FY 2016 was 55%. Actual percentage of active members who achieved certification by the end of FY 2016 was 66%.

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

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

Major Program Title- Resource Management System

Measure/Description	Actual FY 2016	Projected FY 2017	Projected FY 2018
Metric #1: Number of Agencies utilizing the Exhibition Automation System (EAS)	34	36	36
Metric #2: Man-Hours saved using the EAS Tool	14%	15%	16%
Metric #3: Number of Exhibits Automated	18	20	22

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

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

A key accomplishment for FY 2016 was the integrated data load, which was deployed for the FY 2017 budget cycle. The integrated data load allows every Defense Agency to load and export OP-5 budget data using an XML format that can be produced within source Budget system. Several enhancements were deployed to improve both the auditability and traceability of changes made within Exhibition Automation System (EAS). Additional data integrity checks were also added to ensure data consistency across multiple automated

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

exhibits. Three reports were added to simplify data comparisons between systems and allow data to be checked for consistency through the use of various crosswalks. Finally, a data load was implemented to decrease the amount of time spent updating OP-32 inflation rates.

In FY 2018 two additional exhibits will be implemented for the FY 2018 budget cycle to assist OUSD(C) and the Defense Agencies with civilian personnel costs justifications. An associated load will be developed to assist agencies with expediting data entry and will automatically populate the Defense-Wide Summary Exhibit. Additionally, the OCO OP-5 Exhibit and associated spreadsheet loads will be redesigned to meet the emerging Congressional requirements. The exhibits and associated loads will improve data accuracy, increase consistency across the Agency Exhibits and Defense-Wide, and will meet all submission requirements. Additional generation enhancements will be implemented to improve performance and increase flexibility with upload files used within the system.

In FY 2018 additional exhibits, reports, and quality assurance measures will continue to be introduced and enhanced to streamline the budget build process and reduce data re-entry, saving time, and reducing errors.

Major Program Title- Defense Resource Management Institute

	Actual	Projected / Goal	Projected / Goal
Measure/Description	**FY 2016**	**FY 2017**	**FY 2018**
Participant knowledge			

IV. Performance Criteria and Evaluation Summary:

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.	95%	95%	85%
Metric: Average monthly score above 3.5 on all FM Online courses	90%	90%	70%

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 million. This funds salaries for faculty and staff while teaching/preparing for/supporting U.S. students, including preparing material for the Financial Management Certification Program (FMCP), and operational expenses including supplies and materials, information technology, building maintenance, faculty and staff development activities, and travel for U.S. courses and events.

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

Measure/Description	Actual FY 2016	Projected / Goal FY 2017	Projected / Goal FY 2018
a. Understanding of DoD processes			
Metric 1: Number of civilian faculty who have completed two weeks of experience training in the Pentagon or other headquarters activities this year; or number of faculty who have written technical reports on DoD processes in the past year.	10	7	8
b. Knowledge of best practices			
Metric 2: Number of external events taught on best practices or articles published on best practices in trade journals in the past year.	6	5	6

IV. Performance Criteria.

<u>Deputy Chief Management Officer (DCMO)</u>:

The DCMO is the PSA and advisor to the SECDEF and DEPSECDEF for matters relating to management and improvement of integrated DoD business operations. This includes providing leadership in terms of acquisition oversight and investment review of Defense business systems. Inherent in these management responsibilities, DCMO leads and integrates DoD Enterprise-wide performance improvement and business operations to enable and support the Warfighter.

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

With the disestablishment of the Department of Defense DoD Business Transformation Agency (BTA), an Agency under the purview and cognizance of the Office of the DCMO (ODCMO), DCMO was directed by the SECDEF to transition appropriate oversight and integration functionality heretofore performed by the BTA into the ODCMO.

In FY 2013, the ODCMO has realized this transformational reshaping and realignment of select functionality. This growth in scope within the ODCMO policy and oversight core mission areas accommodate greater visibility in orchestrating and synchronizing effective and efficient business operations across all Departmental Components. This growth and redefinition in ODCMO mission requirements has also prompted the separation of the office into a stand-alone reporting budgetary entity within OSD. It has also accommodated review and expansion of ODCMO performance based budget metrics as described in this document.

Major Program Title - FOIA Policy	Actual	Projected	Projected
Measure/Description	**FY 2016**	**FY 2017**	**FY 2018**
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%

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

On behalf of the DoD Chief Freedom of Information Act (FOIA) 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.

Major Program Title - Intelligence Oversight	Actual	Projected	Projected
Measure/Description	**FY 2016**	**FY 2017**	**FY 2018**
Questionable Intelligence Activities of the Defense Intelligence components. Provided to SECDEF and POTUS Intelligence Oversight Board {EO 12333} (4 weeks per report; 4 quarterly)	20	30	30
Conduct staff assisted visits and independent inspections of DoD Components that engage in intelligence activities {DoDD 5148.11} (2-3 weeks per inspection; 8+ yearly.	10	20	20

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

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

funds generated by DoD intelligence commercial activities, and report the results to the Under Secretary of Defense for Intelligence.

Major Program Title - Privacy and Civil Liberties	Actual	Projected	Projected
Measure/Description	FY 2016	FY 2017	FY 2018
Review and process System of Record Notices (SORNs) {Privacy Act and OMB Circular A-130}	100%	100%	100%
Review and process Computer Matching Agreements (CMA) and Biennial Computer Matching Report {Privacy Act and OMB Circular A-130	100%	100%	100%
Privacy breach reporting {OMB Memo 07-16}	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 Management Act (FISMA) Report {FISMA and OMB FISMA guidance}	100%	100%	100%
Semi-annual Privacy and Civil Liberties	100%	100%	100%

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

Officer Report {42 U.S.C. Section 2000ee-1}			
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}	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).

Major Program Title - Regulatory Matters	**Actual**	**Projected**	**Projected**
Measure/Description	**FY 2016**	**FY 2017**	**FY 2018**

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

Manage Federal Docket Management System (FMDS) within DoD. {POTUS E-Government initiative} (over 500 occurrences yearly).	100%	100%	100%

The e-Rulemaking Initiative is one of 24 E-Government initiatives from the President's Management Agenda. DoD fully implemented this initiative in 2005. The Environmental Protection Agency (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 e-Rulemaking 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 – Federal Advisory Committee Act (FACA) Oversight	Actual	Projected	Projected
Measure/Description	FY 2016	FY 2017	FY 2018
Charter-updated biannually with Membership Balance Plan, {5 U.S.C, Appendix 41 C.F.R. § 102-3.75}	100%	100%	100%

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

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%
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%
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 Advisory Committee Act, Section 7}	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.

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

The Under Secretary of Defense for Intelligence (USD(I)) is the principal staff assistant and advisor to the Secretary of Defense and the Deputy Secretary of Defense on Defense intelligence, counterintelligence, security, sensitive activities to include

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

cover, military deception, operations security, 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.

Major Program Title: Intelligence Mission

Measure Description	Actual	Projected	
Human Intelligence (HUMINT) and Sensitive Activities	**FY 2016**	**FY 2017**	**FY 2018**
Cover oversight Reviews	4	4	5
Clandestine Quarterly Reports	4	4	4
Cover Plan/Annex Reviews	92	80	80
Cover Incident Reports	39	40	40
Senior Review Forums	1	2	2
HUMINT Oversight Assessments	3	3	3
HUMINT Operations Reviews/Coordination	16	20	25

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

HUMINT Defense Attaché Program Reviews /Coordination	30	35	35
HUMINT Advance Skills Training Programs Oversight/Coordination	4	4	4

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 bi-annual 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.

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

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

Congressional oversight committees.

H&SA provides governance, oversight, coordination, and reporting on other sensitive activities and programs for which metrics are in place and available on classified mediums.

Major Program Title: Intelligence Mission

Measure Description	Actual	Projected	
Reform the Department of Defense (DoD) Personnel Security Clearance	**FY 2016**	**FY 2017**	**FY 2018**
DoD is moving toward a continuous evaluation model to monitor the riskiest population of cleared personnel.	250K Personnel	500K Personnel	1,000K Personnel
DoD will build and implement an automated records check (ARC) prototype to replace periodic reinvestigations (PRs).	0	1,000 PRs replaced by ARC	5,000 PRs replaced by ARC

DoD will continue to modernize the security clearance investigations process to counter cost increases associated with the loss of Office of Personnel Management (OPM's) primary investigation provider and the OPM breach. These cost increases continue to

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

present budget forecasting challenges. DoD accounts for 84% of OPM's personnel security clearances workload and therefore is the most impacted by cost increases and the current backlog. DoD will leverage automation to reduce risk and costs associated with meeting Federal Investigative Standards.

Major Program Title: Intelligence Mission

Measure Description	Actual	Projected	
Compliance, Currency, and Relevance of DoD Counterintelligence and Credibility Assessment Policies	**FY 2016**	**FY 2017**	**FY 2018**
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.	5	5	8

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

Assessments of significant CI investigations, operations, and activities.	6	10	10

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 tie into the mission to ensure policy compliance, currency, and relevance. The assessments are conducted by visiting all DoD components every three years. Additionally, the CI Division reviews significant CI investigations, operations, and activities to ensure compliance with law and policy.

Major Program Title: Intelligence Mission

Measure Description	Actual	Projected	
Intelligence Analysis & Partner Engagement Policies and Strategies	**FY 2016**	**FY 2017**	**FY 2018**

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

Conduct quarterly reviews of Intelligence Analysis requirements policies, procedures, and tools to include policy gaps gleaned through oversight assessments and reviews. Identify issuances to develop 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 partner engagements and provide guidance to the Defense Intelligence Components on foreign partnerships.	100%	100%	100%
Orchestrate drafting and approval of Defense Intelligence Enterprise (DIE) Action Plans on select priority issues from the foreign partner engagement strategy.	8 Plans	2 Plans	2 Plans
Monitor Defense intelligence components progress on implementing the foreign partner engagement strategy by providing oversight to DIE Action Plans and select priority issues from the strategy through the Defense Intelligence Partner Engagement Synchronization Board.	100%	100%	100%

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

Manage Defense Intelligence Strategic Dialogues (DISD) and other bilateral senior-level committees with select foreign partners.	2 Events	3 Events	3 Events
Manage and support foreign delegation visits to the USD (I) and trips overseas by providing the USD (I) with preparatory material, talking points, and foreign partner coordination support.	100%	100%	100%
Develop, draft, coordinate, and finalize DoD Directive on Publicly Available Information (PAI) to increase efficiencies, reinforce intelligence oversight regulations, and provide guidance on using PAI. A DoDI specific to intelligence will follow.	30%	70%	100%

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

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

In FY 2017, USD(I) signed DoDI "Management and Oversight of DoD All-Source Analysis," which addresses roles, responsibilities, and analytic standards within the Defense intelligence all-source analysis community. In FY 2016, the USD (I) signed a "Strengthening Defense Intelligence Analysis" (DIA) memorandum that provides guidance and emphasis areas for defense analysis efforts.

In FY 2016, DA&PE facilitated actions to implement the strategy and synchronize DIE partner engagement activities. DA&PE facilitates the DIE's development of Action Plans on select priority countries from the strategy. The Action Plans establish DIE-wide coordinated partner engagement implementation actions with a country. DA&PE established and manages a senior-level Defense Intelligence Partner Engagement Synchronization Board (DIPE Sync Board) to synchronize partner engagement actions and engagements across the DIE. DA&PE also conducts Defense Intelligence Strategic Dialogues (DISD) and bilateral senior-level committees with select foreign partners to advance the relationships and make progress on relationship needs. Additionally, DA&PE manages foreign delegation visits to the USD (I) and trips overseas by providing the USD (I) with preparatory material, talking points, and foreign partner coordination support. These activities are informing the next version of the USD (I)'s Foreign Partner Engagement Strategy to be issued in 2017.

In FY 2016, DA&PE developed and drafted a DoD Directive on Publicly Available Information (PAI), which is expected to be published in FY 2017. This policy fills a critical gap identified by the intelligence and operational communities to provide boundaries on the use of PAI. It also reinforces intelligence oversight and civil liberty requirements and will help synchronize and deconflict PAI activities across the

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

DoD.

Major Program Title: Intelligence Mission

Measure Description	Actual	Projected	
Intelligence Analysis Oversight	FY 2016	FY 2017	FY 2018
Conduct analytic Oversight Program site visits of selected Defense intelligence components to evaluate the implementation of analysis policies and the management of analysis.	0	4	4

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; including capability, tools, training and education, and integration; and all-source analysis certification.

In FY 2016, DA&PE began developing a formal oversight construct to visit and evaluate Defense intelligence analysis (including defense warning) at DoD analytic components over a two year cycle. Combined with increased participation on existing boards, committees, and other structures, these inputs will allow DA&PE to assess and influence improvements to intelligence analysis at both the component level and across the DIE. Through these oversight mechanisms, DA&PE evaluates policy compliance, intelligence 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 improving our ability to exercise our oversight roles associated with foreign partnership engagements and foreign disclosure. These improvements to intelligence analysis coupled with better

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

understanding and integration of foreign partner capacity will lead to increased mission sharing, improved quality of intelligence products, and better intelligence support for both the warfighter and policy customers.

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

Measure Description	Actual	Projected	
Policy Oversight (DoD Military Deception)	**FY 2016**	**FY 2017**	**FY 2018**
OSD-level Policy Reviews and Updates.	100%	100%	100%
Review Ongoing Operational MILDEC Activities.	100%	100%	100%
MILDEC Plan Reviews.	100%	100%	100%

In accordance with DoD Instruction S-3604.01, the H&SA directorate establishes OSD-level policy, provides oversight, and oversees the Defense MILDEC Program. H&SA reviews and deconflicts all proposed combatant command MILDEC activities developed as supporting plans to Joint Strategic Capability Plan-directed contingency and operational plans submitted for review using the Adaptive Planning and Execution Process. H&SA is responsible to review operational MILDEC activities conducted in support of ongoing combatant command operations. H&SA conducts quarterly oversight reviews of ongoing MILDEC operations in collaboration with the Joint Staff and the Office of the Under Secretary for Policy to assess policy compliance and to ensure senior leader awareness. H&SA reports MILDEC program compliance to the USD (I), Secretary of Defense, and Congressional oversight committees. Actual numbers are available on classified mediums.

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

Major Program Title: Defense Operations Security Initiative

Measure Description	Actual	Projected	
Policy Oversight (DoD Operations Security)	**FY 2016**	**FY 2017**	**FY 2018**
Complete annual reviews of DoD component Operations Security (OPSEC) programs.	100%	100%	100%
Review existing Department-level OPSEC policy documents and either revise, cancel, or extend the issuance.	100%	100%	100%
DoD OPSEC Education and Training Program of Instruction Reviews	0	3	3
OPSEC Staff Assistance Visits.	2	4	4
OPSEC Oversight Reviews.	2	4	4
OPSEC Oversight Forums.	3	6	6

In accordance with DoDD 5205.02E, the Defense Operations Security Initiative (DOSI) program lead provides oversight of the Defense OPSEC program. The OUSD (I) staff ensures the operational effectiveness of component programs. In FY 2016, the DoD OPSEC program staff continued providing oversight of component programs and assistance as required. The OUSD (I) staff additionally supported the roles and responsibilities

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

of the established oversight council. Additionally in FY 2016, the oversight council began revising and developing DoD OPSEC program standards and assessment criteria to meet the implementation needs for DoD OPSEC programs by FY 2018. These evaluating criteria look at education and training requirements; research, development, test and evaluation activities; OPSEC support elements; component visits; annual reporting; program effectiveness; and to explore developing a Defense-wide OPSEC awards program.

Historically, DOSI conducted Program of Instruction Reviews (POI), which will resume in FY 2017 that aligns with newly developed standards.

IV. <u>Performance Criteria and Evaluation Summary</u>:
  Major Program Title: Information Enterprise

Measure/Description	Actual	Projected	Projected
Optimize and protect DoD critical infrastructure.	**FY16**	**FY17**	**FY18**
Metric #1: Cumulative percentage of NIPR/SIPR Security Stacks (JRSS) installed and ready for operational traffic for NIPR/SIPR.	75%/56%	90%/80%	100%/100%
Metric #2: Cumulative percentage of DSS locations whose network communications have migrated behind JRSS Security Stacks on NIPR/SIPR.	5%/5%	51%/49%	77%/73%

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

Metric #3: Number of Data Centers closed.	134	157	480
Metric #4: Cumulative percentage of Mission Partner Environment – Information System (MPE-IS) nodes deployed.	7%	14%	36%

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. 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 area.

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

The DoD CIO is the PSA and advisor to the SECDEF 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
Optimize and protect DoD critical infrastructure.	**FY16**	**FY17**	**FY18**
Metric #1: Cumulative percentage of NIPR/SIPR Security Stacks (JRSS) installed and ready for operational traffic for NIPR/SIPR.	75%/56%	90%/80%	100%/100%
Metric #2: Cumulative percentage of DSS locations whose network communications have migrated behind JRSS Security Stacks on NIPR/SIPR.	5%/5%	51%/49%	77%/73%
Metric #3: Number of Data Centers closed	134	157	480
Metric #4: Cumulative percentage of Mission Partner Environment – Information System (MPE-IS) nodes deployed.	7%	14%	36%

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

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

and guidance to support effective implementation of the DoD enabling infrastructure, enterprise services, and effective information management. 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 area.

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.	**FY16**	**FY17**	**FY18**
Metric #1: Percent of DoD's NC3 crypto-Modernization plan completed.	92%	96%	100%
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

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

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).

Major Program Title: Cybersecurity

Measure/Description	Actual	Projected	Projected
Focused cybersecurity to ensure dependable mission execution in the face of a capable cyber adversary.	**FY16**	**FY17**	**FY18**
Metric #1: Ensure every privileged user **logs on via Public Key Infrastructure (PKI)**	29%	50%	75%
Metric #2: Move all internet-facing servers to approved Demilitarize Zones(DMZs).	66%	80%	92%
Metric #3: Remove Windows XP and Windows server 2003 and older operating system software from the Entire secret fabric and	95%	97%	98%

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

| unclassified inventory.

Metric #3: Implement Host Based Security System.	81%	86%	91%

Cybersecurity investments are critical to implementation and directing information security architectures, providing situational awareness, and making sound risk decision to provide a more defensible information environment and enable safe sharing of information across the enterprise and with mission partners. Ensures DoD has an effective, properly funded cybersecurity program.

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

The Under Secretary of Defense for Personnel and Readiness (OUSD (P&R)) is the principal staff assistant and advisor to the Secretary of Defense and Deputy Secretary Defense for all matters concerning personnel and readiness. OUSD (P&R) funds the operation and support of programs like Commanders Exercise Engagement& Training Transformation (CE2T2), Defense Readiness Reporting System (DRRS), Defense Safety Oversight Council, Training Transformation, and others. In FY 2017 the top program is CE2T2, which accounts for 94% of P&R's program.

Measure/Description	Actual	Projected	Projected
	FY 2016	FY 2017	FY 2018
Metric #1: Percent of validated Combatant Command (CCMD)			

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

joint exercise transportation requirements executed with support of the Joint Exercise Transportation Program (JETP) (Target is 80%).	100%	100%	100%
Metric #2: Percent of CCMD Joint Mission-Essential Tasks (JMETS) addressed during CE2T2 exercises (Target is 80%).	53%	70%	80%
Metric #3: Percent of Joint National Training Center (JNTC) Joint Training Coordination Program (JTCP) supportable enabler requests filled (Target is 75%).	96%	85%	85%

Major Program Title: Combatant Commander's Exercise Engagement & Training Transformation
The CE2T2 program has supported DoD joint training needs, consistent with the 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;

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

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

V. <u>Personnel Summary</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	**Change** <u>FY 2016/</u> <u>FY 2017</u>	**Change** <u>FY 2017/</u> <u>FY 2018</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>392</u>	<u>359</u>	<u>0</u>	<u>-33</u>	<u>-359</u>
Officer	357	341	0	-16	-341
Enlisted	35	18	0	-17	-18
<u>Reserve Drill Strength (E/S) (Total)</u>	<u>18</u>	<u>17</u>	<u>0</u>	<u>-1</u>	<u>-17</u>
Officer	14	14	0	0	-14
Enlisted	4	3	0	-1	-3
<u>Reservists on Full Time Active Duty (E/S)</u>	<u>10</u>	<u>10</u>	<u>0</u>	<u>0</u>	<u>-10</u>
Officer	9	9	0	0	-9
Enlisted	1	1	0	0	-1
<u>Civilian End Strength (Total)</u>	<u>1,847</u>	<u>1,846</u>	<u>1,800</u>	<u>-1</u>	<u>-46</u>
U.S. Direct Hire	1,847	1,846	1,800	-1	-46
Total Direct Hire	1,847	1,846	1,800	-1	-46
<u>Active Military Average Strength (A/S) (Total)</u>	<u>392</u>	<u>376</u>	<u>0</u>	<u>-16</u>	<u>-376</u>
Officer	357	341	0	-16	-341
Enlisted	35	35	0	0	-35
<u>Reserve Drill Strength (A/S) (Total)</u>	<u>18</u>	<u>18</u>	<u>0</u>	<u>0</u>	<u>-18</u>
Officer	14	14	0	0	-14
Enlisted	4	4	0	0	-4
<u>Reservists on Full Time Active Duty (A/S) (Total)</u>	<u>10</u>	<u>10</u>	<u>0</u>	<u>0</u>	<u>-10</u>
Officer	9	9	0	0	-9

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

V. <u>Personnel Summary</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	Change <u>FY 2016/</u> <u>FY 2017</u>	Change <u>FY 2017/</u> <u>FY 2018</u>
Enlisted	1	1	0	0	−1
<u>Civilian FTEs (Total)</u>	<u>1,847</u>	<u>1,846</u>	<u>1,800</u>	<u>−1</u>	<u>−46</u>
U.S. Direct Hire	1,847	1,846	1,800	−1	−46
Total Direct Hire	1,847	1,846	1,800	−1	−46
Average Annual Civilian Salary ($ in thousands)	192.5	189.8	203.7	−2.7	13.9
<u>Contractor FTEs (Total)</u>	<u>2,656</u>	<u>2,790</u>	<u>3,227</u>	<u>134</u>	<u>437</u>

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

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

OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017 Price	Program	FY 2017 Estimate	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate
101 Exec, Gen'l & Spec Scheds	355,180	6,695	-12,071	349,804	6,835	7,839	364,478
103 Wage Board	90	2	48	140	3	-3	140
107 Voluntary Sep Incentives	368	0	132	500	0	1,494	1,994
199 Total Civ Compensation	**355,638**	**6,697**	**-11,891**	**350,444**	**6,838**	**9,330**	**366,612**
308 Travel of Persons	111,452	2,118	-23,646	89,924	1,798	-73,391	18,331
399 Total Travel	**111,452**	**2,118**	**-23,646**	**89,924**	**1,798**	**-73,391**	**18,331**
672 PRMRF Purchases	1,273	37	-1,310	0	0	0	0
680 Building Maint Fund Purch	0	0	1,227	1,227	-51	-218	958
699 Total DWCF Purchases	**1,273**	**37**	**-83**	**1,227**	**-51**	**-218**	**958**
703 JCS Exercises	88,130	-7,932	62,223	142,421	1,851	-144,272	0
708 MSC Chartered Cargo	25,194	1,360	4,450	31,004	-8,309	-22,695	0
719 SDDC Cargo Ops-Port hndlg	1,987	16	41,992	43,995	572	-44,567	0
771 Commercial Transport	68,332	1,298	-50,003	19,627	393	-20,020	0
799 Total Transportation	**183,643**	**-5,258**	**58,662**	**237,047**	**-5,493**	**-231,554**	**0**
912 Rental Payments to GSA (SLUC)	1,080	21	296	1,397	28	-131	1,294
913 Purchased Utilities (Non-Fund)	177	3	1,929	2,109	42	-2,143	8
914 Purchased Communications (Non-Fund)	1,227	23	36,671	37,921	758	22,878	61,557
915 Rents (Non-GSA)	2,744	52	327,386	330,182	6,604	-56,385	280,401
917 Postal Services (U.S.P.S)	149	3	-152	0	0	0	0
920 Supplies & Materials (Non-Fund)	12,930	246	16,256	29,432	589	-27,442	2,579
921 Printing & Reproduction	199	4	-85	118	2	-110	10
922 Equipment Maintenance By Contract	18,060	343	3,329	21,732	435	-3,741	18,426
923 Facilities Sust, Rest, & Mod by Contract	2,857	54	-2,289	622	12	-539	95

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

		Change FY 2016/FY 2017			Change FY 2017/FY 2018		
OP 32 Line	FY 2016 Actual	Price	Program	FY 2017 Estimate	Price	Program	FY 2018 Estimate
925 Equipment Purchases (Non-Fund)	17,008	323	-13,666	3,665	73	-2,594	1,144
932 Mgt Prof Support Svcs	398,066	7,563	-17,433	388,196	7,764	-69,811	326,149
933 Studies, Analysis & Eval	71,263	1,354	52,173	124,790	2,496	-28,912	98,374
934 Engineering & Tech Svcs	246,250	4,679	-71,914	179,015	3,580	-46,909	135,686
951 Other Costs (Special Personal Svc Pay)	12,566	0	-5,476	7,090	0	8,376	15,466
960 Other Costs (Interest and Dividends)	63	1	-64	0	0	0	0
985 Research & Development, Contracts	5,260	0	-3,015	2,245	0	-1,638	607
986 Medical Care Contracts	3	0	-3	0	0	0	0
987 Other Intra-Govt Purch	468,460	8,901	-301,366	175,995	3,520	-51,971	127,544
988 Grants	44,000	836	-40,087	4,749	95	-318	4,526
989 Other Services	71,448	1,358	-26,279	46,527	931	99,280	146,738
990 IT Contract Support Services	18,938	360	-13,740	5,558	111	70	5,739
999 Total Other Purchases	**1,392,748**	**26,124**	**-57,529**	**1,361,343**	**27,040**	**-162,040**	**1,226,343**
Total	**2,044,754**	**29,718**	**-34,487**	**2,039,985**	**30,132**	**-457,873**	**1,612,244**

* The FY 2016 Actual column <u>includes</u> $91,295.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column <u>excludes</u> $31,106.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column <u>excludes</u> $34,715.0 thousand of FY 2018 OCO Appropriations funding.

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V. __Personnel Summary__	FY 2016	FY 2017	FY 2018	Change FY 2016/ FY 2017	Change FY 2017/ FY 2018
Active Military End Strength (E/S) (Total)	392	359	341	-33	-18
Officer	357	341	321	-16	-20
Enlisted	35	18	20	-17	2
Reserve Drill Strength (E/S) (Total)	18	17	17	-1	0
Officer	14	14	14	0	0
Enlisted	4	3	3	-1	0
Reservists on Full Time Active Duty (E/S)	10	10	10	0	0
Officer	9	9	9	0	0
Enlisted	1	1	1	0	0
Civilian End Strength (Total)	1,778	1,860	1,820	82	-40
U.S. Direct Hire	1,778	1,860	1,820	82	-40
Total Direct Hire	1,778	1,860	1,820	82	-40
Active Military Average Strength (A/S) (Total)	392	376	0	-16	-376
Officer	357	341	0	-16	-341
Enlisted	35	35	0	0	-35
Reserve Drill Strength (A/S) (Total)	18	18	18	0	0
Officer	14	14	14	0	0
Enlisted	4	4	4	0	0
Reservists on Full Time Active Duty (A/S) (Total)	10	10	10	0	0
Officer	9	9	9	0	0
Enlisted	1	1	1	0	0
Civilian FTEs (Total)	1,847	1,846	1,801	-1	-45
U.S. Direct Hire	1,847	1,846	1,801	-1	-45

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V. **Personnel Summary**	**FY 2016**	**FY 2017**	**FY 2018**	**Change FY 2016/ FY 2017**	**Change FY 2017/ FY 2018**
Total Direct Hire	1,847	1,846	1,801	-1	-45
Average Annual Civilian Salary ($ in thousands)	192.5	189.8	203.6	-2.7	13.8
Contractor FTEs (Total)	2,656	2,790	2,024	134	-766

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

	FY 2016	Change FY 2016/FY 2017		FY 2017	Change FY 2017/FY 2018		FY 2018
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	355,180	6,695	-12,071	349,804	6,835	7,839	364,478
103 Wage Board	90	2	48	140	3	-3	140
107 Voluntary Sep Incentives	368	0	132	500	0	1,494	1,994
199 Total Civ Compensation	**355,638**	**6,697**	**-11,891**	**350,444**	**6,838**	**9,330**	**366,612**
308 Travel of Persons	111,452	2,118	-23,646	89,924	1,798	-73,391	18,331
399 Total Travel	**111,452**	**2,118**	**-23,646**	**89,924**	**1,798**	**-73,391**	**18,331**
672 PRMRF Purchases	1,273	37	-1,310	0	0	0	0
680 Building Maint Fund Purch	0	0	1,227	1,227	-51	-218	958
699 Total DWCF Purchases	**1,273**	**37**	**-83**	**1,227**	**-51**	**-218**	**958**
703 JCS Exercises	88,130	-7,932	62,223	142,421	1,851	-144,272	0
708 MSC Chartered Cargo	25,194	1,360	4,450	31,004	-8,309	-22,695	0
719 SDDC Cargo Ops-Port hndlg	1,987	16	41,992	43,995	572	-44,567	0
771 Commercial Transport	68,332	1,298	-50,003	19,627	393	-20,020	0
799 Total Transportation	**183,643**	**-5,258**	**58,662**	**237,047**	**-5,493**	**-231,554**	**0**
912 Rental Payments to GSA (SLUC)	1,080	21	296	1,397	28	-131	1,294
913 Purchased Utilities (Non-Fund)	177	3	1,929	2,109	42	-2,143	8
914 Purchased Communications (Non-Fund)	1,227	23	36,671	37,921	758	22,878	61,557
915 Rents (Non-GSA)	2,744	52	327,386	330,182	6,604	-56,385	280,401
917 Postal Services (U.S.P.S)	149	3	-152	0	0	0	0
920 Supplies & Materials (Non-Fund)	12,930	246	16,256	29,432	589	-27,442	2,579
921 Printing & Reproduction	199	4	-85	118	2	-110	10
922 Equipment Maintenance By Contract	18,060	343	3,329	21,732	435	-3,741	18,426
923 Facilities Sust, Rest, & Mod by Contract	2,857	54	-2,289	622	12	-539	95
925 Equipment Purchases (Non-Fund)	17,008	323	-13,666	3,665	73	-2,594	1,144
932 Mgt Prof Support Svcs	398,066	7,563	-17,433	388,196	7,764	-69,811	326,149
933 Studies, Analysis & Eval	71,263	1,354	52,173	124,790	2,496	-28,912	98,374

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OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017 Price	Change FY 2016/FY 2017 Program	FY 2017 Estimate	Change FY 2017/FY 2018 Price	Change FY 2017/FY 2018 Program	FY 2018 Estimate
934 Engineering & Tech Svcs	246,250	4,679	-71,914	179,015	3,580	-46,909	135,686
951 Other Costs (Special Personal Svc Pay)	12,566	0	-5,476	7,090	0	8,376	15,466
960 Other Costs (Interest and Dividends)	63	1	-64	0	0	0	0
985 Research & Development, Contracts	5,260	0	-3,015	2,245	0	-1,638	607
986 Medical Care Contracts	3	0	-3	0	0	0	0
987 Other Intra-Govt Purch	468,460	8,901	-301,366	175,995	3,520	-51,971	127,544
988 Grants	44,000	836	-40,087	4,749	95	-318	4,526
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999 Total Other Purchases	**1,392,748**	**26,124**	**-57,529**	**1,361,343**	**27,040**	**-162,040**	**1,226,343**
Total	**2,044,754**	**29,718**	**-34,487**	**2,039,985**	**30,132**	**-457,873**	**1,612,244**

* The FY 2016 Actual column <u>includes</u> $86,365.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column <u>excludes</u> $31,106.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column <u>excludes</u> $34,715.0 thousand of FY 2018 OCO Appropriations funding.

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UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)

May 2017

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United States Special Operations Command
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Operation and Maintenance, Defense-Wide Summary ($ in thousands)
  USSOCOM

	FY 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
SOCOM	7,979,742	141,091	-2,723,596	5,397,237	69,723	15,049	5,482,009

* The FY 2016 Actual column <u>includes</u> $2,955,470.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column <u>excludes</u> $3,294,896.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column <u>excludes</u> $3,305,234.0 thousand of FY 2018 OCO Appropriations funding.

I. <u>Description of Operations Financed</u>: 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. <u>Base Support</u> - Primarily captures the Collateral Equipment and Communication infrastructure cost related to SOF-peculiar Military base support costs incurred by Naval Special Warfare Command (NSWC) for units not on Navy Installations.

OP-5 Detail by Sub Activity Group

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

B. <u>Combat Development Activities</u> - 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.

C. <u>Communications</u> - Includes USSOCOM Headquarters (HQ USSOCOM) and/or component 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.

D. <u>Flight Operations</u> - 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

OP-5 Detail by Sub Activity Group

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

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.

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. 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.

OP-5 Detail by Sub Activity Group

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

G. <u>Maintenance</u> – 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.

H. <u>Management & Operational Headquarters</u> – 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.

I. <u>Operational Support</u> – Funding supports SOF-peculiar 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

OP-5 Detail by Sub Activity Group

I.   Description of Operations Financed (cont.)

Command/Groups, Special Operations Medical Detachment, and other SOF operational support units, capabilities, and Theater Support Elements.

J. <u>Other Operations</u> – 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.

K. <u>Ship/Boat Operations</u> – 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).

OP-5 Detail by Sub Activity Group

I.   Description of Operations Financed (cont.)

2.   **Budget Activity 03 (BA-03)/Training and Recruiting** – The units and/or functions associated with these Sub Activities are:

A. 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 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.

B. 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

OP-5 Detail by Sub Activity Group

I.   Description of Operations Financed (cont.)

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 educates 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.

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 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 2016	FY 2017	FY 2018

OP-5 Detail by Sub Activity Group

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II. Force Structure Summary (cont.)

Air Force	2,477	2,560	2,568
Army	2,371	2,565	2,378
Marine Corps	148	156	156
Navy	1,261	1,318	1,322
Total	**6,257**	**6,599**	**6,424**

Military End Strength	FY 2016	FY 2017	FY 2018
Air Force	16,407	16,379	16,404
Army	34,110	34,111	34,294
Marine Corps	2,994	2,995	3,004
Navy	9,859	9,862	9,877
Total	**63,370**	**63,347**	**63,579**

Contractor FTEs	FY 2016	FY 2017	FY 2018
Total	**6,860**	**5,697**	**5,648**

OP-5 Detail by Sub Activity Group

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

A. <u>BA Subactivities</u>	FY 2016 Actual	Budget Request	FY 2017 Congressional Action Amount	FY 2017 Congressional Action Percent	FY 2017 Congressional Action Appropriated	Current Estimate	FY 2018 Estimate
1. BA01: Operating Forces	**7,537,980**	**4,942,459**	**0**	**0.0**	**0**	**4,942,459**	**5,008,274**
Base Support	38,388	46,060	0	0.0	0	46,060	34,635
Combat Development Activities	1,824,044	1,057,297	0	0.0	0	1,057,297	1,079,100
Communications	559,484	445,570	0	0.0	0	445,570	444,231
Flight Operations	1,080,199	979,729	0	0.0	0	979,729	1,035,194
Force Related Training	69,086	81,805	0	0.0	0	81,805	74,868
Intelligence	1,136,152	424,981	0	0.0	0	424,981	452,501
Maintenance	870,380	507,045	0	0.0	0	507,045	488,751
Management/Operational Hqtrs	242,683	189,116	0	0.0	0	189,116	171,869
Operational Support	109,020	107,211	0	0.0	0	107,211	107,647
Other Operations	1,509,954	987,826	0	0.0	0	987,826	1,006,110
Ship/Boat Operations	98,590	115,819	0	0.0	0	115,819	113,368
2. BA03: Training and Recruiting	**360,417**	**365,349**	**0**	**0.0**	**0**	**365,349**	**379,462**
Professional Development Education	29,200	30,134	0	0.0	0	30,134	30,896
Specialized Skill Training	331,217	335,215	0	0.0	0	335,215	348,566
3. BA04: Administrative and Service-Wide Activities	**81,345**	**89,429**	**0**	**0.0**	**0**	**89,429**	**94,273**
Acquisition/Program Management	81,345	89,429	0	0.0	0	89,429	94,273
Total	**7,979,742**	**5,397,237**	**0**	**0.0**	**0**	**5,397,237**	**5,482,009**

OP-5 Detail by Sub Activity Group

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

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* The FY 2017 Estimate column <u>excludes</u> $3,294,896.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column <u>excludes</u> $3,305,234.0 thousand of FY 2018 OCO Appropriations funding.

OP-5 Detail by Sub Activity Group

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

B. <u>Reconciliation Summary</u>	Change FY 2017/FY 2017	Change FY 2017/FY 2018
Baseline Funding	**5,397,237**	**5,397,237**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**5,397,237**	
Fact-of-Life Changes (2017 to 2017 Only)		
Subtotal Baseline Funding	**5,397,237**	
Supplemental	3,294,896	
Reprogrammings		
Price Changes		69,723
Functional Transfers		7,971
Program Changes		7,078
Current Estimate	**8,692,133**	**5,482,009**
Less: Wartime Supplemental	-3,294,896	
Normalized Current Estimate	**5,397,237**	

OP-5 Detail by Sub Activity Group

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

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V. <u>Personnel Summary</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	**Change** <u>FY 2016/</u> <u>FY 2017</u>	**Change** <u>FY 2017/</u> <u>FY 2018</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>60,542</u>	<u>60,864</u>	<u>61,096</u>	<u>322</u>	<u>232</u>
Officer	11,453	11,513	11,585	60	72
Enlisted	49,089	49,351	49,511	262	160
<u>Reservists on Full Time Active Duty (E/S)</u>	<u>2,828</u>	<u>2,483</u>	<u>2,483</u>	<u>-345</u>	<u>0</u>
Officer	642	611	621	-31	10
Enlisted	2,186	1,872	1,862	-314	-10
<u>Civilian End Strength (Total)</u>	<u>6,257</u>	<u>6,599</u>	<u>6,424</u>	<u>342</u>	<u>-175</u>
U.S. Direct Hire	6,257	6,599	6,424	342	-175
Total Direct Hire	6,257	6,599	6,424	342	-175
<u>Active Military Average Strength (A/S) (Total)</u>	<u>60,542</u>	<u>60,864</u>	<u>61,096</u>	<u>322</u>	<u>232</u>
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Enlisted	2,186	1,872	1,862	-314	-10
<u>Civilian FTEs (Total)</u>	<u>6,257</u>	<u>6,599</u>	<u>6,424</u>	<u>342</u>	<u>-175</u>
U.S. Direct Hire	6,257	6,599	6,424	342	-175
Total Direct Hire	6,257	6,599	6,424	342	-175
Average Annual Civilian Salary ($ in thousands)	117.6	113.9	117.9	-3.7	4.0
<u>Contractor FTEs (Total)</u>	<u>6,860</u>	<u>5,697</u>	<u>5,648</u>	<u>-1,163</u>	<u>-49</u>

OP-5 Detail by Sub Activity Group

Personnel Summary Explanations: *USSOCOM military personnel are reported in Military Service Estimates.

* FY 2016 Contractor FTEs include 1,357 of Overseas Contingency Operations supported contractors

United States Special Operations Command
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

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

	FY 2016	Change FY 2016/FY 2017		FY 2017	Change FY 2017/FY 2018		FY 2018
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	710,563	13,394	-18,354	705,603	13,787	4,749	724,139
103 Wage Board	25,255	476	20,487	46,218	903	-13,936	33,185
106 Benefit to Fmr Employees	0	0	0	0	0	70	70
199 Total Civ Compensation	**735,818**	**13,870**	**2,133**	**751,821**	**14,690**	**-9,117**	**757,394**
308 Travel of Persons	577,777	10,978	-206,254	382,501	7,650	-6,332	383,819
399 Total Travel	**577,777**	**10,978**	**-206,254**	**382,501**	**7,650**	**-6,332**	**383,819**
401 DLA Energy (Fuel Products)	131,581	7,895	-41,278	98,198	-393	28,704	126,509
411 Army Supply	10,945	-506	-4,451	5,988	170	22,446	28,604
412 Navy Managed Supply, Matl	28,341	1,400	-15,161	14,580	-167	1,063	15,476
413 Marine Corps Supply	629	-23	-480	126	-3	2	125
414 Air Force Consol Sust AG (Supply)	329,304	3,161	-16,417	316,048	-26,295	-114,994	174,759
416 GSA Supplies & Materials	14,006	266	-1,296	12,976	260	229	13,465
417 Local Purch Supplies & Mat	94,725	1,799	-30,044	66,480	1,330	-899	66,911
418 Air Force Retail Supply (Gen Support Div)	3,043	110	-3,153	0	0	86,991	86,991
421 DLA Mat Supply Chain (Cloth & Textiles)	1,325	18	-1,343	0	0	0	0
422 DLA Mat Supply Chain (Medical)	126	0	-126	0	0	0	0
423 DLA Mat Supply Chain (Subsistence)	12	0	-12	0	0	0	0
424 DLA Mat Supply Chain (Weapon Sys)	6,608	-397	913	7,124	-427	485	7,182
499 Total Supplies & Materials	**620,645**	**13,723**	**-112,848**	**521,520**	**-25,525**	**24,027**	**520,022**
502 Army Fund Equipment	10,850	-28	-6,442	4,380	124	-39	4,465
503 Navy Fund Equipment	2,485	96	447	3,028	3	0	3,031
505 Air Force Fund Equip	0	0	2,155	2,155	0	23	2,178
506 DLA Mat Supply Chain (Const & Equip)	8,589	-8	-4,998	3,583	-4	30	3,609
507 GSA Managed Equipment	5,056	96	6,444	11,596	232	-177	11,651
599 Total Equipment Purchases	**26,980**	**156**	**-2,394**	**24,742**	**355**	**-163**	**24,934**

OP-5 Detail by Sub Activity Group

United States Special Operations Command
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017 Price	Change FY 2016/FY 2017 Program	FY 2017 Estimate	Change FY 2017/FY 2018 Price	Change FY 2017/FY 2018 Program	FY 2018 Estimate
601 Army Industrial Operations	37,807	-42	-34,681	3,084	0	33,680	36,764
603 DLA Distribution	1,697	257	-1,710	244	37	0	281
610 Navy Air Warfare Center	21,205	679	-10,542	11,342	302	2,830	14,474
611 Navy Surface Warfare Ctr	22,356	720	3,797	26,873	384	3,139	30,396
612 Navy Undersea Warfare Ctr	2,078	19	1,746	3,843	145	0	3,988
614 Space & Naval Warfare Center	10,881	114	7,829	18,824	712	-9,623	9,913
623 Navy Transportation (Special Mission Ships)	17,900	-877	-17,023	0	0	0	0
630 Naval Research Laboratory	303	2	-305	0	0	0	0
631 Navy Base Support (NFESC)	1,013	72	2,312	3,397	-51	29	3,375
633 DLA Document Services	1,005	15	-689	331	5	-4	332
634 NAVFEC (Utilities and Sanitation)	4,639	-201	-440	3,998	14	9	4,021
640 Marine Corps Depot Maint	190	8	-198	0	0	0	0
647 DISA Enterprise Computing Centers	2,067	-207	6,342	8,202	156	-1	8,357
661 Air Force Consolidated Sust AG (Maint)	9,561	-106	-7,448	2,007	52	1	2,060
671 DISA DISN Subscription Services (DSS)	60,363	-4,226	-26,105	30,032	571	177	30,780
675 DLA Disposition Services	36	0	-36	0	0	0	0
677 DISA Telecomm Svcs - Reimbursable	15,991	304	-14,380	1,915	38	0	1,953
699 Total DWCF Purchases	**209,092**	**-3,469**	**-91,531**	**114,092**	**2,365**	**30,237**	**146,694**
702 AMC SAAM (fund)	367,636	0	-276,610	91,026	0	-10,624	80,402
703 JCS Exercises	2,660	-239	23,484	25,905	337	-9,596	16,646
705 AMC Channel Cargo	10,809	205	-9,938	1,076	22	0	1,098
708 MSC Chartered Cargo	28,224	1,524	-29,748	0	0	0	0
710 MSC Surge Sealift (Full Operating Status)	23,336	0	3,518	26,854	0	-960	25,894
719 SDDC Cargo Ops-Port hndlg	0	0	201	201	3	-1	203
720 DSC Pounds Delivered	8	1	-7	2	0	0	2
771 Commercial Transport	51,852	985	-22,736	30,101	602	833	31,536

OP-5 Detail by Sub Activity Group

United States Special Operations Command
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

	FY 2016	Change FY 2016/FY 2017		FY 2017	Change FY 2017/FY 2018		FY 2018
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
799 Total Transportation	**484,525**	**2,476**	**-311,836**	**175,165**	**964**	**-20,348**	**155,781**
912 Rental Payments to GSA (SLUC)	3,110	59	-2,659	510	10	1	521
913 Purchased Utilities (Non-Fund)	3,502	67	772	4,341	87	659	5,087
914 Purchased Communications (Non-Fund)	228,699	4,346	-97,225	135,820	2,716	355	138,891
915 Rents (Non-GSA)	38,063	723	-15,426	23,360	467	-2	23,825
917 Postal Services (U.S.P.S)	2,678	50	-1,777	951	19	-1	969
920 Supplies & Materials (Non-Fund)	417,128	7,925	-6,361	418,692	8,374	3,100	430,166
921 Printing & Reproduction	9,244	176	-5,430	3,990	80	-60	4,010
922 Equipment Maintenance By Contract	460,919	8,757	-146,207	323,469	6,469	39,643	369,581
923 Facilities Sust, Rest, & Mod by Contract	20,480	389	-2,921	17,948	359	-446	17,861
924 Pharmaceutical Drugs	1,535	61	-1,247	349	14	-6	357
925 Equipment Purchases (Non-Fund)	890,989	16,929	-353,018	554,900	11,098	-14,529	551,469
926 Other Overseas Purchases	5,302	101	4,429	9,832	197	-575	9,454
928 Ship Maintenance By Contract	9,179	174	-8,139	1,214	24	0	1,238
929 Aircraft Reworks by Contract	909,554	17,282	-835,291	91,545	1,831	0	93,376
930 Other Depot Maintenance (Non-Fund)	234,308	4,452	186,755	425,515	8,510	-34,465	399,560
932 Mgt Prof Support Svcs	168,316	3,198	-98,484	73,030	1,461	-8,340	66,151
933 Studies, Analysis & Eval	20,276	386	-6,692	13,970	279	1,012	15,261
934 Engineering & Tech Svcs	11,606	221	-2,054	9,773	195	411	10,379
935 Training and Leadership Development	168,373	3,199	-171,572	0	0	212,782	212,782
937 Locally Purchased Fuel (Non-Fund)	23,638	1,418	-7,640	17,416	-70	-3,398	13,948
955 Other Costs (Medical Care)	18,346	734	-5,600	13,480	526	-691	13,315
957 Other Costs (Land and Structures)	33,980	646	-31,398	3,228	65	-26	3,267
964 Other Costs (Subsistence and Support of Persons)	896	17	-913	0	0	0	0
984 Equipment Contracts	30,179	574	-26,146	4,607	92	10,673	15,372

OP-5 Detail by Sub Activity Group

United States Special Operations Command
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017 Price	Program	FY 2017 Estimate	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate
986 Medical Care Contracts	37,879	1,515	4,390	43,784	1,708	-178	45,314
987 Other Intra-Govt Purch	505,696	9,608	-181,898	333,406	6,668	10,358	350,432
989 Other Services	863,847	16,413	-137,939	742,321	14,846	-254,125	503,042
990 IT Contract Support Services	207,183	3,937	-51,175	159,945	3,199	33,621	196,765
998 Other Costs (SOCOM Only)	0	0	0	0	0	972	972
999 Total Other Purchases	**5,324,905**	**103,357**	**-2,000,866**	**3,427,396**	**69,224**	**-3,255**	**3,493,365**
Total	**7,979,742**	**141,091**	**-2,723,596**	**5,397,237**	**69,723**	**15,049**	**5,482,009**

* The FY 2016 Actual column includes $2,955,470.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column excludes $3,294,896.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column excludes $3,305,234.0 thousand of FY 2018 OCO Appropriations funding.

OP-5 Detail by Sub Activity Group

Fiscal Year 2018 President's Budget

UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)

Operating Forces/Base Support

May 2017

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Base Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
    Budget Activity (BA) 1: Operating Forces/Base Support

	FY 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
BaseSup	38,388	734	6,938	46,060	896	-12,321	34,635

*The FY 2016 Actual Column includes $0.0 thousand of the FY 2016 Overseas Contingency Operations (OCO) Appropriations funding (PL 114-113).
*The FY 2017 Estimate excludes $0.0 thousand of the FY 2017 OCO Request.
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 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 2016	FY 2017	FY 2018
Air Force	0	0	0
Army	0	0	0
Marine Corps	0	0	0
Navy	0	0	0
Total	**0**	**0**	**0**

OP-5 Detail by Sub Activity Group

II. Force Structure Summary (cont.)

Military End Strength	FY 2016	FY 2017	FY 2018
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 2016	FY 2017	FY 2018
Total	**0**	**0**	**0**

OP-5 Detail by Sub Activity Group

Base Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

III. Financial Summary ($ in thousands)

			FY 2017				
			Congressional Action				
A. BA Subactivities	FY 2016 Actual	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2018 Estimate
Base Support	38,388	46,060	0	0.0	0	46,060	34,635
Total	**38,388**	**46,060**	**0**	**0.0**	**0**	**46,060**	**34,635**

*The FY 2016 Actual Column includes $0.0 thousand of the FY 2016 Overseas Contingency Operations (OCO) Appropriations funding (PL 114-113).
*The FY 2017 Estimate excludes $0.0 thousand of the FY 2017 OCO Request.
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 OCO Request.

OP-5 Detail by Sub Activity Group

III. Financial Summary ($ in thousands)

B. Reconciliation Summary	Change FY 2017/FY 2017	Change FY 2017/FY 2018
Baseline Funding	**46,060**	**46,060**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**46,060**	
Fact-of-Life Changes (2017 to 2017 Only)		
Subtotal Baseline Funding	**46,060**	
Supplemental		
Reprogrammings		
Price Changes		896
Functional Transfers		
Program Changes		-12,321
Current Estimate	**46,060**	**34,635**
Less: Wartime Supplemental		
Normalized Current Estimate	**46,060**	

OP-5 Detail by Sub Activity Group

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2017 President's Budget Request (Amended, if applicable)		**46,060**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2017 Appropriated Amount		**46,060**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2017 Baseline Funding		**46,060**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2017 Estimate		**46,060**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2017 Normalized Current Estimate		**46,060**
6. Price Change		896
7. Functional Transfers		
8. Program Increases		31,756
a. Annualization of New FY 2017 Program		
b. One-Time FY 2018 Increases		
1) Collateral Equipment	31,756	

One-time increases for O&M collateral equipment and C4I requirements for USSOCOM MILCON projects programmed for completion and occupation in FY 2018.

AFSOC $5,829 thousand - FY 2018 Projects (1391 Estimates): $442 thousand, 73010, 1st SOW SOF Fuel Cell Maintenance Hangar, Hurlburt Fld, FL; $2,072 thousand, 03003, 24th SOW SOF 21 STS Operations

OP-5 Detail by Sub Activity Group

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

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

Facility; $783 thousand, 33003, 24th SOW SOF ST
Operations Training Facilities, Cannon AFB, NM;
$1,543 thousand, 83021, 27th SOW SOF Squadron
Operations Facility, Cannon AFB, NM; $879 thousand,
03016, CONUS Classified Operations Support Facility;
$110 thousand Project Pre-Design.

NAVSPECWARCOM - $16,899 thousand - FY 2018 Projects
(1391 Estimates): $4,261 thousand, P889, SOF SEAL
Team Ops Facility, Coronado, CA; $4,523 thousand,
P890, SOF SEAL Team OPS Facility, Coronado, CA;
$1,869 thousand, P919, SOF Special Recon Team One
Operations Facility, Coronado, CA; $1,884 thousand,
P952, SOF Performance Training Center, Coronado, CA;
$4,362 thousand, P966, SOF TRADET ONE Operations
Facility, Coronado, CA.

OTHER HQs - $1,475 thousand - FY 2018 Projects (1391
Estimates): $788 thousand, 76514, SOF Special Tactics
Facility (PH 3), Ft Bragg, NC ; $687 thousand Project
Pre-Design.

USASOC - $7,553 thousand FY 2018 Projects (1391
Estimates): $615 thousand, 79456, SOF Tactical
Equipment Maintenance Facility, Ft Bragg, NC; $480
thousand, 61065, SOF Tactical Unmanned Aerial Vehicle
Hangar, Ft Benning, GA; $2,331 thousand, 69552, SOF
Tactical Equipment Maintenance Facility, Ft Bragg,
NC; $2,137 thousand, 74813, SOF Parachute Rigging

OP-5 Detail by Sub Activity Group

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

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

Facility, Ft Bragg, NC; $1,090 thousand, 85958, SOF
Combat Medic Training Facility, Ft Bragg, NC; $900
thousand Project Pre-Design. (FY 2017 Baseline: $0
thousand)

  c. Program Growth in FY 2018

9. Program Decreases   -44,077

  a. Annualization of FY 2017 Program Decreases

  b. One-Time FY 2017 Increases

    1) Collateral Equipment   -43,368

One-time decreases 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.

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; $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

OP-5 Detail by Sub Activity Group

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

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

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, 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 - $1,884 thousand - FY 2017 Projects (1391 Estimates): $49 thousand, 76518, SOF Indoor Range, Ft Bragg, NC; $1,640 thousand, 76513, SOF Special

OP-5 Detail by Sub Activity Group

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Tactics Facility (PH2), Ft Bragg, NC; $195 thousand Project Pre-Design. (FY 2017 Baseline: $0 thousand)		
c. Program Decreases in FY 2018		
1) Headquarters USSOCOM	-709	

Decrease associated with realized savings in
    custodial and furnishings management contracts. (FY
    2017 Baseline: $1,194 thousand)		

FY 2018 Budget Request		**34,635**

OP-5 Detail by Sub Activity Group

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

V. <u>Personnel Summary</u>

Personnel Summary Explanations:

Base Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

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

	FY 2016	Change FY 2016/FY 2017		FY 2017	Change FY 2017/FY 2018		FY 2018
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
416 GSA Supplies & Materials	2,976	57	-3,033	0	0	0	0
417 Local Purch Supplies & Mat	171	3	-174	0	0	0	0
499 TOTAL SUPPLIES & MATERIALS	**3,147**	**60**	**-3,207**	**0**	**0**	**0**	**0**
502 Army Fund Equipment	527	-1	-526	0	0	0	0
599 TOTAL EQUIPMENT PURCHASES	**527**	**-1**	**-526**	**0**	**0**	**0**	**0**
601 Army Industrial Operations	5	0	-5	0	0	0	0
631 Navy Base Support (NFESC)	353	25	-378	0	0	0	0
634 NAVFEC (Utilities and Sanitation)	22	-1	1,477	1,498	5	56	1,559
699 TOTAL DWCF PURCHASES	**380**	**24**	**1,094**	**1,498**	**5**	**56**	**1,559**
771 Commercial Transport	785	15	-800	0	0	0	0
799 TOTAL TRANSPORTATION	**785**	**15**	**-800**	**0**	**0**	**0**	**0**
913 Purchased Utilities (Non-Fund)	644	12	-656	0	0	0	0
914 Purchased Communications (Non-Fund)	17	0	7,406	7,423	148	596	8,167
915 Rents (Non-GSA)	21	0	-21	0	0	0	0
920 Supplies & Materials (Non-Fund)	2,942	56	-2,998	0	0	0	0
922 Equipment Maintenance By Contract	111	2	-113	0	0	0	0
923 Facilities Sust, Rest, & Mod by Contract	1,082	21	-1,103	0	0	0	0
925 Equipment Purchases (Non-Fund)	24,127	458	8,928	33,513	670	-12,291	21,892
957 Other Costs (Land and Structures)	210	4	-214	0	0	0	0
984 Equipment Contracts	491	9	-500	0	0	0	0
987 Other Intra-Govt Purch	2,310	44	-2,354	0	0	0	0
989 Other Services	731	14	2,881	3,626	73	-682	3,017
990 IT Contract Support Services	863	16	-879	0	0	0	0
999 TOTAL OTHER PURCHASES	**33,549**	**636**	**10,377**	**44,562**	**891**	**-12,377**	**33,076**
Total	**38,388**	**734**	**6,938**	**46,060**	**896**	**-12,321**	**34,635**

OP-5 Detail by Sub Activity Group

Base Support
Operation and Maintenance, Defense-Wide
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*The FY 2016 Actual Column includes $0.0 thousand of the FY 2016 Overseas Contingency Operations (OCO) Appropriations funding (PL 114-113).
*The FY 2017 Estimate excludes $0.0 thousand of the FY 2017 OCO Request.
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 OCO Request.

OP-5 Detail by Sub Activity Group

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Fiscal Year 2018 President's Budget

UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)

Operating Forces/Combat Development Activities

May 2017

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Combat Development Activities
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
Budget Activity (BA) 1: Operating Forces/Combat Development Activities

	FY 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
CDAct	1,824,044	31,648	-798,395	1,057,297	19,650	2,153	1,079,100

* The FY 2016 Actual column <u>includes</u> $847,919.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column <u>excludes</u> $1,285,376.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column <u>excludes</u> $1,152,249.0 thousand of FY 2018 OCO Appropriations funding.

I.   Description of Operations Financed: <u>Combat Development Activities</u> - 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 2016	FY 2017	FY 2018
Air Force	108	100	100
Army	750	850	850
Marine Corps	0	0	0

OP-5 Detail by Sub Activity Group

Combat Development Activities
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

II. Force Structure Summary (cont.)

Navy	447	459	459
Total	**1,305**	**1,409**	**1.409**

Military End Strength	FY 2016	FY 2017	FY 2018
Air Force	1,150	1,150	1,150
Army	1,733	1,733	1,731
Marine Corps	79	80	74
Navy	1,461	1,461	1,461
Total	**4,423**	**4,424**	**4,416**

Contractor FTEs	FY 2016	FY 2017	FY 2018
Total	**1,836**	**488**	**488**

OP-5 Detail by Sub Activity Group

Combat Development Activities
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

III. Financial Summary ($ in thousands)

			FY 2017				
			Congressional Action				
A. BA Subactivities	FY 2016 Actual	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2018 Estimate
Combat Development Activities	1,824,044	1,057,297	0	0.0	0	1,057,297	1,079,100
Total	**1,824,044**	**1,057,297**	**0**	**0.0**	**0**	**1,057,297**	**1,079,100**

* The FY 2016 Actual column <u>includes</u> $847,919.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column <u>excludes</u> $1,285,376.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column <u>excludes</u> $1,152,249.0 thousand of FY 2018 OCO Appropriations funding.

OP-5 Detail by Sub Activity Group

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

B. <u>Reconciliation Summary</u>	Change FY 2017/FY 2017	Change FY 2017/FY 2018
Baseline Funding	**1,057,297**	**1,057,297**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**1,057,297**	
Fact-of-Life Changes (2017 to 2017 Only)		
Subtotal Baseline Funding	**1,057,297**	
Supplemental	1,285,376	
Reprogrammings		
Price Changes		19,650
Functional Transfers		-1,219
Program Changes		3,372
Current Estimate	**2,342,673**	**1,079,100**
Less: Wartime Supplemental	-1,285,376	
Normalized Current Estimate	**1,057,297**	

OP-5 Detail by Sub Activity Group

Combat Development Activities
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2017 President's Budget Request (Amended, if applicable)		**1,057,297**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2017 Appropriated Amount		**1,057,297**
2. War-Related and Disaster Supplemental Appropriations		1,285,376
a. OCO Supplemental Funding		
1) OCO	1,285,376	
3. Fact-of-Life Changes		
FY 2017 Baseline Funding		**2,342,673**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2017 Estimate		**2,342,673**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-1,285,376
FY 2017 Normalized Current Estimate		**1,057,297**
6. Price Change		19,650
7. Functional Transfers		-1,219
a. Transfers In		
b. Transfers Out		
1) See Classified Submission	-1,219	
8. Program Increases		32,304
a. Annualization of New FY 2017 Program		
b. One-Time FY 2018 Increases		
c. Program Growth in FY 2018		
1) Civilian Pay Reprice	4,549	

      Increase due to a re-price of civilian pay based upon
      FY 2016 actual pay rates. OMB guidance directs that

OP-5 Detail by Sub Activity Group

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
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 2017 Baseline: $167,243 thousand)		
2) See Classified Submission See Classified Submission. (FY 2017 Baseline: $1,057,297 thousand)	27,755	
9. Program Decreases		-28,932
a. Annualization of FY 2017 Program Decreases		
b. One-Time FY 2017 Increases		
c. Program Decreases in FY 2018		
1) See Classified Submissions. See classified submission. (FY 2017 Baseline: $1,057,297 thousand)	-28,932	
FY 2018 Budget Request		**1,079,100**

OP-5 Detail by Sub Activity Group

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

N/A

Combat Development Activities
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

V. Personnel Summary	FY 2016	FY 2017	FY 2018	Change FY 2016/ FY 2017	Change FY 2017/ FY 2018
Active Military End Strength (E/S) (Total)	4,423	4,424	4,416	1	-8
Officer	880	881	879	1	-2
Enlisted	3,543	3,543	3,537	0	-6
Civilian End Strength (Total)	1,305	1,409	1,409	104	0
U.S. Direct Hire	1,305	1,409	1,409	104	0
Total Direct Hire	1,305	1,409	1,409	104	0
Active Military Average Strength (A/S) (Total)	4,423	4,424	4,416	1	-8
Officer	880	881	879	1	-2
Enlisted	3,543	3,543	3,537	0	-6
Civilian FTEs (Total)	1,305	1,409	1,409	104	0
U.S. Direct Hire	1,305	1,409	1,409	104	0
Total Direct Hire	1,305	1,409	1,409	104	0
Average Annual Civilian Salary ($ in thousands)	132.1	118.7	124.2	-13.4	5.5
Contractor FTEs (Total)	1,836	488	488	-1,348	0

Personnel Summary Explanations:

*USSOCOM military personnel are reported in Military Service Estimates.

*Military decrease of two Army Officers and six Army Enlisted are a result of directed Management Headquarters Activity (MHA) rebaseline effort.

OP-5 Detail by Sub Activity Group

*FY 2016 Contractor FTEs include 1,357 of Overseas Contingency Operations supported contractors

Combat Development Activities
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

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

OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017 Price	Program	FY 2017 Estimate	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate
101 Exec, Gen'l & Spec Scheds	168,478	3,176	-9,033	162,621	3,178	4,429	170,228
103 Wage Board	3,875	73	674	4,622	90	120	4,832
199 TOTAL CIV COMPENSATION	**172,353**	**3,249**	**-8,359**	**167,243**	**3,268**	**4,549**	**175,060**
308 Travel of Persons	122,731	2,332	-67,981	57,082	1,142	1,496	59,720
399 TOTAL TRAVEL	**122,731**	**2,332**	**-67,981**	**57,082**	**1,142**	**1,496**	**59,720**
401 DLA Energy (Fuel Products)	7,938	477	-3,469	4,946	-20	804	5,730
411 Army Supply	2,479	-115	-2,336	28	1	0	29
412 Navy Managed Supply, Matl	2,463	122	-2,585	0	0	0	0
414 Air Force Consol Sust AG (Supply)	642	6	98	746	-62	0	684
416 GSA Supplies & Materials	1,840	35	749	2,624	52	0	2,676
417 Local Purch Supplies & Mat	69,715	1,324	-27,266	43,773	875	0	44,648
424 DLA Mat Supply Chain (Weapon Sys)	107	-6	-101	0	0	0	0
499 TOTAL SUPPLIES & MATERIALS	**85,184**	**1,843**	**-34,910**	**52,117**	**846**	**804**	**53,767**
502 Army Fund Equipment	33	0	-33	0	0	0	0
505 Air Force Fund Equip	0	0	30	30	0	0	30
507 GSA Managed Equipment	194	4	770	968	19	0	987
599 TOTAL EQUIPMENT PURCHASES	**227**	**4**	**767**	**998**	**19**	**0**	**1,017**
603 DLA Distribution	109	17	-126	0	0	0	0
610 Navy Air Warfare Center	848	27	-725	150	4	0	154
611 Navy Surface Warfare Ctr	1,790	58	1,836	3,684	53	0	3,737
623 Navy Transportation (Special Mission Ships)	17,900	-877	-17,023	0	0	0	0
631 Navy Base Support (NFESC)	453	32	1,474	1,959	-29	0	1,930
634 NAVFEC (Utilities and Sanitation)	3,317	-144	-2,636	537	2	0	539
647 DISA Enterprise Computing Centers	1,198	-120	6,458	7,536	143	0	7,679
699 TOTAL DWCF PURCHASES	**25,615**	**-1,007**	**-10,742**	**13,866**	**173**	**0**	**14,039**
702 AMC SAAM (fund)	139,785	0	-90,913	48,872	0	-2,501	46,371

OP-5 Detail by Sub Activity Group

Combat Development Activities
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

	FY 2016	Change FY 2016/FY 2017		FY 2017	Change FY 2017/FY 2018		FY 2018
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
703 JCS Exercises	653	-59	-594	0	0	0	0
708 MSC Chartered Cargo	27,024	1,459	-28,483	0	0	0	0
771 Commercial Transport	20,998	399	-10,963	10,434	209	0	10,643
799 TOTAL TRANSPORTATION	**188,460**	**1,799**	**-130,953**	**59,306**	**209**	**-2,501**	**57,014**
912 Rental Payments to GSA (SLUC)	0	0	477	477	10	0	487
913 Purchased Utilities (Non-Fund)	477	9	1,198	1,684	34	0	1,718
914 Purchased Communications (Non-Fund)	139,017	2,641	-91,995	49,663	993	0	50,656
915 Rents (Non-GSA)	4,087	77	2,021	6,185	124	0	6,309
917 Postal Services (U.S.P.S)	2,447	47	-1,930	564	11	0	575
920 Supplies & Materials (Non-Fund)	83,996	1,596	-16,592	69,000	1,380	5,081	75,461
921 Printing & Reproduction	145	3	-43	105	2	0	107
922 Equipment Maintenance By Contract	185,548	3,525	-102,456	86,617	1,732	4,133	92,482
923 Facilities Sust, Rest, & Mod by Contract	1,625	31	-1,656	0	0	0	0
924 Pharmaceutical Drugs	129	5	-30	104	4	0	108
925 Equipment Purchases (Non-Fund)	215,984	4,104	-105,371	114,717	2,294	3,827	120,838
929 Aircraft Reworks by Contract	7	0	-7	0	0	0	0
930 Other Depot Maintenance (Non-Fund)	0	0	3,935	3,935	79	0	4,014
932 Mgt Prof Support Svcs	37,055	704	-27,349	10,410	208	0	10,618
933 Studies, Analysis & Eval	81	2	-83	0	0	0	0
935 Training and Leadership Development	10,180	194	-10,374	0	0	0	0
937 Locally Purchased Fuel (Non-Fund)	1,557	94	4,291	5,942	-24	-5,481	437
955 Other Costs (Medical Care)	8	0	18	26	1	0	27
957 Other Costs (Land and Structures)	2,067	39	-2,106	0	0	0	0
987 Other Intra-Govt Purch	247,758	4,708	-89,405	163,061	3,261	0	166,322
989 Other Services	265,234	5,040	-77,804	192,470	3,849	-46,052	150,267

OP-5 Detail by Sub Activity Group

Combat Development Activities
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

| | | Change FY 2016/FY 2017 | | | Change FY 2017/FY 2018 | | |
| | FY 2016 | | | FY 2017 | | | FY 2018 |
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
990 IT Contract Support Services	32,072	609	-30,956	1,725	35	36,297	38,057
999 TOTAL OTHER PURCHASES	**1,229,474**	**23,428**	**-546,217**	**706,685**	**13,993**	**-2,195**	**718,483**
Total	**1,824,044**	**31,648**	**-798,395**	**1,057,297**	**19,650**	**2,153**	**1,079,100**

* The FY 2016 Actual column <u>includes</u> $847,919.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column <u>excludes</u> $1,285,376.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column <u>excludes</u> $1,152,249.0 thousand of FY 2018 OCO Appropriations funding.

OP-5 Detail by Sub Activity Group

CDAct-852

Fiscal Year 2018 President's Budget

UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)

Operating Forces/Communications

May 2017

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Communications
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
     Budget Activity (BA) 1: Operating Forces/Communications

	FY 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
Comms	559,484	5,024	-118,938	445,570	9,140	-10,479	444,231

* The FY 2016 Actual column includes $101,965.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column excludes $39,378.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column excludes $86,840.0 thousand of FY 2018 OCO Appropriations funding.

I. Description of Operations Financed: Communications - Includes USSOCOM Headquarters (HQ USSOCOM) and/or component SOF-peculiar and support equipment, SOF Information Technology enterprise-wide services, necessary facilities and 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 2016	FY 2017	FY 2018
Air Force	0	1	0
Army	0	27	0

OP-5 Detail by Sub Activity Group

II. **Force Structure Summary (cont.)**

Marine Corps	0	0	0
Navy	0	0	0
Total	**0**	**28**	**0**

Military End Strength	FY 2016	FY 2017	FY 2018
Air Force	180	180	180
Army	1	1	0
Marine Corps	0	0	0
Navy	0	0	0
Total	**181**	**181**	**180**

Contractor FTEs	FY 2016	FY 2017	FY 2018
Total	**751**	**791**	**796**

OP-5 Detail by Sub Activity Group

III. Financial Summary ($ in thousands)

			FY 2017				
			Congressional Action				
A. BA Subactivities	FY 2016 Actual	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2018 Estimate
Communications	559,484	445,570	0	0.0	0	445,570	444,231
Total	**559,484**	**445,570**	**0**	**0.0**	**0**	**445,570**	**444,231**

* The FY 2016 Actual column <u>includes</u> $101,965.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column <u>excludes</u> $39,378.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column <u>excludes</u> $86,840.0 thousand of FY 2018 OCO Appropriations funding.

OP-5 Detail by Sub Activity Group

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

B. <u>Reconciliation Summary</u>	Change <u>FY 2017/FY 2017</u>	Change <u>FY 2017/FY 2018</u>
Baseline Funding	**445,570**	**445,570**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**445,570**	
Fact-of-Life Changes (2017 to 2017 Only)		
Subtotal Baseline Funding	**445,570**	
Supplemental	39,378	
Reprogrammings		
Price Changes		9,140
Functional Transfers		
Program Changes		-10,479
Current Estimate	**484,948**	**444,231**
Less: Wartime Supplemental	-39,378	
Normalized Current Estimate	**445,570**	

OP-5 Detail by Sub Activity Group

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2017 President's Budget Request (Amended, if applicable)		**445,570**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2017 Appropriated Amount		**445,570**
2. War-Related and Disaster Supplemental Appropriations		39,378
a. OCO Supplemental Funding		
1) OCO	39,378	
3. Fact-of-Life Changes		
FY 2017 Baseline Funding		**484,948**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2017 Estimate		**484,948**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-39,378
FY 2017 Normalized Current Estimate		**445,570**
6. Price Change		9,140
7. Functional Transfers		
8. Program Increases		9,108
a. Annualization of New FY 2017 Program		
b. One-Time FY 2018 Increases		
c. Program Growth in FY 2018		
1) Insider Threat Monitoring	2,154	

       Required to meet DoD mandated Insider Threat
       Monitoring. In September 2014, DoD Directive 5205.16
       required each DoD Component to develop an insider
       threat analytic and response capability. The
       capability should include the tools and expertise

OP-5 Detail by Sub Activity Group

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

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

required to gather, integrate, respond to, and share insider threat information with appropriate DoD entities. SOCOM is required to provide Insider Threat Program enterprise solution to prevent, deter, detect, and mitigate insider threats. The program includes User Activity Monitoring software, auditors, and a response team. Additionally, SOCOM is required to provide a 24/7 capability for reporting known or suspected insider threats to the DoD Insider Threat and Management Analysis Center. Funding supports software and technical support provided by five (+5) contractor FTEs for threat auditing. (FY 2017 Baseline: $0 thousand)

2) SCAMPI   3,413

An increase of $3,041 thousand is required to provide sustainment for the Mobile Communications infrastructure (equipment, software and mobility integration lab) growth of the transport environment at post/camp/station level to include an expansion of the NIPR and Mobility efforts in support of CIO priorities. In addition, $372 thousand supports licenses and warranty sustainment of SCAMPI points of presence. (FY 2017 Baseline: $6,917 thousand)

3) SOF Tactical Communications (STC)   576

The sustainment for all hand-held radios are funded under the STC program. The increase supports the maintenance of the Manpack PC-117G radios based on USASOC's approved Basis of Issue plan. (FY 2017 Baseline: $24,931 thousand)

OP-5 Detail by Sub Activity Group

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

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

    4) Special Access Program Network (SAPNT)   120

       Funding supports sustainment of the SAP network, workstations, databases, and data center equipment. The increase supports additional cyber security requirements based on an OSD finding in relation to potential insider threats. (FY 2017 Baseline: $11,697 thousand)

    5) Special Communications Enterprise (SPCOM)   2,845

       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 continues the initiative for the SPCOM program capabilities to reach Full Operational Capability in FY 2018 with operational support to existing transport infrastructure and capabilities, sustainment functions, specialized end-user training, specialized communications services, and field segment kit consumables. (FY 2017 Baseline: $8,051 thousand)

9. Program Decreases   -19,587

  a. Annualization of FY 2017 Program Decreases

  b. One-Time FY 2017 Increases

  c. Program Decreases in FY 2018

    1) Blue Force Tracking (BFT)   -113

       Decrease is related to the Basis of Issue reduction in Blue Force Tracking devices reducing sustainment

OP-5 Detail by Sub Activity Group

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

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

         costs.
         (FY 2017 Baseline: $2,879 thousand)

   2) C4I Automation System (C4IAS)   -3,782
         The C4IAS funding reduction relates to the Command
         accelerated purchase of computer workstations in FY
         2016 to comply with the DoD CIO mandated migration to
         the more secure Windows 10 operating system. As a
         result, the requirement for replacing computers in FY
         2018 is reduced. (FY 2017 Baseline: $79,191 thousand)

   3) Civilian Pay Full Time Equivalent (FTE) Realignment   -1,603
         Decrease in civilian personnel funding due to
         realignment of -28 FTEs from the Communications
         Budget Sub-activity based on a review of actual
         execution. Personnel realignments include -27 FTEs
         to Operational Support Budget Sub-activity and one (-
         1) FTE to the Flight Operations Budget Sub-activity.
         (FY 2017 Baseline: $1,572 thousand; -28 FTEs)

   4) Headquarters C4 Information Technology Enterprise   -3,058
  (HQC4II)
         The decrease is based on estimated reductions to the
         level of support in the Enterprise Firm Fixed Price
         contract.
         (FY 2017 Baseline: $143,205 thousand)

   5) Headquarters C4I Information Assurance (HQC4I IA)   -253
         The HQC4I IA funding reduction is based on an
         estimated decrease in contractor services level of
         effort. (FY 2017 Baseline: $9,061 thousand)

   6) Joint Tactical C4ISR Transceiver (JTCIT)   -1,006
         The Joint Tactical C4ISR Transceiver program has been

OP-5 Detail by Sub Activity Group

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
divested. This requirement is being met by Army common "One System Remote Video Terminal" (OSVRT) capability. (FY 2017 Baseline: $1,006 thousand)		
7) Radio Integration System (RIS) The decrease is a result of sustainment costs related to a Basis of Issue reduction for RIS. (FY 2017 Baseline: $6,167 thousand)	-2,859	
8) SOF Deployable Node (SDN) The decrease in the SDN program is based on lower estimated sustainment costs and reduced training/testing airtime corresponding to a reduction in the SDN Basis of Issue. (FY 2017 Baseline: $62,527 thousand)	-6,614	
9) Special Operations Forces C4 Information Infrastructure Network (SOFC4IIN) SOFC4IIN decrease is based on reduced circuit requirements and estimated Satellite airtime costs. (FY 2017 Baseline: $44,395 thousand)	-299	
FY 2018 Budget Request		444,231

OP-5 Detail by Sub Activity Group

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

N/A

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Communications
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

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V. **Personnel Summary**	FY 2016	FY 2017	FY 2018	Change FY 2016/ FY 2017	Change FY 2017/ FY 2018
Active Military End Strength (E/S) (Total)	181	181	180	0	-1
Officer	7	7	6	0	-1
Enlisted	174	174	174	0	0
Civilian End Strength (Total)	0	28	0	28	-28
U.S. Direct Hire	0	28	0	28	-28
Total Direct Hire	0	28	0	28	-28
Active Military Average Strength (A/S) (Total)	181	181	180	0	-1
Officer	7	7	6	0	-1
Enlisted	174	174	174	0	0
Civilian FTEs (Total)	0	28	0	28	-28
U.S. Direct Hire	0	28	0	28	-28
Total Direct Hire	0	28	0	28	-28
Average Annual Civilian Salary ($ in thousands)	0	56.1	0	56.1	-56.1
Contractor FTEs (Total)	751	791	796	40	5

Personnel Summary Explanations:

*USSOCOM military personnel are reported in Military Service Estimates.

*Decrease in civilian end strength due to realignment of -28 FTEs from the Communications Budget Sub-activity based on a review of actual execution. Personnel realignments include -27 FTEs to the Operational Support Budget Sub-activity and one (-1) FTE to Flight Operations Budget Sub-activity.

OP-5 Detail by Sub Activity Group

Communications
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

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

	FY 2016	Change FY 2016/FY 2017		FY 2017	Change FY 2017/FY 2018		FY 2018
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	0	0	1,572	1,572	31	-1,603	0
199 TOTAL CIV COMPENSATION	**0**	**0**	**1,572**	**1,572**	**31**	**-1,603**	**0**
308 Travel of Persons	972	19	-87	904	18	0	922
399 TOTAL TRAVEL	**972**	**19**	**-87**	**904**	**18**	**0**	**922**
401 DLA Energy (Fuel Products)	1	0	-1	0	0	1	1
411 Army Supply	3	0	-3	0	0	0	0
412 Navy Managed Supply, Matl	386	19	-112	293	-3	-14	276
414 Air Force Consol Sust AG (Supply)	63	1	80	144	-12	-67	65
417 Local Purch Supplies & Mat	273	5	-120	158	3	-16	145
499 TOTAL SUPPLIES & MATERIALS	**726**	**25**	**-156**	**595**	**-12**	**-96**	**487**
502 Army Fund Equipment	998	-3	-995	0	0	0	0
503 Navy Fund Equipment	91	4	-95	0	0	0	0
506 DLA Mat Supply Chain (Const & Equip)	242	0	-99	143	0	-13	130
507 GSA Managed Equipment	446	8	160	614	12	-32	594
599 TOTAL EQUIPMENT PURCHASES	**1,777**	**9**	**-1,029**	**757**	**12**	**-45**	**724**
601 Army Industrial Operations	17,399	-19	-17,380	0	0	0	0
603 DLA Distribution	0	0	8	8	1	0	9
610 Navy Air Warfare Center	7,742	248	-2,523	5,467	145	2,834	8,446
611 Navy Surface Warfare Ctr	3,934	127	-4,044	17	0	3,126	3,143
614 Space & Naval Warfare Center	4,791	50	9,240	14,081	532	-9,616	4,997
633 DLA Document Services	0	0	97	97	1	0	98
647 DISA Enterprise Computing Centers	158	-16	120	262	5	0	267
661 Air Force Consolidated Sust AG (Maint)	34	0	-34	0	0	0	0
671 DISA DISN Subscription Services (DSS)	59,927	-4,195	-26,719	29,013	551	177	29,741
677 DISA Telecomm Svcs - Reimbursable	15,612	297	-15,909	0	0	0	0

OP-5 Detail by Sub Activity Group

Communications
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017 Price	Program	FY 2017 Estimate	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate
699 TOTAL DWCF PURCHASES	**109,597**	**-3,508**	**-57,144**	**48,945**	**1,235**	**-3,479**	**46,701**
771 Commercial Transport	106	2	-40	68	1	0	69
799 TOTAL TRANSPORTATION	**106**	**2**	**-40**	**68**	**1**	**0**	**69**
913 Purchased Utilities (Non-Fund)	405	8	-409	4	0	417	421
914 Purchased Communications (Non-Fund)	37,757	717	4,007	42,481	850	-213	43,118
915 Rents (Non-GSA)	2,449	46	-2,495	0	0	0	0
920 Supplies & Materials (Non-Fund)	4,829	92	3,202	8,123	162	-3,446	4,839
921 Printing & Reproduction	0	0	832	832	17	0	849
922 Equipment Maintenance By Contract	50,039	951	-46,941	4,049	81	37,006	41,136
925 Equipment Purchases (Non-Fund)	153,415	2,915	-21,447	134,883	2,698	-2,679	134,902
930 Other Depot Maintenance (Non-Fund)	4,147	78	36,474	40,699	814	-39,810	1,703
932 Mgt Prof Support Svcs	4,627	88	-4,155	560	11	0	571
933 Studies, Analysis & Eval	440	8	-448	0	0	0	0
934 Engineering & Tech Svcs	2,493	47	747	3,287	66	0	3,353
935 Training and Leadership Development	98	2	-100	0	0	0	0
957 Other Costs (Land and Structures)	645	12	-657	0	0	0	0
984 Equipment Contracts	12,864	244	-12,817	291	6	10,756	11,053
987 Other Intra-Govt Purch	16,565	315	-5,493	11,387	228	-4,522	7,093
989 Other Services	2,817	53	-506	2,364	47	0	2,411
990 IT Contract Support Services	152,716	2,901	-11,848	143,769	2,875	-2,765	143,879
999 TOTAL OTHER PURCHASES	**446,306**	**8,477**	**-62,054**	**392,729**	**7,855**	**-5,256**	**395,328**
Total	**559,484**	**5,024**	**-118,938**	**445,570**	**9,140**	**-10,479**	**444,231**

* The FY 2016 Actual column <u>includes</u> $101,965.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column <u>excludes</u> $39,378.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column <u>excludes</u> $86,840.0 thousand of FY 2018 OCO Appropriations funding.

OP-5 Detail by Sub Activity Group

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Fiscal Year 2018 President's Budget

UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)

Operating Forces/Flight Operations

May 2017

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Flight Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
   Budget Activity (BA) 1: Operating Forces/Flight Operations

	FY 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
FltOps	1,080,199	22,566	-123,036	979,729	-14,901	70,366	1,035,194

* The FY 2016 Actual column <u>includes</u> $192,642.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column <u>excludes</u> $182,755.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column <u>excludes</u> $181,711.0 thousand of FY 2018 OCO Appropriations funding.

I.   <u>Description of Operations Financed</u>: <u>Flight Operations</u> - 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. <u>Force Structure Summary</u>:
 USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.
OP-5 Detail by Sub Activity Group

Flight Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

II. Force Structure Summary (cont.)

Civilian FTEs	FY 2016	FY 2017	FY 2018
Air Force	823	954	976
Army	84	74	74
Marine Corps	0	0	0
Navy	0	0	0
Total	**907**	**1,028**	**1,050**

Military End Strength	FY 2016	FY 2017	FY 2018
Air Force	12,923	12,938	13,114
Army	3,450	3,450	3,614
Marine Corps	0	0	0
Navy	0	0	0
Total	**16,373**	**16,388**	**16,728**

Contractor FTEs	FY 2016	FY 2017	FY 2018
Total	**669**	**669**	**669**

OP-5 Detail by Sub Activity Group

Flight Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

III. Financial Summary ($ in thousands)

			FY 2017				
			Congressional Action				
A. BA Subactivities	FY 2016 Actual	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2018 Estimate
Flight Operations	1,080,199	979,729	0	0.0	0	979,729	1,035,194
Total	**1,080,199**	**979,729**	**0**	**0.0**	**0**	**979,729**	**1,035,194**

* The FY 2016 Actual column <u>includes</u> $192,642.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column <u>excludes</u> $182,755.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column <u>excludes</u> $181,711.0 thousand of FY 2018 OCO Appropriations funding.

OP-5 Detail by Sub Activity Group

Flight Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

III. Financial Summary ($ in thousands)

B. Reconciliation Summary	Change FY 2017/FY 2017	Change FY 2017/FY 2018
Baseline Funding	**979,729**	**979,729**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**979,729**	
Fact-of-Life Changes (2017 to 2017 Only)		
Subtotal Baseline Funding	**979,729**	
Supplemental	182,755	
Reprogrammings		
Price Changes		-14,901
Functional Transfers		
Program Changes		70,366
Current Estimate	**1,162,484**	**1,035,194**
Less: Wartime Supplemental	-182,755	
Normalized Current Estimate	**979,729**	

OP-5 Detail by Sub Activity Group

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2017 President's Budget Request (Amended, if applicable)		**979,729**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2017 Appropriated Amount		**979,729**
2. War-Related and Disaster Supplemental Appropriations		182,755
a. OCO Supplemental Funding		
1) OCO	182,755	
3. Fact-of-Life Changes		
FY 2017 Baseline Funding		**1,162,484**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2017 Estimate		**1,162,484**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-182,755
FY 2017 Normalized Current Estimate		**979,729**
6. Price Change		-14,901
7. Functional Transfers		
8. Program Increases		74,583
a. Annualization of New FY 2017 Program		
b. One-Time FY 2018 Increases		
c. Program Growth in FY 2018		
1) Air Force Special Operations Command (AFSOC) Management of Non-Flying Hour Program	1,541	
Program growth supports the increased demand on Airfield Operations based on additional Airframes fully fielded in FY 2017. (FY 2017 Baseline: $120,587 thousand)		

OP-5 Detail by Sub Activity Group

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
2) Civilian Pay Full Time Equivalent (FTE) Realignment Increase in civilian personnel funding due to realignment of 42 FTEs. Personnel realignments include 41 from Management Headquarters Budget Sub-activity as a result of Major Headquarters Activity (MHA) rebaseline effort and one (1) FTE from Communications Budget Sub-activity as a result of technical correction to align USSOCOM programming with execution. (FY 2017 Baseline: $99,915 thousand; +42 FTEs)	4,099	
3) Flying Hour Program increase The increase in baseline hours reflects an increased requirement of operational training hours and formal training hours versus deployed requirements. The flying hour program increases by 4,711 hours (six(6) percent) which results in $32,221 thousand growth. The remaining $17,836 thousand growth is due to cost per flying hour rate changes of the various platforms. (FY 2017 Baseline: $522,452 thousand)	50,057	
4) Rotary Wing Support Program increase based on increasing engineering sustainment efforts on aging MH-47G aircraft and weight reduction initiatives ($6,979 thousand), as well as, engineering support for MH-60M transitioning to operational sustainment ($1,110 thousand) from procurement as all aircraft are fielded. (FY 2017 Baseline: $57,311 thousand)	8,089	
5) United States Army Special Operations Command	10,797	

OP-5 Detail by Sub Activity Group

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

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

(USASOC) Non Flying Hour Program
Program increase supports:

A)   Increased sustainment costs of the C-27J program ($1,279 thousand) to build onto the materiel portion of the overall maintenance contract.

B)   Additional resources needed for the 160th Special Operations Aviation Regiment, the second Grey Eagle Company (F 160th) will stand up in FY 2018 in support of combat operations. Detachments from F 160th must be able to support operations that are geographically separated from the parent company and BN HQs ($1,800 thousand).

C)   Additional funds are also required to train, validate and refine Tactics Techniques and Procedures (TTPs) centered on developing and sustaining the Army Special Operations Aviation Anti-Access and Anti-denial (A2AD) capability to integrate, plan and execute joint and inter-agency denied area missions ($1,334).

D) With the addition of the C-27J, resources will also be required to support two additional contractor instructors, one mission flight instructor and one load master for the Army Special Operations Aviation Command (ARSOAC) Special Operations Aviation Training Battalion (SOATB)($6,384 thousand). (FY 2017

OP-5 Detail by Sub Activity Group

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Baseline: $118,533 thousand)		
9. Program Decreases		-4,217
a. Annualization of FY 2017 Program Decreases		
b. One-Time FY 2017 Increases		
c. Program Decreases in FY 2018		
1) Civilian Pay FTE Reduction	-1,952	
Decrease of 20 FTEs to more accurately reflect projected execution. (FY 2017 Baseline: $99,915 thousand; -20 FTEs)		
2) Civilian Pay Reprice	-1,526	
Decrease due to a re-price of civilian pay based upon FY 2016 actual pay rates. The Office of Management and Budget (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 2017 Baseline: $99,915 thousand)		
3) CV-22 Contracted Support	-739	
Decrease caused by reduction in level of contracted logistics support required to support the CV-22 program. SOCOM continues to actively rebalance programs to more realistically align with historical execution. (FY 2017 Baseline: $60,931 thousand)		
FY 2018 Budget Request		**1,035,194**

OP-5 Detail by Sub Activity Group

IV. Performance Criteria and Evaluation Summary:

End of FY Program Data		FY 2016 Budgeted	Actual	FY 2017 Budgeted	Estimate	FY 2018 Estimate
AC-130J/U/W	TAI	31	31	30	34	32
	PAA	28	29	27	31	28
	BAI	3	2	3	3	4
A/MH-6M	TAI	51	51	51	51	51
	PAA	46	46	46	46	46
	BAI	5	5	5	5	5
CV-22B	TAI	49	49	50	50	50
	PAA	46	46	46	46	45
	BAI	3	3	4	4	5
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	50	49	51	51	53
	PAA	46	45	46	46	47
	BAI	4	4	5	5	6
MH-47G	TAI	69	69	69	68	68
	PAA	56	56	56	56	56
	BAI	13	13	13	12	12
MH-60L/M	TAI	75	74	75	74	75
	PAA	71	71	71	71	71

OP-5 Detail by Sub Activity Group

Flight Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

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

End of FY Program Data		FY 2016 Budgeted	Actual	FY 2017 Budgeted	Estimate	FY 2018 Estimate
	BAI	4	3	4	3	4
UH-60L	TAI	2	2	2	2	2
	PAA	2	2	2	2	2
	BAI	0	0	0	0	0
USSOCOM Total	TAI	334	332	335	337	338
	PAA	301	301	300	304	301
	BAI	33	31	35	33	37

Flight Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

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

End of FY Program Data	FY 2016 Budgeted	Actual	FY 2017 Budgeted	Estimate	FY 2018 Estimate
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	12.4
TOA Funded ($K)	$566,724	$609,858	$522,452	$522,452	$566,731
% Executed		108%			
Flying Hours	84,505	89,517	76,388	76,388	81,099
% Executed		106%			

ng Hour Program	FY 2016*	FY 2017	FY 2018**
TOA Funded ($K)	$540,666	$522,452	$566,731
TOA Required ($K)	$609,858	$637,031	$692,069
TOA Executed ($K)*	$609,858		
Flying Hours Funded	84,505	76,388	81,099
Flying Hours Required	89,517	93,136	98,827
Flying Hours Flown*	89,517		

*TOA Executed / Hours Flown include both Baseline / OCO
**FY 2018 represents Baseline TOA / Hours Funded

Explanation of Performance Variances
Prior Year: Actual funding/hours contain OCO.
Current Year: Budgeted versus Estimated TOA remains constant.

OP-5 Detail by Sub Activity Group

V. <u>Personnel Summary</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	Change <u>FY 2016/</u> <u>FY 2017</u>	Change <u>FY 2017/</u> <u>FY 2018</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>14,993</u>	<u>15,038</u>	<u>15,378</u>	<u>45</u>	<u>340</u>
Officer	3,032	3,170	3,265	138	95
Enlisted	11,961	11,868	12,113	-93	245
<u>Reservists on Full Time Active Duty (E/S)</u>	<u>1,380</u>	<u>1,350</u>	<u>1,350</u>	<u>-30</u>	<u>0</u>
Officer	332	322	332	-10	10
Enlisted	1,048	1,028	1,018	-20	-10
<u>Civilian End Strength (Total)</u>	<u>907</u>	<u>1,028</u>	<u>1,050</u>	<u>121</u>	<u>22</u>
U.S. Direct Hire	907	1,028	1,050	121	22
Total Direct Hire	907	1,028	1,050	121	22
<u>Active Military Average Strength (A/S) (Total)</u>	<u>14,993</u>	<u>15,038</u>	<u>15,378</u>	<u>45</u>	<u>340</u>
Officer	3,032	3,170	3,265	138	95
Enlisted	11,961	11,868	12,113	-93	245
<u>Reservists on Full Time Active Duty (A/S) (Total)</u>	<u>1,380</u>	<u>1,350</u>	<u>1,350</u>	<u>-30</u>	<u>0</u>
Officer	332	322	332	-10	10
Enlisted	1,048	1,028	1,018	-20	-10
<u>Civilian FTEs (Total)</u>	<u>907</u>	<u>1,028</u>	<u>1,050</u>	<u>121</u>	<u>22</u>
U.S. Direct Hire	907	1,028	1,050	121	22
Total Direct Hire	907	1,028	1,050	121	22
Average Annual Civilian Salary ($ in thousands)	97.1	97.2	97.6	.1	.4
<u>Contractor FTEs (Total)</u>	<u>669</u>	<u>669</u>	<u>669</u>	<u>0</u>	<u>0</u>

OP-5 Detail by Sub Activity Group

Flight Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 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.

*Net increase of +22 Civilian FTE reflects:
+41 Management Headquarters Activity (MHA)rebaseline effort
+1 Realigned from Communications Budget Sub-activity - technical correction to align
USSSOCOM programming with execution
-20 Decreased to more accurately reflect FTE execution

OP-5 Detail by Sub Activity Group

Flight Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

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

		Change FY 2016/FY 2017			Change FY 2017/FY 2018		
OP 32 Line	FY 2016 Actual	Price	Program	FY 2017 Estimate	Price	Program	FY 2018 Estimate
101 Exec, Gen'l & Spec Scheds	74,608	1,406	-11,069	64,945	1,269	20,624	86,838
103 Wage Board	13,449	254	21,267	34,970	683	-20,003	15,650
199 TOTAL CIV COMPENSATION	**88,057**	**1,660**	**10,198**	**99,915**	**1,952**	**621**	**102,488**
308 Travel of Persons	61,402	1,167	-1,349	61,220	1,224	0	62,444
399 TOTAL TRAVEL	**61,402**	**1,167**	**-1,349**	**61,220**	**1,224**	**0**	**62,444**
401 DLA Energy (Fuel Products)	120,381	7,223	-37,479	90,125	-361	28,198	117,962
411 Army Supply	126	-6	-6	114	3	22,745	22,862
412 Navy Managed Supply, Matl	0	0	2	2	0	0	2
414 Air Force Consol Sust AG (Supply)	294,328	2,825	12,696	309,849	-25,779	-114,758	169,312
416 GSA Supplies & Materials	0	0	37	37	1	0	38
417 Local Purch Supplies & Mat	284	5	-101	188	4	0	192
418 Air Force Retail Supply (Gen Support Div)	1,830	66	-1,896	0	0	86,991	86,991
424 DLA Mat Supply Chain (Weapon Sys)	237	-14	732	955	-57	0	898
499 TOTAL SUPPLIES & MATERIALS	**417,186**	**10,099**	**-26,015**	**401,270**	**-26,189**	**23,176**	**398,257**
502 Army Fund Equipment	2,537	-7	-2,317	213	6	0	219
503 Navy Fund Equipment	0	0	1	1	0	0	1
505 Air Force Fund Equip	0	0	856	856	0	0	856
506 DLA Mat Supply Chain (Const & Equip)	694	-1	535	1,228	-1	0	1,227
507 GSA Managed Equipment	29	1	369	399	8	0	407
599 TOTAL EQUIPMENT PURCHASES	**3,260**	**-7**	**-556**	**2,697**	**13**	**0**	**2,710**
601 Army Industrial Operations	1,399	-2	-861	536	0	33,680	34,216
603 DLA Distribution	1,214	184	-1,398	0	0	0	0
610 Navy Air Warfare Center	63	2	481	546	15	0	561
611 Navy Surface Warfare Ctr	190	6	66	262	4	0	266
661 Air Force Consolidated Sust AG (Maint)	6,441	-71	-6,370	0	0	0	0
677 DISA Telecomm Svcs -	131	2	-133	0	0	0	0

OP-5 Detail by Sub Activity Group

Flight Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017 Price	Program	FY 2017 Estimate	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate
Reimbursable							
699 TOTAL DWCF PURCHASES	**9,438**	**121**	**-8,215**	**1,344**	**19**	**33,680**	**35,043**
702 AMC SAAM (fund)	654	0	-427	227	0	0	227
705 AMC Channel Cargo	116	3	-119	0	0	0	0
771 Commercial Transport	3,018	58	-1,140	1,936	39	0	1,975
799 TOTAL TRANSPORTATION	**3,788**	**61**	**-1,686**	**2,163**	**39**	**0**	**2,202**
914 Purchased Communications (Non-Fund)	1,507	29	835	2,371	47	0	2,418
915 Rents (Non-GSA)	903	17	442	1,362	27	0	1,389
920 Supplies & Materials (Non-Fund)	183,368	3,484	-57,936	128,916	2,578	0	131,494
921 Printing & Reproduction	301	6	62	369	7	0	376
922 Equipment Maintenance By Contract	28,706	545	59,938	89,189	1,784	0	90,973
923 Facilities Sust, Rest, & Mod by Contract	453	9	-462	0	0	0	0
924 Pharmaceutical Drugs	521	21	-542	0	0	0	0
925 Equipment Purchases (Non-Fund)	34,467	655	-12,176	22,946	459	0	23,405
929 Aircraft Reworks by Contract	84,646	1,608	-86,254	0	0	0	0
930 Other Depot Maintenance (Non-Fund)	58,676	1,115	38,895	98,686	1,974	1,840	102,500
932 Mgt Prof Support Svcs	15,818	301	-15,391	728	15	0	743
933 Studies, Analysis & Eval	3,263	62	-211	3,114	62	0	3,176
934 Engineering & Tech Svcs	290	6	917	1,213	24	0	1,237
935 Training and Leadership Development	19,451	370	-19,821	0	0	0	0
937 Locally Purchased Fuel (Non-Fund)	0	0	7,896	7,896	-32	2,640	10,504
955 Other Costs (Medical Care)	393	16	99	508	20	0	528
957 Other Costs (Land and Structures)	3,005	57	-341	2,721	54	0	2,775
984 Equipment Contracts	1	0	1,178	1,179	24	0	1,203
987 Other Intra-Govt Purch	22,007	418	-20,658	1,767	35	14,218	16,020

OP-5 Detail by Sub Activity Group

		Change			Change		
	FY 2016	FY 2016/FY 2017		FY 2017	FY 2017/FY 2018		FY 2018
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
989 Other Services	39,111	743	7,297	47,151	943	-5,809	42,285
990 IT Contract Support Services	181	3	820	1,004	20	0	1,024
999 TOTAL OTHER PURCHASES	**497,068**	**9,465**	**-95,413**	**411,120**	**8,041**	**12,889**	**432,050**
Total	**1,080,199**	**22,566**	**-123,036**	**979,729**	**-14,901**	**70,366**	**1,035,194**

* The FY 2016 Actual column includes $192,642.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column excludes $182,755.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column excludes $181,711.0 thousand of FY 2018 OCO Appropriations funding.

OP-5 Detail by Sub Activity Group

Fiscal Year 2018 President's Budget

UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)

Operating Forces/Force Related Training

May 2017

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Force Related Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
Budget Activity (BA) 1: Operating Forces/Force Related Training

	FY 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
FRTrng	69,086	500	12,219	81,805	1,008	-7,945	74,868

*The FY 2016 Actual Column includes $0.0 thousand of the FY 2016 Overseas Contingency Operations (OCO) Appropriations funding (PL 114-113).
*The FY 2017 Estimate excludes $0.0 thousand of the FY 2017 OCO Request.
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 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 2016	FY 2017	FY 2018
Air Force	0	0	0
Army	0	0	0
Marine Corps	0	0	0

OP-5 Detail by Sub Activity Group

II. Force Structure Summary (cont.)

Navy	0	0	0
Total	**0**	**0**	**0**

Military End Strength	FY 2016	FY 2017	FY 2018
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 2016	FY 2017	FY 2018
Total	**1**	**7**	**7**

OP-5 Detail by Sub Activity Group

Force Related Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2016 Actual	Budget Request	FY 2017 Congressional Action Amount	Percent	Appropriated	Current Estimate	FY 2018 Estimate
Force Related Training	69,086	81,805	0	0.0	0	81,805	74,868
Total	**69,086**	**81,805**	**0**	**0.0**	**0**	**81,805**	**74,868**

*The FY 2016 Actual Column includes $0.0 thousand of the FY 2016 Overseas Contingency Operations (OCO) Appropriations funding (PL 114-113).
*The FY 2017 Estimate excludes $0.0 thousand of the FY 2017 OCO Request.
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 OCO Request.

OP-5 Detail by Sub Activity Group

Force Related Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

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

	Change	Change
B. <u>Reconciliation Summary</u>	<u>FY 2017/FY 2017</u>	<u>FY 2017/FY 2018</u>
Baseline Funding	81,805	81,805
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	81,805	
Fact-of-Life Changes (2017 to 2017 Only)		
Subtotal Baseline Funding	81,805	
Supplemental		
Reprogrammings		
Price Changes		1,008
Functional Transfers		
Program Changes		-7,945
Current Estimate	81,805	74,868
Less: Wartime Supplemental		
Normalized Current Estimate	81,805	

OP-5 Detail by Sub Activity Group

Force Related Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2017 President's Budget Request (Amended, if applicable)		**81,805**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2017 Appropriated Amount		**81,805**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2017 Baseline Funding		**81,805**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2017 Estimate		**81,805**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2017 Normalized Current Estimate		**81,805**
6. Price Change		1,008
7. Functional Transfers		
8. Program Increases		4,445
a. Annualization of New FY 2017 Program		
b. One-Time FY 2018 Increases		
c. Program Growth in FY 2018		
1) Joint Combined Exchange Training (JCET)	4,445	
Increase provides for the estimated costs of the projected intra-theater airlift requirements based on the program of instruction, location, unit participation, and equipment requirements to support FY 2018 JCET events. (FY 2017 Baseline: $54,719 thousand)		
9. Program Decreases		-12,390

OP-5 Detail by Sub Activity Group

Force Related Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
a. Annualization of FY 2017 Program Decreases		
b. One-Time FY 2017 Increases		
1) Joint Chief of Staff (JCS) Exercises/Training Events Description	-12,390	
The funding relates to an increase in scope for the planned FY 2017 Exercise Bronze Ram to improve warfighting readiness for counterterrorism operations and support. (FY 2017 Baseline: $25,905 thousand)		
c. Program Decreases in FY 2018		
FY 2018 Budget Request		**74,868**

OP-5 Detail by Sub Activity Group

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

N/A

Force Related Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

V. Personnel Summary	FY 2016	FY 2017	FY 2018	Change FY 2016/ FY 2017	Change FY 2017/ FY 2018
Active Military End Strength (E/S) (Total)	54	54	54	0	0
Officer	2	2	2	0	0
Enlisted	52	52	52	0	0
Active Military Average Strength (A/S) (Total)	54	54	54	0	0
Officer	2	2	2	0	0
Enlisted	52	52	52	0	0
Contractor FTEs (Total)	1	7	7	6	0

Personnel Summary Explanations:
*USSOCOM military are reported in Military Service Estimates.

OP-5 Detail by Sub Activity Group

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

	FY 2016	Change FY 2016/FY 2017		FY 2017	Change FY 2017/FY 2018		FY 2018
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
308 Travel of Persons	29,551	561	-11,122	18,990	380	-2,747	16,623
399 TOTAL TRAVEL	**29,551**	**561**	**-11,122**	**18,990**	**380**	**-2,747**	**16,623**
401 DLA Energy (Fuel Products)	74	4	-8	70	0	2	72
411 Army Supply	2,352	-109	-496	1,747	50	-131	1,666
412 Navy Managed Supply, Matl	143	7	-150	0	0	0	0
413 Marine Corps Supply	2	0	-2	0	0	0	0
414 Air Force Consol Sust AG (Supply)	52	0	-41	11	-1	2	12
416 GSA Supplies & Materials	1	0	-1	0	0	0	0
417 Local Purch Supplies & Mat	1,212	23	412	1,647	33	0	1,680
418 Air Force Retail Supply (Gen Support Div)	5	0	-5	0	0	0	0
499 TOTAL SUPPLIES & MATERIALS	**3,841**	**-75**	**-291**	**3,475**	**82**	**-127**	**3,430**
502 Army Fund Equipment	4	0	-4	0	0	0	0
599 TOTAL EQUIPMENT PURCHASES	**4**	**0**	**-4**	**0**	**0**	**0**	**0**
601 Army Industrial Operations	48	0	-48	0	0	0	0
603 DLA Distribution	71	11	-82	0	0	0	0
611 Navy Surface Warfare Ctr	30	1	-31	0	0	0	0
661 Air Force Consolidated Sust AG (Maint)	5	0	-5	0	0	0	0
699 TOTAL DWCF PURCHASES	**154**	**12**	**-166**	**0**	**0**	**0**	**0**
702 AMC SAAM (fund)	24,339	0	-1,178	23,161	0	4,445	27,606
703 JCS Exercises	2,006	-181	24,080	25,905	337	-9,596	16,646
705 AMC Channel Cargo	50	1	1	52	1	0	53
771 Commercial Transport	3,362	64	-98	3,328	67	0	3,395
799 TOTAL TRANSPORTATION	**29,757**	**-116**	**22,805**	**52,446**	**405**	**-5,151**	**47,700**
912 Rental Payments to GSA (SLUC)	12	0	-12	0	0	0	0
913 Purchased Utilities (Non-Fund)	145	3	-148	0	0	0	0
914 Purchased Communications (Non-Fund)	70	1	88	159	3	0	162

OP-5 Detail by Sub Activity Group

Force Related Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017 Price	Change FY 2016/FY 2017 Program	FY 2017 Estimate	Change FY 2017/FY 2018 Price	Change FY 2017/FY 2018 Program	FY 2018 Estimate
915 Rents (Non-GSA)	274	5	-279	0	0	0	0
920 Supplies & Materials (Non-Fund)	1,567	30	112	1,709	34	0	1,743
921 Printing & Reproduction	1	0	-1	0	0	0	0
922 Equipment Maintenance By Contract	152	3	-155	0	0	0	0
924 Pharmaceutical Drugs	11	0	-11	0	0	0	0
925 Equipment Purchases (Non-Fund)	377	7	1,357	1,741	35	0	1,776
926 Other Overseas Purchases	68	1	649	718	14	0	732
932 Mgt Prof Support Svcs	102	2	-104	0	0	0	0
933 Studies, Analysis & Eval	5	0	-5	0	0	0	0
934 Engineering & Tech Svcs	2	0	-2	0	0	0	0
935 Training and Leadership Development	69	1	-70	0	0	0	0
937 Locally Purchased Fuel (Non-Fund)	88	5	-67	26	0	-22	4
955 Other Costs (Medical Care)	279	11	-66	224	9	0	233
987 Other Intra-Govt Purch	1,372	26	-479	919	18	102	1,039
989 Other Services	1,185	23	190	1,398	28	0	1,426
999 TOTAL OTHER PURCHASES	**5,779**	**118**	**997**	**6,894**	**141**	**80**	**7,115**
Total	69,086	500	12,219	81,805	1,008	-7,945	74,868

*The FY 2016 Actual Column includes $0.0 thousand of the FY 2016 Overseas Contingency Operations (OCO) Appropriations funding (PL 114-113).
*The FY 2017 Estimate excludes $0.0 thousand of the FY 2017 OCO Request.
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 OCO Request.

OP-5 Detail by Sub Activity Group

Fiscal Year 2018 President's Budget

UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)

Operating Forces/Intelligence

May 2017

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Intelligence
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
      Budget Activity (BA) 1: Operating Forces/Intelligence

	FY 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
Int	1,136,152	22,071	-733,242	424,981	8,528	18,992	452,501

* The FY 2016 Actual column includes $776,856.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column excludes $972,352.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column excludes $1,153,075.0 thousand of FY 2018 OCO Appropriations funding.

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 2016	FY 2017	FY 2018
Air Force	41	32	39

OP-5 Detail by Sub Activity Group

II. **Force Structure Summary (cont.)**

Army	162	196	196
Marine Corps	0	0	0
Navy	2	2	2
Total	**205**	**230**	**237**

Military End Strength	FY 2016	FY 2017	FY 2018
Air Force	30	30	35
Army	721	721	735
Marine Corps	12	12	12
Navy	10	10	16
Total	**773**	**773**	**798**

Contractor FTEs	FY 2016	FY 2017	FY 2018
Total	**1,207**	**1,198**	**1,138**

OP-5 Detail by Sub Activity Group

Intelligence
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

III. Financial Summary ($ in thousands)

			FY 2017				
			Congressional Action				
A. BA Subactivities	**FY 2016 Actual**	**Budget Request**	**Amount**	**Percent**	**Appropriated**	**Current Estimate**	**FY 2018 Estimate**
Intelligence	1,136,152	424,981	0	0.0	0	424,981	452,501
Total	**1,136,152**	**424,981**	**0**	**0.0**	**0**	**424,981**	**452,501**

* The FY 2016 Actual column <u>includes</u> $776,856.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column <u>excludes</u> $972,352.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column <u>excludes</u> $1,153,075.0 thousand of FY 2018 OCO Appropriations funding.

OP-5 Detail by Sub Activity Group

Intelligence
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

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

B. <u>Reconciliation Summary</u>	Change FY 2017/FY 2017	Change FY 2017/FY 2018
Baseline Funding	**424,981**	**424,981**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**424,981**	
Fact-of-Life Changes (2017 to 2017 Only)		
Subtotal Baseline Funding	**424,981**	
Supplemental	972,352	
Reprogrammings		
Price Changes		8,528
Functional Transfers		
Program Changes		18,992
Current Estimate	**1,397,333**	**452,501**
Less: Wartime Supplemental	-972,352	
Normalized Current Estimate	**424,981**	

OP-5 Detail by Sub Activity Group

Intelligence
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2017 President's Budget Request (Amended, if applicable)		**424,981**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2017 Appropriated Amount		**424,981**
2. War-Related and Disaster Supplemental Appropriations		972,352
a. OCO Supplemental Funding		
1) OCO	972,352	
3. Fact-of-Life Changes		
FY 2017 Baseline Funding		**1,397,333**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2017 Estimate		**1,397,333**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-972,352
FY 2017 Normalized Current Estimate		**424,981**
6. Price Change		8,528
7. Functional Transfers		
8. Program Increases		25,586
a. Annualization of New FY 2017 Program		
b. One-Time FY 2018 Increases		
c. Program Growth in FY 2018		
1) Civilian Pay Full Time Equivalent (FTE) Realignment Increase of $1,112 thousand is a result of a realignment of eight (8) civilian personnel from USSOCOM's Intelligence Directorate (J2)non-MIP to SOCOM MIP. (FY 2017 Baseline: $31,346 thousand; +8 FTEs)	1,112	

OP-5 Detail by Sub Activity Group

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

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

2) Civilian Pay Reprice   41

   Increase is due to a re-price of civilian pay based upon FY 2016 actual pay rates. The Office of Management and Budget (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 2017 Baseline: $31,346 thousand)

3) Classified Program   1,645

   Details are available in the 2018 Special Access Program (SAP) Annual Report. (FY 2017 Baseline: $106,977 thousand)

4) Distributed Common Ground/Surface System   Special   3,721
Operations Forces (DCGS-SOF)

   Associated program increases specific to: Increased National Security Agency and Space and Naval Warfare Systems Command end user support, annual software maintenance, and depot level maintenance for the Silent Dagger program ($1,810 thousand). An additional $1,911 thousand also supports the annual software maintenance, depot level maintenance, Special Operations Forces Support Activity (SOFSA) sustainment management support for infrastructure and systems, and IT System Administrator support for Geospatial Intelligence (GEOINT) Full Motion Video Processing, Exploitation, and Disseminations (FMV PED) infrastructure. (FY 2017 Baseline: $33,430 thousand)

OP-5 Detail by Sub Activity Group

Intelligence
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
5) Multi Mission Tactical Unmanned System (MTUAS) Increase supports an additional eight (8) MTUAS which were transferred from non-MIP sources via a Joint Urgent Operational Needs (JUONS) effort. This increase will bring the total MTUAS systems from seven (7) to fifteen (15) by the end of FY 2018. The cost to maintain these systems is higher than previously programmed due to the platforms operational tempo. (FY 2017 Baseline: $11,959 thousand)	14,270	
6) Sensitive Site Exploitation (SSE) Increase in sustainment and equipment replacement program (CERP)costs attributed to high usage rates for deployed kits (war-worn devices and consumables), which include laboratory-grade forensics equipment in deployed Exploitation Analysis Centers. (FY 2017 Baseline: $12,834 thousand)	1,447	
7) Small Unmanned Aircraft System (SUAS) Increase to sustain an additional 13 systems, ancillary equipment, and payloads procured in FY 2017. (FY 2017 Baseline: $4,803 thousand)	1,811	
8) Special Operations Research, Analysis and Threat Evaluation System (SOCRATES) Increase to hardware and software sustainment, maintenance, and technology refresh to provide increased capacity at Theater Special Operations Commands (TSOCs). (FY 2017 Baseline: $25,500 thousand)	541	
9) U-28 Contractor Logistics Support (CLS)	998	

OP-5 Detail by Sub Activity Group

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

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

Increase to CLS due to maintenance of intelligence, surveillance, and reconnaissance platforms in deployed locations. (FY 2017 Baseline: $67,968 thousand)

9. Program Decreases   -6,594
   a. Annualization of FY 2017 Program Decreases
   b. One-Time FY 2017 Increases
     1) Special Applications for Contingencies (SAFC)   -4,954
     Contractor support for one-year operation and maintenance of the improved High Definition Full Motion sensor. This was a special project with no additional funding provided/programmed for follow-on requirements to sustain or test this sensor. (FY 2017 Baseline: $4,954 thousand)
   c. Program Decreases in FY 2018
     1) Civilian Pay FTE Realignment   -139
     Decrease due to realignment of 1 FTE from the Intelligence Budget Sub-activity to Other Operations Budget Sub-activity for conversion of Special Operations Forces Planning, Rehearsal and Execution Preparation (SOFPREP) MIP to Non-MIP. (FY 2017 Baseline: $31,346 thousand; -1 FTEs)
     2) Joint Threat Warning System (JTWS) Sustainment Support   -413
     Decrease due to contract efficiency. (FY 2017 Baseline: $27,964 thousand)
     3) MQ-1C Contract Logistics Support   -324
     Decrease to contractor logistics support required to sustain MQ-1C capabilities is reflective of the

OP-5 Detail by Sub Activity Group

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
current steady state and normalization of program requirements. (FY 2017 Baseline: $1,022 thousand)		
4) SOF Targeting and Training Element (STTE) Decrease due to contract efficiency. (FY 2017 Baseline: $6,312 thousand)	-764	
FY 2018 Budget Request		**452,501**

OP-5 Detail by Sub Activity Group

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

N/A

V. **Personnel Summary**	**FY 2016**	**FY 2017**	**FY 2018**	**Change** **FY 2016/** **FY 2017**	**Change** **FY 2017/** **FY 2018**
Active Military End Strength (E/S) (Total)	773	773	798	0	25
Officer	155	155	179	0	24
Enlisted	618	618	619	0	1
Civilian End Strength (Total)	205	230	237	25	7
U.S. Direct Hire	205	230	237	25	7
Total Direct Hire	205	230	237	25	7
Active Military Average Strength (A/S) (Total)	773	773	798	0	25
Officer	155	155	179	0	24
Enlisted	618	618	619	0	1
Civilian FTEs (Total)	205	230	237	25	7
U.S. Direct Hire	205	230	237	25	7
Total Direct Hire	205	230	237	25	7
Average Annual Civilian Salary ($ in thousands)	152.9	136.3	139.1	-16.6	2.8
Contractor FTEs (Total)	1,207	1,198	1,138	-9	-60

Personnel Summary Explanations:

*USSOCOM military personnel are reported in Military Service Estimates.

*Net increase of seven (7) in Civilian end strength due to realignment of eight (8) civilian personnel from J2 non-MIP to SOCOM MIP and one (1) SOFPREP civilian from SOCOM MIP to non-MIP.

OP-5 Detail by Sub Activity Group

Intelligence
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

OP-5 Detail by Sub Activity Group

Intelligence
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

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

	FY 2016	Change FY 2016/FY 2017		FY 2017	Change FY 2017/FY 2018		FY 2018
OP 32 Line	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	28,755	542	2,049	31,346	613	-1,700	30,259
103 Wage Board	2,580	49	-2,629	0	0	2,714	2,714
199 TOTAL CIV COMPENSATION	**31,335**	**591**	**-580**	**31,346**	**613**	**1,014**	**32,973**
308 Travel of Persons	21,922	416	-8,124	14,214	284	0	14,498
399 TOTAL TRAVEL	**21,922**	**416**	**-8,124**	**14,214**	**284**	**0**	**14,498**
401 DLA Energy (Fuel Products)	116	7	-119	4	0	-4	0
411 Army Supply	1,008	-46	-918	44	1	0	45
412 Navy Managed Supply, Matl	74	4	-3	75	-1	0	74
413 Marine Corps Supply	239	-9	-230	0	0	0	0
414 Air Force Consol Sust AG (Supply)	52	0	-2	50	-4	0	46
416 GSA Supplies & Materials	5,214	99	-5,278	35	1	0	36
417 Local Purch Supplies & Mat	7,903	150	-4,251	3,802	76	0	3,878
499 TOTAL SUPPLIES & MATERIALS	**14,606**	**205**	**-10,801**	**4,010**	**73**	**-4**	**4,079**
502 Army Fund Equipment	2,871	-7	-2,864	0	0	0	0
507 GSA Managed Equipment	1,488	28	-1,463	53	1	0	54
599 TOTAL EQUIPMENT PURCHASES	**4,359**	**21**	**-4,327**	**53**	**1**	**0**	**54**
601 Army Industrial Operations	885	-1	-884	0	0	0	0
603 DLA Distribution	3	0	-3	0	0	0	0
610 Navy Air Warfare Center	1,192	38	-529	701	19	0	720
611 Navy Surface Warfare Ctr	0	0	149	149	2	0	151
614 Space & Naval Warfare Center	3,612	38	-916	2,734	103	0	2,837
630 Naval Research Laboratory	303	2	-305	0	0	0	0
647 DISA Enterprise Computing Centers	185	-19	-166	0	0	0	0
661 Air Force Consolidated Sust AG (Maint)	3,030	-34	-2,900	96	3	0	99
671 DISA DISN Subscription Services (DSS)	185	-13	-172	0	0	0	0
677 DISA Telecomm Svcs - Reimbursable	85	2	-17	70	1	0	71

OP-5 Detail by Sub Activity Group

Intelligence
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

	FY 2016	Change FY 2016/FY 2017		FY 2017	Change FY 2017/FY 2018		FY 2018
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
699 TOTAL DWCF PURCHASES	**9,480**	**13**	**-5,743**	**3,750**	**128**	**0**	**3,878**
702 AMC SAAM (fund)	489	0	-489	0	0	0	0
771 Commercial Transport	490	9	-287	212	4	0	216
799 TOTAL TRANSPORTATION	**979**	**9**	**-776**	**212**	**4**	**0**	**216**
912 Rental Payments to GSA (SLUC)	10	0	23	33	1	0	34
913 Purchased Utilities (Non-Fund)	1,315	25	244	1,584	32	0	1,616
914 Purchased Communications (Non-Fund)	17,012	324	-3,711	13,625	273	0	13,898
915 Rents (Non-GSA)	10,483	199	-7,283	3,399	68	0	3,467
917 Postal Services (U.S.P.S)	147	3	34	184	4	0	188
920 Supplies & Materials (Non-Fund)	9,522	181	8,116	17,819	356	456	18,631
921 Printing & Reproduction	19	0	-19	0	0	0	0
922 Equipment Maintenance By Contract	38,879	739	-20,928	18,690	374	14,330	33,394
923 Facilities Sust, Rest, & Mod by Contract	4,295	81	-4,376	0	0	0	0
925 Equipment Purchases (Non-Fund)	156,033	2,965	-82,984	76,014	1,520	1,023	78,557
929 Aircraft Reworks by Contract	393,868	7,483	-344,324	57,027	1,141	0	58,168
930 Other Depot Maintenance (Non-Fund)	32,857	625	3,238	36,720	734	11,206	48,660
932 Mgt Prof Support Svcs	29,755	565	-22,674	7,646	153	0	7,799
934 Engineering & Tech Svcs	1,165	22	2,433	3,620	72	0	3,692
935 Training and Leadership Development	57	1	-58	0	0	0	0
937 Locally Purchased Fuel (Non-Fund)	19,096	1,145	-19,455	786	-3	-783	0
955 Other Costs (Medical Care)	965	38	-176	827	32	0	859
957 Other Costs (Land and Structures)	5,453	103	-5,556	0	0	0	0
964 Other Costs (Subsistence and Support of Persons)	70	1	-71	0	0	0	0
987 Other Intra-Govt Purch	76,137	1,446	-28,312	49,271	985	1,037	51,293
989 Other Services	247,399	4,700	-177,171	74,928	1,499	-9,429	66,998

OP-5 Detail by Sub Activity Group

Intelligence
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017 Price	Program	FY 2017 Estimate	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate
990 IT Contract Support Services	8,934	170	119	9,223	184	142	9,549
999 TOTAL OTHER PURCHASES	**1,053,471**	**20,816**	**-702,891**	**371,396**	**7,425**	**17,982**	**396,803**
Total	**1,136,152**	**22,071**	**-733,242**	**424,981**	**8,528**	**18,992**	**452,501**

* The FY 2016 Actual column <u>includes</u> $776,856.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column <u>excludes</u> $972,352.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column <u>excludes</u> $1,153,075.0 thousand of FY 2018 OCO Appropriations funding.

OP-5 Detail by Sub Activity Group

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Fiscal Year 2018 President's Budget

UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)

Operating Forces/Maintenance

May 2017

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Maintenance
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
     Budget Activity (BA) 1: Operating Forces/Maintenance

	FY 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
Maint	870,380	16,650	-379,985	507,045	10,075	-28,369	488,751

* The FY 2016 Actual column includes $403,306.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column excludes $452,343.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column excludes $375,246.0 thousand of FY 2018 OCO Appropriations funding.

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 2016	FY 2017	FY 2018
Air Force	205	197	184
Army	0	0	0

OP-5 Detail by Sub Activity Group

II. Force Structure Summary (cont.)

Marine Corps	0	0	0
Navy	0	0	0
Total	**205**	**197**	**184**

Military End Strength	FY 2016	FY 2017	FY 2018
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 2016	FY 2017	FY 2018
Total	**615**	**615**	**600**

OP-5 Detail by Sub Activity Group

Maintenance
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

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

			FY 2017				
			Congressional Action				
A. <u>BA Subactivities</u>	**FY 2016** **Actual**	**Budget** **Request**	**Amount**	**Percent**	**Appropriated**	**Current** **Estimate**	**FY 2018** **Estimate**
Maintenance	870,380	507,045	0	0.0	0	507,045	488,751
Total	**870,380**	**507,045**	**0**	**0.0**	**0**	**507,045**	**488,751**

* The FY 2016 Actual column <u>includes</u> $403,306.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column <u>excludes</u> $452,343.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column <u>excludes</u> $375,246.0 thousand of FY 2018 OCO Appropriations funding.

OP-5 Detail by Sub Activity Group

Maintenance
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

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

B. <u>Reconciliation Summary</u>	Change FY 2017/FY 2017	Change FY 2017/FY 2018
Baseline Funding	**507,045**	**507,045**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**507,045**	
Fact-of-Life Changes (2017 to 2017 Only)		
Subtotal Baseline Funding	**507,045**	
Supplemental	452,343	
Reprogrammings		
Price Changes		10,075
Functional Transfers		
Program Changes		-28,369
Current Estimate	**959,388**	**488,751**
Less: Wartime Supplemental	-452,343	
Normalized Current Estimate	**507,045**	

OP-5 Detail by Sub Activity Group

Maintenance
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2017 President's Budget Request (Amended, if applicable)		**507,045**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2017 Appropriated Amount		**507,045**
2. War-Related and Disaster Supplemental Appropriations		452,343
a. OCO Supplemental Funding		
1) OCO	452,343	
3. Fact-of-Life Changes		
FY 2017 Baseline Funding		**959,388**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2017 Estimate		**959,388**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-452,343
FY 2017 Normalized Current Estimate		**507,045**
6. Price Change		10,075
7. Functional Transfers		
8. Program Increases		10,514
a. Annualization of New FY 2017 Program		
b. One-Time FY 2018 Increases		
c. Program Growth in FY 2018		
1) Family of Special Operations Vehicles (FOSOV)	2,413	

       Program increase caused by the SOCOM fielding the new
       Ground Mobility Vehicle (GMV) 1.1. The growth will
       support 104 new systems within the current fielding
       program. Eventually the GMV 1.1 will replace the GMV
       1.0 as the SOCOM approved solution. (FY 2017

OP-5 Detail by Sub Activity Group

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals

Baseline: $36,132 thousand)

2) Maritime Combat Systems   3,143
The program growth supports associated maintenance
and support requirements for the Combat Craft Medium
and Heavy, High Speed Assault Craft, and Special
Operations Craft Riverine platforms.
      A. $2,510 thousand maintenance repair support
for an additional six (6) Combat Craft Medium
platforms in inventory, which will eventually replace
the Rigid Hull Inflatable Boat (RHIB).
      B. $184 thousand brings the High Speed Assault
Craft program to the appropriate funding level for
post-deployment grooms required to maintain,
overhaul, and upgrade craft that will be operating
beyond their service life.
      C. $449 thousand covers minor programmatic
growth and support for maintenance to the Combat
Craft Heavy and the Special Operations Craft Riverine
maintenance. (FY 2017 Baseline: $16,103 thousand)

3) MQ 9 Sustainment   2,013
Program increase is for additional Contract
Maintenance Support (CMS) and the operational cost
associated with four (4) additional MQ-9 SOF Launch
and Recovery Elements (LREs) located at Cannon Air
Force Base. (FY 2017 Baseline: $10,994 thousand)

4) Shallow Water Combat Submersibles   419
The program increase is a result of implementing the
fielding plan for the Shallow Water Combat
Submersibles. As the systems start to come online

OP-5 Detail by Sub Activity Group

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

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

        resources will be used to cover the maintenance of
the new systems. The total amount resourced in the
Maintenance BSA reflects the cost to establish the
infrastructure to adequately support the maintenance
requirements for four (4) total platforms in FY 2018.
(FY 2017 Baseline: $4,016 thousand)

    5) SOF Small Weapons Program   2,526
       The program increase is a result of SOCOM's contiued
effort to modernize and improve the small weapons
program. The growth supports increases in order to:
      A. Increase the number of Joint Operational
Stock spares and equipment ($168 thousand),
      B. Improving the maintenance requirement for the
MK 13 Heavy Sniper Rifle ($862 thousand),
      C. Modernizing the overall SOF Machine Gun gun
program ($1,496 thousand). (FY 2017 Baseline: $16,281
thousand)

9. Program Decreases   -38,883
   a. Annualization of FY 2017 Program Decreases
   b. One-Time FY 2017 Increases
   c. Program Decreases in FY 2018
    1) Air Force Special Operations Command (AFSOC)   -8,254
    Headquarters Support Reduction
       Program decrease is a result of the Command's
adjusting resourcing priorities and seeking to gain
efficiencies by reducing the scope of the Aging
Aircraft Sustaining Engineering Program ($3,177
thousand) and SOF Unique Systems support ($5,077
thousand) located at Hurlburt Airfield, Florida. (FY

OP-5 Detail by Sub Activity Group

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

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

2017 Baseline: $96,273 thousand)

2) Ammunition   -1,772

Program decrease caused by a funding transfer from
the Maintenance Budget Sub Activity to the
Acquisition Program Management Budget Sub Activity
(-$750 thousand) and a program reduction associated
with three of the eight Multipurpose Anti Armor Anti
Personnel Weapons (MAAWS) rounds now being adopted by
the Army (-$1,022 thousand). The three MAAWS rounds
will now become service common and fall under Service
program funding, no longer requiring SOCOM to
resources as a SOF-unique requirement. (FY 2017
Baseline: $5,214 thousand)

3) C-130 Platform Support   -1,160

Reduction reflects the Command's effort to right size
the overall logistical support cost of the C-130
platform. The Command will continue to work to seek
efficiencies in the AC-130, MC-130 and EC-130 variant
platforms. (FY 2017 Baseline: $75,062 thousand)

4) Civilian Pay Full Time Equivalent (FTE) Reduction   -1,419

Decrease due to reduction of -13 FTEs for the final
year of directed COCOM baseline reductions. (FY 2017
Baseline: $21,525 thousand; -13 FTEs)

5) Civilian Pay Reprice   -439

Decrease due to re-price of civilian pay based upon
FY 2016 actual pay rates. The Office of Management
and Budget (OMB) guidance directs that civilian pay
rates should be priced at the clean rate which
excludes one-time anomalies (lump-sum leave, awards,

OP-5 Detail by Sub Activity Group

III. <u>Financial Summary</u> ($ 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 2017 Baseline:
      $21,525 thousand)

6) CV-22 Power by The Hour reduction   -1,081
      Reduction reflects the commands continued efforts to
      right size the overall logistical support cost for
      the CV-22 platform. The command will continue to
      work to seek efficiencies and options that will
      reduce overall costs to support the platform. (FY
      2017 Baseline: $27,712 thousand)

7) Non-Standard Aviation (NSAV)   -8,729
      Decrease is a result of efficiencies gained by
      reducing the overall scope of the CLS contract
      supporting NSAV platforms. (FY 2017 Baseline: $60,286
      thousand)

8) Precision Strike Package   -1,524
      The program decrease is a result of efficiencies
      gained by a reduction in contractor logistics support
      for the Precision Strike systems and the direct O&M
      cost associated with maintaining the systems. (FY
      2017 Baseline: $37,563 thousand)

9) SOF Visual Augmentation Program   -1,252
      Overall program decrease is a result of efficiencies
      gained by the consolidation of logistical support for
      the overall Visual Augmentation program and positions
      resources to closer align with amounts executed in
      prior years. (FY 2017 Baseline: $10,752 thousand)

10) SOF Warrior Systems   -12,328
      Program decrease is the result of the Command's

OP-5 Detail by Sub Activity Group

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

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

planned reductions in the SOF Personal Equipment
Advanced Requirements (SPEAR) Modular Intergrated
Communications requirement ($10,366 thousand) to
leveled-off purchases towards Naval Special Warfare
Initial Operating Capacity (IOC) and sustainment of
FY 2017 purchased levels and support to other various
SPEAR systems ($1,962 thousand). (FY 2017 Baseline:
$57,505 thousand)

   11) Tactical Combat Casualty Care Equipment   -925
Program decrease is a result of efficiencies gained
by contract reductions and consolidation of the
Tactical Combat Casualty Care equipment program. (FY
2017 Baseline: $7,269 thousand)

FY 2018 Budget Request   **488,751**

OP-5 Detail by Sub Activity Group

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

| | FY 2016 | | | | FY 2017 | | | | FY 2018 | |
| | Enacted | | Actual Inductions | | Budget | | Estimated Inductions | | Budget | |
Type of Maintenance	QTY	($M)	QTY	($M)	QTY	(M)	QTY	(M)	QTY	(M)
<u>Aircraft</u>										
Basic Aircraft	648	177.1	679	237.6	674	166.2	674	166.2	808	224.2
Engine	224	54.7	220	56.6	216	54.7	216	54.7	217	48.7
Other	490	103.6	516	110.5	521	106.0	521	106.0	512	88.2
Software	192	4.3	192	8.4	192	4.4	192	4.4	192	8.7
Support Equipment	105	1.4	8	0.8	122	1.3	122	1.3	9	0.5
Training Dev & Sim	2	10.6	41	8.3	2	9.4	2	9.4	43	9.6
<u>Automotive Equipment</u>										
Other	780	29.1	2,108	52.2	41	10.0	41	10.0	738	26.6
<u>Electronics and Communications</u>										
End Item	18,723	86.5	18,132	95.0	18,213	86.2	18,213	86.2	13,507	77.1
Other	190	24.2	3,581	188.8	887	72.2	887	72.2	1,702	87.7
Software	1,073	101.0	563	52.1	395	54.3	395	54.3	566	62.0
<u>Ordnance Weapons and Munitions</u>										
End Item	90	.7	1,802	1.0	90	1.5	90	1.5	90	1.4
Other	21,271	4.4	21,129	14.0	21,129	3.6	21,129	3.6	35,459	11.1
Support Equipment	1	0.0	120	0.0	1	0.0	1	0.0	1	0.0
<u>Other</u>										
Other	12,724	51.7	25,175	43.6	12,620	60.9	12,620	60.9	12,446	56.6
	56,531	649.3	74,504	868.9	55,103	630.6	55,103	630.6	66,290	702.4

* FY 2016 Actual Inductions columns include Oversees Contingency Operations funding, but FY 2017/2018 Budget Columns do not.

OP-5 Detail by Sub Activity Group

Maintenance
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

V. __Personnel Summary__	FY 2016	FY 2017	FY 2018	Change FY 2016/ FY 2017	Change FY 2017/ FY 2018
Active Military End Strength (E/S) (Total)	4	4	4	0	0
Officer	4	4	4	0	0
Civilian End Strength (Total)	205	197	184	-8	-13
U.S. Direct Hire	205	197	184	-8	-13
Total Direct Hire	205	197	184	-8	-13
Active Military Average Strength (A/S) (Total)	4	4	4	0	0
Officer	4	4	4	0	0
Civilian FTEs (Total)	205	197	184	-8	-13
U.S. Direct Hire	205	197	184	-8	-13
Total Direct Hire	205	197	184	-8	-13
Average Annual Civilian Salary ($ in thousands)	107.9	109.3	109.2	1.4	-0.1
Contractor FTEs (Total)	615	615	600	0	-15

Personnel Summary Explanations:

*USSOCOM military personnel are reported in Military Service Estimates.

*Decrease in Civilian end strength due to reduction of 13 FTEs to meet directed Unified Command Plan requirements.

OP-5 Detail by Sub Activity Group

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

	FY 2016	Change FY 2016/FY 2017		FY 2017	Change FY 2017/FY 2018		FY 2018
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	20,542	387	596	21,525	421	-3,294	18,652
103 Wage Board	1,582	30	-1,612	0	0	1,436	1,436
199 TOTAL CIV COMPENSATION	**22,124**	**417**	**-1,016**	**21,525**	**421**	**-1,858**	**20,088**
308 Travel of Persons	825	15	17	857	17	0	874
399 TOTAL TRAVEL	**825**	**15**	**17**	**857**	**17**	**0**	**874**
412 Navy Managed Supply, Matl	24	1	1,470	1,495	-17	361	1,839
414 Air Force Consol Sust AG (Supply)	65	1	42	108	-9	0	99
499 TOTAL SUPPLIES & MATERIALS	**89**	**2**	**1,512**	**1,603**	**-26**	**361**	**1,938**
503 Navy Fund Equipment	0	0	273	273	0	0	273
506 DLA Mat Supply Chain (Const & Equip)	36	0	-36	0	0	0	0
599 TOTAL EQUIPMENT PURCHASES	**36**	**0**	**237**	**273**	**0**	**0**	**273**
601 Army Industrial Operations	10,178	-11	-10,167	0	0	0	0
603 DLA Distribution	87	13	130	230	35	0	265
610 Navy Air Warfare Center	9,234	296	-7,780	1,750	47	0	1,797
611 Navy Surface Warfare Ctr	15,386	496	3,172	19,054	272	0	19,326
612 Navy Undersea Warfare Ctr	968	9	1,891	2,868	108	0	2,976
614 Space & Naval Warfare Center	92	1	808	901	34	0	935
633 DLA Document Services	3	0	0	3	0	0	3
634 NAVFEC (Utilities and Sanitation)	69	-3	-66	0	0	0	0
661 Air Force Consolidated Sust AG (Maint)	0	0	1,484	1,484	39	0	1,523
699 TOTAL DWCF PURCHASES	**36,017**	**801**	**-10,528**	**26,290**	**535**	**0**	**26,825**
771 Commercial Transport	245	5	-30	220	4	0	224
799 TOTAL TRANSPORTATION	**245**	**5**	**-30**	**220**	**4**	**0**	**224**
914 Purchased Communications (Non-Fund)	1,791	34	3,096	4,921	98	0	5,019
920 Supplies & Materials (Non-Fund)	1,268	24	28,307	29,599	592	0	30,191

OP-5 Detail by Sub Activity Group

Maintenance
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

	FY 2016	Change FY 2016/FY 2017		FY 2017	Change FY 2017/FY 2018		FY 2018
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
922 Equipment Maintenance By Contract	91,591	1,740	-24,421	68,910	1,378	-17,246	53,042
925 Equipment Purchases (Non-Fund)	46,076	875	46,209	93,160	1,863	-2,144	92,879
928 Ship Maintenance By Contract	8,885	169	-7,840	1,214	24	0	1,238
929 Aircraft Reworks by Contract	401,635	7,631	-374,748	34,518	690	0	35,208
930 Other Depot Maintenance (Non-Fund)	133,060	2,528	69,803	205,391	4,108	-7,482	202,017
932 Mgt Prof Support Svcs	9,399	179	-7,966	1,612	32	0	1,644
934 Engineering & Tech Svcs	5,242	100	-5,342	0	0	0	0
987 Other Intra-Govt Purch	27,835	529	-17,290	11,074	221	0	11,295
989 Other Services	84,262	1,601	-79,985	5,878	118	0	5,996
999 TOTAL OTHER PURCHASES	**811,044**	**15,410**	**-370,177**	**456,277**	**9,124**	**-26,872**	**438,529**
Total	870,380	16,650	-379,985	507,045	10,075	-28,369	488,751

* The FY 2016 Actual column includes $403,306.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column excludes $452,343.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column excludes $375,246.0 thousand of FY 2018 OCO Appropriations funding.

OP-5 Detail by Sub Activity Group

Fiscal Year 2018 President's Budget

UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)

Operating Forces/Management/Operational Hqtrs

May 2017

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Management/Operational Hqtrs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
Budget Activity (BA) 1: Operating Forces/Management and Operational Headquarters

	FY 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
MngmtHQ	242,683	4,591	-58,158	189,116	3,718	-20,965	171,869

*The FY 2016 Actual Column includes $0.0 thousand of the FY 2016 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).
*The FY 2017 excludes $0.0 thousand of the FY 2017 OCO Appropriations funding (PL 114-113).
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 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 2016	FY 2017	FY 2018
Air Force	677	601	559
Army	259	239	272

OP-5 Detail by Sub Activity Group

II. Force Structure Summary (cont.)

Marine Corps	56	61	20
Navy	229	188	53
Total	**1,221**	**1,089**	**904**

Military End Strength	FY 2016	FY 2017	FY 2018
Air Force	537	491	374
Army	245	251	299
Marine Corps	232	225	80
Navy	259	259	88
Total	**1,273**	**1,226**	**841**

Contractor FTEs	FY 2016	FY 2017	FY 2018
Total	**134**	**134**	**154**

OP-5 Detail by Sub Activity Group

Management/Operational Hqtrs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

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

			FY 2017				
			Congressional Action				
A. <u>BA Subactivities</u>	**FY 2016 Actual**	**Budget Request**	**Amount**	**Percent**	**Appropriated**	**Current Estimate**	**FY 2018 Estimate**
Management/Operational Hqtrs	242,683	189,116	0	0.0	0	189,116	171,869
Total	**242,683**	**189,116**	**0**	**0.0**	**0**	**189,116**	**171,869**

*The FY 2016 Actual Column includes $0.0 thousand of the FY 2016 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).
*The FY 2017 excludes $0.0 thousand of the FY 2017 OCO Appropriations funding (PL 114-113).
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 OCO Request.

OP-5 Detail by Sub Activity Group

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

B. <u>Reconciliation Summary</u>	Change <u>FY 2017/FY 2017</u>	Change <u>FY 2017/FY 2018</u>
Baseline Funding	**189,116**	**189,116**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**189,116**	
Fact-of-Life Changes (2017 to 2017 Only)		
Subtotal Baseline Funding	**189,116**	
Supplemental		
Reprogrammings		
Price Changes		3,718
Functional Transfers		2,655
Program Changes		-23,620
Current Estimate	**189,116**	**171,869**
Less: Wartime Supplemental		
Normalized Current Estimate	**189,116**	

OP-5 Detail by Sub Activity Group

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2017 President's Budget Request (Amended, if applicable)		**189,116**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2017 Appropriated Amount		**189,116**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2017 Baseline Funding		**189,116**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2017 Estimate		**189,116**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2017 Normalized Current Estimate		**189,116**
6. Price Change		3,718
7. Functional Transfers		2,655
a. Transfers In		
1) Civilian FTE	524	

       Directed transfer of four (4) FTE from Washington
       Headquarters Services (WHS) to U.S. Special
       Operations Command (USSOCOM) to support Financial
       Improvement and Audit Readiness (FIAR) requirements.
       (FY 2017 Baseline: $0 thousand; +4 FTEs)

| 2) Counter-Weapons of Mass Destruction (CWMD) | 2,131 | |

       Increased funding supports the directed Unified
       Command Plan change transferring the Counter-Weapons
       of Mass Destruction (CWMD) mission from USSTRATCOM to
       USSOCOM. Eighteen (18) full-time equivalent direct

OP-5 Detail by Sub Activity Group

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

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

hire civilians were also transferred from USSTRATCOM
to USSOCOM to support this mission change. (FY 2017
Baseline: $0 thousand; +18 FTEs)

8. Program Increases		14,622
a. Annualization of New FY 2017 Program		
b. One-Time FY 2018 Increases		
c. Program Growth in FY 2018		
1) Civilian Pay Full Time Equivalent (FTE) Realignment	7,239	

Increase due to realignment of 57 FTEs from Other
Operations Budget Sub-activity to Management
Headquarters Budget Sub-activity as a result of the
directed Management Headquarters Activity (MHA)
rebaseline effort. (FY 2017 Baseline: $135,684
thousand; +57 FTEs)

2) Civilian Pay Reprice	791	

Increase is due to a re-price of civilian pay based
upon FY 2016 actual pay rates. The Office of
Management and Budget (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 2017 Baseline: $135,684 thousand)

3) US Special Operations Command Audit Readiness	4,833	

Per National Defense Authorization Act of 2010,
USSOCOM is required to correct all financial
management reporting deficiencies, validate the
command is ready for audit by September 30, 2017, and
perform an annual audit of financial statements

OP-5 Detail by Sub Activity Group

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

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

starting in FY 2018. Contract support is needed to help correct deficiencies found and prepare for subsequent audits. The increase is for +29 additional contractor FTEs supporting audit readiness. The contractors will be located throughout the SOCOM Enterprise: SOFM (6), SOF AT&L (10), HQSOCOM (1), Components (4), and TSOCs (8). This contract will be evaluated annually and release contractors when no longer needed for audit readiness. (FY 2017 Baseline: $1,435 thousand)

4) US Special Operations Command Continuous Process Improvement   175

The Continuous Process Improvement (CPI) program provides contractors for the automated command management process and customer support for the Enterprise Management System and the Task Management Tool (TMT). The increase provides one (+1) additional contractor FTE for a total of seven (7) CPI contractors in FY 2018. The additional contractor provides dedicated support to USSOCOM Headquarters by adjudicating actions for Electronic Warfare Mutual Support (EWMS) staff and TMTs that require Deputy Chief of Staff or higher approval, and provides Subject Matter Expertise relating to EWMS and TMT processes. (FY 2017 Baseline: $1,300 thousand)

5) US Special Operations Command Document Management System   282

The increase in funding provides for the annual maintenance licenses of the Hewlett Packard

OP-5 Detail by Sub Activity Group

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals

electronic document and records management system software. The commercial software aligns the headquarters with DoD Directive 51015.2, DoD Records Management, and CJCSM 5760.1. (FY 2017 Baseline: $576 thousand)

6) US Special Operations Command Financial Management   1,302

The increase within Financial Management provides funding for a Firm, Fixed Price Contract for the Definitive Logic Contract to provide subject matter experts to work with USSOCOM personnel to gather, document, design, and deliver a Hyperion Budget Model for USSOCOM budget processes including integration processes between the Program Objective Memorandum, budget, and execution cycles, budget exhibit generation, and interface with OSD financial systems. This Hyperion Budget Model is configured to represent SOCOM specific structures to provide critical modernization to our management information system databases and offer the capability necessary to improve efficiency and effectiveness of financial management processes. (FY 2017 Baseline: $1,631 thousand)

9. Program Decreases   -38,242
   a. Annualization of FY 2017 Program Decreases
   b. One-Time FY 2017 Increases
   c. Program Decreases in FY 2018
     1) Civilian Pay FTE Realignment   -34,504

Decrease in civilian personnel funding due to realignment of -264 FTEs from Management/Operational

OP-5 Detail by Sub Activity Group

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

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

       Headquarters Budget Sub-Activity. Personnel
realignments include -223 FTEs to Other Operations
Budget Sub-Activity and -41 FTEs to Flight Operations
Budget Sub-activity as a result of the directed
Management Headquarters Activity (MHA) rebaseline
effort. (FY 2017 Baseline: $135,684 thousand; -264
FTEs)

   2) Joint Special Operations Force Development (J7) –   -491
Realignment
       Realigned funding for OPM Extraordinary Leadership
Course and OPM Mentoring and Coaching for Excellence
Course is correctly aligned to the Joint Special
Operations Force Development (J7) under the Other
Operations BSA. (FY 2017 Baseline: $9,079 thousand)

   3) Marine Special Operations Command (MARSOC)   -887
       The MARSOC Headquarters funding decrease reflects a
reduction in equipment, supplies and travel. (FY 2017
Baseline: $9,933 thousand)

   4) Naval Special Warfare Command (NSWC)   -822
       The NSWC Headquarters funding decrease is a reduction
to garrison staff non programmatic travel to attend
conferences, training, design reviews and site
visits.
(FY 2017 Baseline: $6,032 thousand)

   5) US Army Special Operations Command (USASOC)   -644
       The USASOC decrease is a result in the contract delay
to FY 2019 for the development of the Special
Activities Program (SAP) portion of the Enterprise
Resource Planning (ERP) system. ERP SAP will provide

OP-5 Detail by Sub Activity Group

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

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

for the secure integrated management of core business
processes, such as financials, materials planning and
human resources relating to Special Activities.
(FY 2017 Baseline: $8,465 thousand)

6) US Special Operations Command Contractor Support   -894

The decrease in the Command Support reflects the
elimination of contractor positions no longer
required including four (-4) contractor FTEs (-$554
thousand) from the Knowledge Management (KM)
Innovation Lab. Also, eliminated the SOCOM
Facilities' escort contract (-5 contractor FTEs) in
March 2017 (-$280 thousand) which provided escorts
for uncleared contractors, personnel, and technicians
working HQ modernization and construction projects
within Headquarters facilities. HQ USSOCOM also
eliminated the combatives contracted support (-1
Contractor FTE) that provided currency and
proficiency training in hand-to-hand combatives for
HQ USSOCOM personnel (-$60 thousand). (FY 2017
Baseline: $9,079 thousand)

FY 2018 Budget Request   **171,869**

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

N/A

Management/Operational Hqtrs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

V. <u>Personnel Summary</u>	FY 2016	FY 2017	FY 2018	Change FY 2016/ FY 2017	Change FY 2017/ FY 2018
<u>Active Military End Strength (E/S) (Total)</u>	<u>1,211</u>	<u>1,160</u>	<u>829</u>	<u>-51</u>	<u>-331</u>
Officer	693	685	523	-8	-162
Enlisted	518	475	306	-43	-169
<u>Reservists on Full Time Active Duty (E/S)</u>	<u>62</u>	<u>66</u>	<u>12</u>	<u>4</u>	<u>-54</u>
Officer	47	50	11	3	-39
Enlisted	15	16	1	1	-15
<u>Civilian End Strength (Total)</u>	<u>1,221</u>	<u>1,089</u>	<u>904</u>	<u>-132</u>	<u>-185</u>
U.S. Direct Hire	1,221	1,089	904	-132	-185
Total Direct Hire	1,221	1,089	904	-132	-185
<u>Active Military Average Strength (A/S) (Total)</u>	<u>1,211</u>	<u>1,160</u>	<u>829</u>	<u>-51</u>	<u>-331</u>
Officer	693	685	523	-8	-162
Enlisted	518	475	306	-43	-169
<u>Reservists on Full Time Active Duty (A/S) (Total)</u>	<u>62</u>	<u>66</u>	<u>12</u>	<u>4</u>	<u>-54</u>
Officer	47	50	11	3	-39
Enlisted	15	16	1	1	-15
<u>Civilian FTEs (Total)</u>	<u>1,221</u>	<u>1,089</u>	<u>904</u>	<u>-132</u>	<u>-185</u>
U.S. Direct Hire	1,221	1,089	904	-132	-185
Total Direct Hire	1,221	1,089	904	-132	-185
Average Annual Civilian Salary ($ in thousands)	125.7	124.6	127.3	-1.1	2.7
<u>Contractor FTEs (Total)</u>	<u>134</u>	<u>134</u>	<u>154</u>	<u>0</u>	<u>20</u>

OP-5 Detail by Sub Activity Group

Personnel Summary Explanations:

*USSOCOM military personnel are reported in Military Service Estimates.

*Net decrease of -185 Civilian FTE reflects:

+57 FTEs from Other Operations Budget Sub-activity to Management Headquarters Budget Sub-activity as a result of the directed Management Headquarters Activity (MHA) rebaseline effort.

-264 FTEs from Management/Operational Headquarters Budget Sub-Activity; -223 FTEs to Other Operations Budget Sub-Activity and -41 FTEs to Flight Operations Budget Sub-activity as a result of the directed Management Headquarters Activity (MHA) rebaseline effort.
+ 4 FIAR FTE, transfer from WHS
+18 CWMD transfer from USSTRATC

Management/Operational Hqtrs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

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

OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017 Price	Program	FY 2017 Estimate	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate
101 Exec, Gen'l & Spec Scheds	153,481	2,893	-25,313	131,061	2,561	-21,997	111,625
103 Wage Board	0	0	4,623	4,623	90	-1,298	3,415
199 TOTAL CIV COMPENSATION	**153,481**	**2,893**	**-20,690**	**135,684**	**2,651**	**-23,295**	**115,040**
308 Travel of Persons	20,705	393	-8,478	12,620	252	-1,169	11,703
399 TOTAL TRAVEL	**20,705**	**393**	**-8,478**	**12,620**	**252**	**-1,169**	**11,703**
401 DLA Energy (Fuel Products)	32	2	21	55	0	-42	13
411 Army Supply	77	-4	-36	37	1	-3	35
413 Marine Corps Supply	5	0	27	32	-1	0	31
414 Air Force Consol Sust AG (Supply)	4	0	0	4	0	0	4
417 Local Purch Supplies & Mat	81	2	242	325	7	-17	315
418 Air Force Retail Supply (Gen Support Div)	235	8	-243	0	0	0	0
499 TOTAL SUPPLIES & MATERIALS	**434**	**8**	**11**	**453**	**7**	**-62**	**398**
502 Army Fund Equipment	0	0	4	4	0	0	4
506 DLA Mat Supply Chain (Const & Equip)	327	0	-327	0	0	0	0
507 GSA Managed Equipment	0	0	303	303	6	-11	298
599 TOTAL EQUIPMENT PURCHASES	**327**	**0**	**-20**	**307**	**6**	**-11**	**302**
601 Army Industrial Operations	119	0	-119	0	0	0	0
610 Navy Air Warfare Center	383	12	-395	0	0	0	0
614 Space & Naval Warfare Center	0	0	41	41	2	-2	41
631 Navy Base Support (NFESC)	21	1	-22	0	0	0	0
633 DLA Document Services	0	0	13	13	0	0	13
634 NAVFEC (Utilities and Sanitation)	4	0	-4	0	0	0	0
647 DISA Enterprise Computing Centers	77	-8	-69	0	0	0	0
675 DLA Disposition Services	19	0	-19	0	0	0	0
699 TOTAL DWCF PURCHASES	**623**	**5**	**-574**	**54**	**2**	**-2**	**54**
720 DSC Pounds Delivered	8	1	-9	0	0	0	0

OP-5 Detail by Sub Activity Group

Management/Operational Hqtrs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017 Price	Program	FY 2017 Estimate	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate
771 Commercial Transport	131	2	322	455	9	-93	371
799 TOTAL TRANSPORTATION	**139**	**3**	**313**	**455**	**9**	**-93**	**371**
913 Purchased Utilities (Non-Fund)	250	5	20	275	6	-11	270
914 Purchased Communications (Non-Fund)	3,205	61	-2,975	291	6	-6	291
915 Rents (Non-GSA)	4,147	79	-2,857	1,369	27	-200	1,196
917 Postal Services (U.S.P.S)	35	1	-11	25	1	-1	25
920 Supplies & Materials (Non-Fund)	5,790	110	-164	5,736	115	-115	5,736
921 Printing & Reproduction	414	8	40	462	9	-48	423
922 Equipment Maintenance By Contract	12,595	239	-10,927	1,907	38	-28	1,917
923 Facilities Sust, Rest, & Mod by Contract	268	5	-273	0	0	0	0
924 Pharmaceutical Drugs	488	20	-508	0	0	0	0
925 Equipment Purchases (Non-Fund)	3,052	58	-1,781	1,329	27	-67	1,289
926 Other Overseas Purchases	3	0	-3	0	0	0	0
930 Other Depot Maintenance (Non-Fund)	0	0	272	272	5	-5	272
932 Mgt Prof Support Svcs	8,357	159	-4,849	3,667	73	175	3,915
933 Studies, Analysis & Eval	7,081	135	3,640	10,856	217	-376	10,697
934 Engineering & Tech Svcs	248	5	-253	0	0	0	0
935 Training and Leadership Development	3,596	68	-3,664	0	0	0	0
937 Locally Purchased Fuel (Non-Fund)	32	2	-34	0	0	47	47
955 Other Costs (Medical Care)	122	5	-127	0	0	0	0
957 Other Costs (Land and Structures)	913	17	-930	0	0	0	0
964 Other Costs (Subsistence and Support of Persons)	11	0	-11	0	0	0	0
984 Equipment Contracts	2,557	49	-1,794	812	16	-69	759
987 Other Intra-Govt Purch	1,769	34	2,096	3,899	78	-78	3,899
989 Other Services	11,057	210	-4,439	6,828	137	4,501	11,466

OP-5 Detail by Sub Activity Group

Management/Operational Hqtrs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017 Price	Program	FY 2017 Estimate	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate
990 IT Contract Support Services	984	19	812	1,815	36	-52	1,799
999 TOTAL OTHER PURCHASES	**66,974**	**1,289**	**-28,720**	**39,543**	**791**	**3,667**	**44,001**
Total	**242,683**	**4,591**	**-58,158**	**189,116**	**3,718**	**-20,965**	**171,869**

*The FY 2016 Actual Column includes $0.0 thousand of the FY 2016 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).
*The FY 2017 excludes $0.0 thousand of the FY 2017 OCO Appropriations funding (PL 114-113).
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 OCO Request.

OP-5 Detail by Sub Activity Group

Fiscal Year 2018 President's Budget

UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)

Operating Forces/Operational Support

May 2017

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Operational Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
Budget Activity (BA) 1: Operating Forces/Operational Support

	FY 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
OpsSup	109,020	2,039	-3,848	107,211	2,064	-1,628	107,647

*The FY 2016 Actual Column includes $0.0 thousand of the FY 2016 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).
*The FY 2017 excludes $0.0 thousand of the FY 2017 OCO Appropriations funding (PL 114-113).
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 OCO Request.

I.   Description of Operations Financed: Operational Support - Funding supports SOF-peculiar 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 2016	FY 2017	FY 2018
Air Force	0	0	0
Army	313	285	312

OP-5 Detail by Sub Activity Group

Operational Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

II. **Force Structure Summary (cont.)**

Marine Corps	0	0	0
Navy	0	0	0
Total	**313**	**285**	**312**

Military End Strength	FY 2016	FY 2017	FY 2018
Air Force	0	2	0
Army	976	977	977
Marine Corps	0	0	0
Navy	0	1	0
Total	**976**	**980**	**977**

Contractor FTEs	FY 2016	FY 2017	FY 2018
Total	**52**	**52**	**52**

OP-5 Detail by Sub Activity Group

III. Financial Summary ($ in thousands)

			FY 2017				
			Congressional Action				
A. BA Subactivities	**FY 2016 Actual**	**Budget Request**	**Amount**	**Percent**	**Appropriated**	**Current Estimate**	**FY 2018 Estimate**
Operational Support	109,020	107,211	0	0.0	0	107,211	107,647
Total	**109,020**	**107,211**	**0**	**0.0**	**0**	**107,211**	**107,647**

*The FY 2016 Actual Column includes $0.0 thousand of the FY 2016 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).
*The FY 2017 excludes $0.0 thousand of the FY 2017 OCO Appropriations funding (PL 114-113).
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 OCO Request.

OP-5 Detail by Sub Activity Group

III. Financial Summary ($ in thousands)

B. Reconciliation Summary	Change FY 2017/FY 2017	Change FY 2017/FY 2018
Baseline Funding	**107,211**	**107,211**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**107,211**	
Fact-of-Life Changes (2017 to 2017 Only)		
Subtotal Baseline Funding	**107,211**	
Supplemental		
Reprogrammings		
Price Changes		2,064
Functional Transfers		
Program Changes		−1,628
Current Estimate	**107,211**	**107,647**
Less: Wartime Supplemental		
Normalized Current Estimate	**107,211**	

OP-5 Detail by Sub Activity Group

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2017 President's Budget Request (Amended, if applicable)		**107,211**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2017 Appropriated Amount		**107,211**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2017 Baseline Funding		**107,211**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2017 Estimate		**107,211**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2017 Normalized Current Estimate		**107,211**
6. Price Change		2,064
7. Functional Transfers		
8. Program Increases		3,589
a. Annualization of New FY 2017 Program		
b. One-Time FY 2018 Increases		
c. Program Growth in FY 2018		
1) Civilian Pay Full Time Equivalent (FTE) Realignment	3,032	
Increase due to realignment of 27 FTEs from Communications Budget Sub-activity to Operational Support Budget Sub-activity to align personnel to the Budget Sub-activity of their execution. (FY 2017 Baseline: $32,909 thousand; +27 FTEs)		
2) Identity Management	153	
The increase supports the purchase of additional		

OP-5 Detail by Sub Activity Group

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Special Access Program network desktop computers to expand the scope of the Identity Management Program. (FY 2017 Baseline: $12,472 thousand)		
3) Naval Special Warfare Facility, Sustainment, Restoration and Modernization	190	
Increase supports facility sustainment costs for Naval Special Warfare Center (NSWC) facilities located at non-Navy locations to include minor facility projects, and maintenance of uninterrupted power supply systems and generators. (FY 2017 Baseline: $7,364 thousand)		
4) SOF Support Activity Lease (SOFSA)	214	
The increase provides funding for the lease costs associated with the new rotary wing capable maintenance hangar which will consolidate all SOFSA rotary wing support operations to one facility at Bluegrass Station. Currently the Mission Enhancement Little Bird MH-6 effort is accomplished 40 miles south at Bluegrass Army Depot (BGAD). The new facility is part of the modernization efforts by the Commonwealth of Kentucky to replace old facilities at Bluegrass Station. (FY 2017 Baseline: $11,086 thousand)		
9. Program Decreases		-5,217
a. Annualization of FY 2017 Program Decreases		
b. One-Time FY 2017 Increases		
c. Program Decreases in FY 2018		
1) Civilian Pay Reprice	-1,557	
Decrease due to a re-price of civilian pay based upon		

OP-5 Detail by Sub Activity Group

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

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

FY 2016 actual pay rates. The Office of Management and Budget (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 2017 Baseline: $32,909 thousand)

2) Combat Development Activities Facility Sustainment, Restoration, and Modernization (FSRM)   -524

Funding reduction is based on an expected decrease in required FSRM projects. (FY 2017 Baseline: $7,570 thousand)

3) US Army Special Operations Command (USASOC)   -3,136

Decrease reflects reductions in the level of operating support. These costs include decreases in requirements associated with supplies, equipment, travel and completion of FY 2017 projects within USASOC's Studies Program.
(FY 2017 Baseline: $32,762 thousand)

FY 2018 Budget Request   **107,647**

OP-5 Detail by Sub Activity Group

IV. Performance Criteria and Evaluation Summary:

Facilities Sustainment and Restoration/Modernization

(Dollars in Thousands)

	FY 2016 Actuals	FY 2016 OCO	FY 2017 Estimate	FY 2017 OCO	FY 2018 Estimate
Funding Levels					
Sustainment	3,411	0	7,112	0	4,666

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 2017 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: facility maintenance at non-military installations; minor facility projects; maintenance of uninterrupted power supply systems, generators, and pulverizers.

FY 2018 sustainment funding reflects an estimated decrease in USSOCOM's Command facility sustainment costs. Requirements include: facility maintenance at non-military installations; emergency service work, minor facility projects; maintenance of uninterrupted power supply systems, generators, and pulverizers.

OP-5 Detail by Sub Activity Group

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

<u>Facilities Sustainment and Restoration/Modernization</u>

	FY 2016 Actuals	FY 2016 OCO	FY 2017 Estimate	FY 2017 OCO	FY 2018 Estimate
Funding Levels					
Restoration/Modernization	14,414	0	10,870	0	13,356

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 2017 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: 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.

FY 2018 funding reflects USSOCOM's facility restoration/modernization requirements, which include: improve Sensitive Compartmented Information Facility's to meet physical security guidelines; office space reconfigurations of recently acquired facility; electrical service upgrades to support Combatant craft requirements in Bahrain; install mezzanine and battery lab to support SEAL Delivery Vehicles in Guam; upgrade HVAC for split work environment for physical security of C4I equipment; enlarge fenced secure

OP-5 Detail by Sub Activity Group

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

storage area; improve boat launches for safety and to prevent flooding of bilges and engines; and modernize/enlarge SEAL locker room cages.

<u>**Facilities Sustainment and Restoration/Modernization**</u>

	FY 2016 Actuals	FY 2016 OCO	FY 2017 Estimate	FY 2017 OCO	FY 2018 Estimate
Funding Levels					
Demolition	0	0	0	0	0

Narrative justification of Demolition funding:

	FY 2016 Actuals	FY 2016 OCO	FY 2017 Estimate	FY 2017 OCO	FY 2018 Estimate
TOTAL O&M FUNDING	17,825	0	17,982	0	18,022

OP-5 Detail by Sub Activity Group

V. <u>Personnel Summary</u>	FY 2016	FY 2017	FY 2018	Change FY 2016/ FY 2017	Change FY 2017/ FY 2018
<u>Active Military End Strength (E/S) (Total)</u>	<u>935</u>	<u>939</u>	<u>936</u>	<u>4</u>	<u>-3</u>
Officer	164	168	165	4	-3
Enlisted	771	771	771	0	0
<u>Reservists on Full Time Active Duty (E/S)</u>	<u>41</u>	<u>41</u>	<u>41</u>	<u>0</u>	<u>0</u>
Officer	9	9	9	0	0
Enlisted	32	32	32	0	0
<u>Civilian End Strength (Total)</u>	<u>313</u>	<u>285</u>	<u>312</u>	<u>-28</u>	<u>27</u>
U.S. Direct Hire	313	285	312	-28	27
Total Direct Hire	313	285	312	-28	27
<u>Active Military Average Strength (A/S) (Total)</u>	<u>935</u>	<u>939</u>	<u>936</u>	<u>4</u>	<u>-3</u>
Officer	164	168	165	4	-3
Enlisted	771	771	771	0	0
<u>Reservists on Full Time Active Duty (A/S) (Total)</u>	<u>41</u>	<u>41</u>	<u>41</u>	<u>0</u>	<u>0</u>
Officer	9	9	9	0	0
Enlisted	32	32	32	0	0
<u>Civilian FTEs (Total)</u>	<u>313</u>	<u>285</u>	<u>312</u>	<u>-28</u>	<u>27</u>
U.S. Direct Hire	313	285	312	-28	27
Total Direct Hire	313	285	312	-28	27
Average Annual Civilian Salary ($ in thousands)	111.5	115.5	112.3	4.0	-3.2
<u>Contractor FTEs (Total)</u>	<u>52</u>	<u>52</u>	<u>52</u>	<u>0</u>	<u>0</u>

OP-5 Detail by Sub Activity Group

Operational Support
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Personnel Summary Explanations:

*USSOCOM military personnel are reported in Military Service Estimates.

*Increase in Civilian ES due to realignment of 27 FTEs from Communications Budget Sub-activity to Operational Support Budget Sub-activity.

OP-5 Detail by Sub Activity Group

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

	FY 2016	Change FY 2016/FY 2017		FY 2017	Change FY 2017/FY 2018		FY 2018
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	34,799	656	-2,546	32,909	643	1,380	34,932
103 Wage Board	104	2	-106	0	0	95	95
199 TOTAL CIV COMPENSATION	**34,903**	**658**	**-2,652**	**32,909**	**643**	**1,475**	**35,027**
308 Travel of Persons	4,268	81	0	4,349	87	-87	4,349
399 TOTAL TRAVEL	**4,268**	**81**	**0**	**4,349**	**87**	**-87**	**4,349**
401 DLA Energy (Fuel Products)	133	8	-130	11	0	181	192
411 Army Supply	230	-11	-128	91	3	-7	87
412 Navy Managed Supply, Matl	0	0	130	130	-1	7	136
414 Air Force Consol Sust AG (Supply)	0	0	257	257	-21	7	243
416 GSA Supplies & Materials	0	0	52	52	1	0	53
417 Local Purch Supplies & Mat	446	8	-424	30	1	0	31
424 DLA Mat Supply Chain (Weapon Sys)	0	0	25	25	-2	1	24
499 TOTAL SUPPLIES & MATERIALS	**809**	**5**	**-218**	**596**	**-19**	**189**	**766**
503 Navy Fund Equipment	92	4	-96	0	0	0	0
506 DLA Mat Supply Chain (Const & Equip)	58	0	56	114	0	0	114
507 GSA Managed Equipment	55	1	-56	0	0	0	0
599 TOTAL EQUIPMENT PURCHASES	**205**	**5**	**-96**	**114**	**0**	**0**	**114**
601 Army Industrial Operations	164	0	-154	10	0	0	10
614 Space & Naval Warfare Center	218	2	-220	0	0	0	0
631 Navy Base Support (NFESC)	93	7	64	164	-2	14	176
634 NAVFEC (Utilities and Sanitation)	377	-16	879	1,240	4	-58	1,186
699 TOTAL DWCF PURCHASES	**852**	**-7**	**569**	**1,414**	**2**	**-44**	**1,372**
720 DSC Pounds Delivered	0	0	2	2	0	0	2
771 Commercial Transport	113	2	-89	26	1	0	27
799 TOTAL TRANSPORTATION	**113**	**2**	**-87**	**28**	**1**	**0**	**29**
912 Rental Payments to GSA (SLUC)	14	0	-14	0	0	0	0

OP-5 Detail by Sub Activity Group

Operational Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017 Price	Program	FY 2017 Estimate	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate
914 Purchased Communications (Non-Fund)	2,690	51	-2,452	289	6	0	295
915 Rents (Non-GSA)	6,671	127	3,427	10,225	205	208	10,638
917 Postal Services (U.S.P.S)	19	0	1	20	0	0	20
920 Supplies & Materials (Non-Fund)	2,207	42	5,000	7,249	145	-145	7,249
921 Printing & Reproduction	5	0	101	106	2	0	108
922 Equipment Maintenance By Contract	4,037	77	-3,179	935	19	-2	952
923 Facilities Sust, Rest, & Mod by Contract	11,178	212	6,558	17,948	359	-446	17,861
925 Equipment Purchases (Non-Fund)	9,432	179	-662	8,949	179	-79	9,049
932 Mgt Prof Support Svcs	4,359	83	-2,862	1,580	32	20	1,632
933 Studies, Analysis & Eval	1,423	27	-1,450	0	0	0	0
934 Engineering & Tech Svcs	39	1	-40	0	0	0	0
935 Training and Leadership Development	821	16	-837	0	0	1,390	1,390
937 Locally Purchased Fuel (Non-Fund)	127	8	187	322	-1	-158	163
955 Other Costs (Medical Care)	6	0	-6	0	0	6	6
957 Other Costs (Land and Structures)	10,294	196	-9,983	507	10	-25	492
984 Equipment Contracts	177	3	110	290	6	-1	295
987 Other Intra-Govt Purch	12,486	237	-4,139	8,584	172	-3,178	5,578
989 Other Services	85	2	10,694	10,781	216	-751	10,246
990 IT Contract Support Services	1,800	34	-1,818	16	0	0	16
999 TOTAL OTHER PURCHASES	**67,870**	**1,295**	**-1,364**	**67,801**	**1,350**	**-3,161**	**65,990**
Total	109,020	2,039	-3,848	107,211	2,064	-1,628	107,647

*The FY 2016 Actual Column includes $0.0 thousand of the FY 2016 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2017 excludes $0.0 thousand of the FY 2017 OCO Appropriations funding (PL 114-113).

*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 OCO Request.

OP-5 Detail by Sub Activity Group

Fiscal Year 2018 President's Budget

UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)

Operating Forces/Other Operations

May 2017

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Other Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
Budget Activity (BA) 1: Operating Forces/Other Operations

	FY 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
OtherOps	1,509,954	25,568	-547,696	987,826	19,347	-1,063	1,006,110

* The FY 2016 Actual column <u>includes</u> $632,782.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column <u>excludes</u> $362,692.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column <u>excludes</u> $356,113.0 thousand of FY 2018 OCO Appropriations funding.

I. <u>Description of Operations Financed</u>: <u>Other Operations</u> – 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. <u>Force Structure Summary</u>:

OP-5 Detail by Sub Activity Group

Other Operations
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 2016	FY 2017	FY 2018
Air Force	294	277	295
Army	231	234	213
Marine Corps	42	43	84
Navy	308	388	348
Total	**875**	**942**	**940**

Military End Strength	FY 2016	FY 2017	FY 2018
Air Force	1,464	1,463	1,419
Army	25,818	25,812	25,763
Marine Corps	2,413	2,418	2,548
Navy	4,592	4,594	4,768
Total	**34,287**	**34,287**	**34,498**

Contractor FTEs	FY 2016	FY 2017	FY 2018
Total	**930**	**1,075**	**1,061**

OP-5 Detail by Sub Activity Group

Other Operations
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III. Financial Summary ($ in thousands)

			FY 2017				
			Congressional Action				
A. BA Subactivities	FY 2016 Actual	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2018 Estimate
Other Operations	1,509,954	987,826	0	0.0	0	987,826	1,006,110
Total	**1,509,954**	**987,826**	**0**	**0.0**	**0**	**987,826**	**1,006,110**

* The FY 2016 Actual column includes $632,782.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column excludes $362,692.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column excludes $356,113.0 thousand of FY 2018 OCO Appropriations funding.

OP-5 Detail by Sub Activity Group

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

B. <u>Reconciliation Summary</u>	Change FY 2017/FY 2017	Change FY 2017/FY 2018
Baseline Funding	**987,826**	**987,826**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**987,826**	
Fact-of-Life Changes (2017 to 2017 Only)		
Subtotal Baseline Funding	**987,826**	
Supplemental	362,692	
Reprogrammings		
Price Changes		19,347
Functional Transfers		6,535
Program Changes		-7,598
Current Estimate	**1,350,518**	**1,006,110**
Less: Wartime Supplemental	-362,692	
Normalized Current Estimate	**987,826**	

OP-5 Detail by Sub Activity Group

Other Operations
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Fiscal Year (FY) 2018 President's Budget

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2017 President's Budget Request (Amended, if applicable)		**987,826**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2017 Appropriated Amount		**987,826**
2. War-Related and Disaster Supplemental Appropriations		362,692
a. OCO Supplemental Funding		
1) OCO	362,692	
3. Fact-of-Life Changes		
FY 2017 Baseline Funding		**1,350,518**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2017 Estimate		**1,350,518**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-362,692
FY 2017 Normalized Current Estimate		**987,826**
6. Price Change		19,347
7. Functional Transfers		6,535
a. Transfers In		
1) Counter-Weapons of Mass Destruction (CWMD)	8,740	

       Increased funding supports the directed Unified Command Plan change transferring the Counter-Weapons of Mass Destruction (CWMD) mission from USSTRATCOM to USSOCOM. Fourteen (14) full-time equivalent direct hire civilians were also transferred from USSTRATCOM to USSOCOM to support this mission change. (FY 2017 Baseline: $3,537 thousand; +14 FTEs)

   b. Transfers Out

OP-5 Detail by Sub Activity Group

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
1) Navy Service Common Table of Allowance Funding transferred to the Department of the Navy in order to be executed by the Service Executive Agent. This funding supports the provision of Service Common Table of Allowance items for NSWC units. (FY 2017 Baseline: $2,205 thousand)	-2,205	
8. Program Increases		56,321
a. Annualization of New FY 2017 Program		
b. One-Time FY 2018 Increases		
c. Program Growth in FY 2018		
1) United States Army Special Operations Command 19th/20th Special Forces Group Increase supports the additional supplies necessary for home station training for the 19th and 20th Special Forces Group in preparation for conducting real world missions. (FY 2017 Baseline: $4,809 thousand; +0 FTEs)	1,000	
2) Civil Military Support Engagement (CMSE) CMSE program growth of $2,409 thousand supports seven (7) additional Theater Special Operations Command (TSOC) CMSE teams: four (4) for SOCAFRICA; one (1)for SOCEUR; and (2)two for SOCPAC. In addition, funding support of $425 thousand provides for increased partnering with the governmental agency of United States Institute for Peace (USIP). Expanded efforts through USIP are beneficial and improves network capabilities with Non-governmental organizations (NGOs) in preparation for down-range missions. (FY 2017 Baseline: $11,674 thousand)	2,834	

OP-5 Detail by Sub Activity Group

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

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

3) Civilian Pay Full Time Equivalent (FTE) Realignment   28,454
   Increase of $28,329 thousand in civilian personnel
   funding due to:
       a. Realignment of 227 FTE from the Management
   Headquarters Budget Sub-activity to Other Operations
   Budget Sub-activity as a result of the directed
   Management Headquarters Activity (MHA) rebaseline
   effort.

       b. Other personnel realignments include 1 FTE
   ($125 thousand) from Intelligence Budget Sub-activity
   to Other Operations Budget Sub-activity due to
   conversion of Special Operations Forces Planning,
   Rehearsal and Execution Preparation Military
   Intelligence Program (MIP) to Non-MIP. (FY 2017
   Baseline: $111,438 thousand; +228 FTEs)

4) Civilian Pay Reprice   5,719
   Increase is a result of a reprice of civilian pay
   based upon FY 2016 actual pay rates. The Office of
   Management & Budget 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 2017 Baseline:
   $111,438 thousand)

5) Countering Weapons of Mass Destruction (CWMD)   665
   In August 2016, the President of the United States
   transferred the Unified Command Plan requirement for
   planning and synchronization responsibilities for

OP-5 Detail by Sub Activity Group

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

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

CWMD from USSTRATCOM to USSOCOM. The increase
supports meeting full operational capability (FOC) to
manage the Global Campaign Plan/mission execution.
Funding provides for the synchronization cell, travel
for leader engagements, assessments, support visits,
government support conferences (GSC) and
administrative costs for supplies, purchased
communications and contract support to include growth
of two (2) full-time equivalent contractors. (FY
2017 Baseline: $3,500 thousand)

6) Force Management and Development - SOCOM Mission   2,103
Rehearsal
Combat Mission Rehearsal Complex (CMRC) funding
increase of $788 thousand and four (4) full-time
equivalent contractors enable synchronization of
full-mission profile events, ranging from beach
insertion to direct action,
find/fix/finish/exploit/analyze (F3EA) cycle, for the
National Mission Force, key enablers, and interagency
partners to effectively prepare for no-fail missions.
The increase of $1,315 thousand also addresses
requirements associated with eight (8) existing
reconfigurable targets, and one (1) complex target
currently under construction. The CMRC meets
requirements for special activities that provide a
broad range of strategic options to our national
leaders and the Geographic Combatant Commanders
(GCCs) SOCOM supports. (FY 2017 Baseline: $12,224
thousand)

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

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

    7) Joint Special Operations Forces Development (J7)   874
       The funding increase provides full implementation of
       required assessments of schoolhouses, components,
       collective and Theater Special Operations Command
       exercises and events to meet certification
       requirements of Joint Schools. Funding increase of
       $598 thousand supports (3)three full-time equivalent
       subject matter experts to meet deliverables for
       assessments and program management. In addition, an
       increase of $276 thousand will be used to conduct ten
       assessments.   (FY 2017 Baseline: $12,224 thousand)
    8) Joint Special Operations Forces Development (J7) -   491
    Realignment
       Funding is realigned from Management Headquarters
       Subactivity to Other Operations Subactivity in direct
       support of the J7 directorate functions of Personnel,
       Talent Development, and Leadership Management to
       enhance human capital with coaching and mentoring
       courses primarily designed for the civilian force.
       Funding requested also supports sending SOF personnel
       to the Extraordinary Leadership courses and Office of
       Personnel Management(OPM)Mentoring/Coaching for
       Excellence courses.   (FY 2017 Baseline: $12,224
       thousand)
    9) Joint Special Operations Forces Development (J7)   370
    SOCOM Women in SOF Operations
       Increase supports increased oversight and management
       of efforts to integrate women into SOF and to develop
       best practices for incorporating findings. Funding

OP-5 Detail by Sub Activity Group

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals

supports three contractor FTEs in order to provide collaboration with SOF component training centers, Military Services, other government agencies and to perform reporting to Department of Defense. CDR USSOCOM must implement actions to fully integrate women into all SOF occupational specialties and units in compliance with public law. Training standards must be set to ensure equal opportunities. Inspections, assessment regarding integration efforts, and reporting are required by 1 April of each calendar year.   (FY 2017 Baseline: $12,224 thousand)

10) Military Information Support Team (MIST)   566
Resources fund all MIST deployments to include $553 thousand MIST Admin (travel and per diem), $13 thousand for the Global Research and Assessment Program (GRAP)enabling USSOCOM to employ MISO elements as part of a network to support and achieve DoD and Geographic Combatant Command goals and objectives in the information environment. Approved MISTs are deployed to priority countries to conduct, inform and influence activities. Increase reflects incremental growth to support nine (9) additional P&D activities which encompass two (2) for SOCAFRICA, three (3) for SOCCENT, two (2) for SOCEUR and two (2) for SOCPAC. General support reflects an increase for the NATO Joint Senior Psychological Operations Course, media contracts which support operations across the SOF enterprise, including the 1st SFC

OP-5 Detail by Sub Activity Group

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals

Media Operations Center and deployed MISO elements, and upgrades of social science analysis and geospatial software tools. (FY 2017 Baseline: $23,778 thousand)

11) Naval Special Warfare Command - Ranges   2,979

Increased contracted maintenance is required to sustain an additional 287,000 square feet of indoor ranges constructed through MILCON across the NSW Range Enterprise from FY 2015 through FY 2017. The indoor ranges cost more to maintain due to the requirements for ballistic steel and rubber and associated safety inspections, unlike the legacy outdoor ranges. (FY 2017 Baseline: $28,440 thousand)

12) Naval Special Warfare Groups One and Two and Units   1,540

Increase supports additional mission requirements primarily for travel, supplies, and pre-deployment operational training. Funding supports growth of $699 thousand for NSWG1 to conduct special operations principally in support of USCENTCOM and USPACOM and provide operational support for SEAL Teams 1,3,5 and 7. NSWG2's mission growth of $737 thousand primarily supports USEUCOM and USSOUTHCOM and sustains assigned forces to include SEAL Teams 2,4,8 and 10. NSW Units 1,2,3,4 and 10 coordinate support of TSOC and Fleet Commander planning efforts and reflect $104 thousand increase for additional growth in number of operations and travel to forward deployed theaters. (FY 2017 Baseline: $87,337 thousand)

13) Preservation of the Force and Families (POTFF) -   58

OP-5 Detail by Sub Activity Group

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

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

Spiritual

   The Spiritual Performance program completes the
   holistic balance for service members with emphasis on
   direct/deployed unit support in the field. Increase
   of $58 thousand supports revised travel estimate for
   planned training seminars specific to SOF. (FY 2017
   Baseline: $1,291 thousand)

14) Special Operations Forces Liaison Element (SOFLE)   6,000

   Special Operations Forces Liaison Element - Marine
   Expeditionary Unit (SOFLE-MEU)is provided to
   deploying Amphibious Ready Group (ARG)/MEUs. These
   teams improve the ability to access and leverage the
   global SOF network, improve coordination with the
   respective TSOCs, and facilitate interdependent
   ARG/MEU-SOF objectives, actions, and activities to
   better support the GCC's steady state and crisis
   response operations. The small (4-6 man) multi-
   service team & SOFLE training program facilitate
   integration, interoperability and interdependence
   (I3) between SOF and conventional maritime forces.
   Funding supports $2,405 thousand for 12 full-time
   equivalent contractors $700 thousand travel, $1,500
   thousand exercise support and $1,395 thousand C4I kit
   install and sustainment. (FY 2017 Baseline: $0
   thousand)

15) Theater Special Operations Commands (TSOCs)-   483
   Operations

   The Secretary of Defense authorized placement of
   Federal Bureau of Investigations (FBI) Advisors at

OP-5 Detail by Sub Activity Group

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals

each Combatant Command. Placement at SOCEUR and SOCAFRICA is implemented in FY 2018. This provides specialized expertise, technical knowledge, and information sharing links which contribute to the USSOCOM Global Campaign Plan/TSOC mission. Detailed FBI agents will perform the vast majority of their work under the direction and control of the DOD. Funding increase supports reimbursement of salary amount and provision of supplies, communication/computer support. (FY 2017 Baseline: $96,338 thousand)

16) Theater Special Operations Commands Persistent Engagement   2,185

Persistent Engagement activities within the TSOCs increase to support additional teams to include $688 thousand for seven (7) Civil Military Support Elements (CMSE/Theater CMSEs), $448 thousand for four (4) Military Liaison Elements (MLE), and $1,049 thousand for six (6) Military Information Support Teams. Increased teams and country employment impact the cost for International Cooperative Administrative Support Services (ICASS), housing support, travel/TDY movements intra-theater, and associated costs for supplies, maintenance, utilities, fuel, communications and linguist support. These costs are separate and distinct from those executed by USSOCOM Headquarters to support pre-mission training and primary inter-theater travel/tdy. (FY 2017 Baseline: $48,354 thousand)

OP-5 Detail by Sub Activity Group

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
9. Program Decreases		-63,919

    a. Annualization of FY 2017 Program Decreases

    b. One-Time FY 2017 Increases

    c. Program Decreases in FY 2018

	Amount
1) 75th Ranger Regiment - United States Army Special Operations Command	-2,144

         Growth to support persistent presence in SOC Korea
         was re-evaluated. Initial estimate for out years
         were based on three rotations in lieu of two, thus
         creating savings. Recent global operational
         requirements deem Ranger rotations unsustainable and
         the alternative source for this requirement transfers
         to the Special Forces Command, namely 1st Special
         Forces Group and the 19th National Guard. FY 2018 is
         reduced accordingly to reflect anticipated levels for
         operations and maintenance. (FY 2017 Baseline:
         $37,912 thousand)

	Amount
2) Automated Equipment Identification System (NSWC)	-230

         A phased reduction reflects the migration of Special
         Warfare Automated Logistics system to the Defense
         Property Accountability System, a more cost effective
         solution to support the enterprise. (FY 2017
         Baseline: $1,205 thousand)

	Amount
3) Care Coalition Program	-635

         Care Coalition provides athletic training to inspire
         recovery and increase the SOF Warriors' expectations
         for success. This centrally managed program's
         operating requirements include travel, supplies, IT
         support, advocacy contracts and the Military Adaptive

OP-5 Detail by Sub Activity Group

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Sports Program (MASP) events. Program decrease is in line with historical execution and reflects a reduction in the number of MASP events planned for FY 2018 and reduction in scope for advocacy contracts. (FY 2017 Baseline: $8,946 thousand)		
4) Civil Information Management Data (CIMDPS)	-1,818	
CIMDPS is developing the next generation upgrade which is a web-based application running on the SOFNET-unclassified and SOFNET-classified. FY 2018 reflects a decrease for hand-held devices and laptops as a result of procurement buys of a block technology upgrade. (FY 2017 Baseline: $4,596 thousand)		
5) Civilian Pay FTE Realignment	-8,105	
Decrease of -$7,107 thousand due to realignment of - 57 FTE from Other Operations Budget Sub-activity to Management Headquarters Budget Sub-activity due to directed Management Headquarters Activity (MHA) rebaseline. Decrease of -$998 thousand due to realignment of -8 FTE from Other Operations Budget Sub-activity to Intelligence Budget Sub-activity as a result of non-MIP to MIP conversion. (FY 2017 Baseline: $111,438 thousand; -65 FTEs)		
6) Civilian Pay FTE Reduction	-22,339	
Decrease of 179 FTEs to more accurately reflect projected execution. (FY 2017 Baseline: $111,438 thousand; -179 FTEs)		
7) Combat Development Activity (CDA) - Realignment	-1,354	
Funding realigned from Other Operations Subactivity to a SAP specific program within Combat Development		

OP-5 Detail by Sub Activity Group

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

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

Subactivity (FY 2017 Baseline: $1,320 thousand)

8) Counter Lord's Resistance Army (C-LRA)   -8,160

Retrograde activities were directed by the Secretary of Defense beginning in FY 2017 by forces already deployed and are estimated to be complete by the end of FY 2017. C-LRA provides direct and indirect support of operations in the USAFRICOM AOR. Main cost drivers for this operation are airlift for personnel and equipment, deployment costs to include travel, per diem and lodging. (FY 2017 Baseline: $8,000 thousand)

9) Family of Loudspeakers/Family of Special Operations   -638
Vehicles (FOL/FSOV)

Decrease of -$444 thousand in the Family of Loud Speakers (FOL) and -$194 thousand for Family of Special Operations Vehicles (FSOV) reflects a reduction in logistics, unit level consumables, and repair parts estimated for support within the USASOC. (FY 2017 Baseline: $2,242 thousand)

10) Force Management and Development (FMD) Exercises-   -5,055
SOCOM Headquarters

USSOCOM Enterprise Wide Training and Exercise Program (UEWTEP) provides centrally managed funding to support all components and TSOC levels. Funds requested in FY 2017 to support warfighting readiness for Joint National Training Coordination exercises EMERALD WARRIOR, RAVEN, JADE HELM, JADED THUNDER, and TRIDENT is not required in FY 2018. (FY 2017 Baseline: $17,000 thousand)

OP-5 Detail by Sub Activity Group

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
11) Force Management and Development (FMD) Operations-Realignment	-286	

    SOF Education Program (SEP) reflects the realignment of funding and two (2) full-time equivalent contractors to Budget Activity 03, Training and Education. Funds provide subject matter expertise (SME) for both the Joint Educational Program and policy expertise with the Department of Defense Regional Center. SMEs support is critical to the Enterprise's education program and the readiness of the force. This action properly aligns resources in the correct program element under Professional Development Education Subactivity. (FY 2017 Baseline: $286 thousand)

12) Marine Special Operations Regiment (MSOR)	-458	

    The program reduction reflects decreased contracted support for MARSOC's Company Collective Exercise (CCE). The projected savings includes a decrease of two (2) contractor FTEs role players used to provide a comparable replication to the company's deployed operational environment as the unit culminates its pre-deployment training cycle. Whenever possible, like-functional services will be sourced by military role players. (FY 2017 Baseline: $29,229 thousand)

13) Naval Special Warfare Command Group 10	-1,980	

    This adjustment reflects achieving continued efficiencies by utilizing military manpower in lieu of armory contractor FTEs. The manning adjustment was initiated in FY 2017 and continues into FY 2018.

OP-5 Detail by Sub Activity Group

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

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

(FY 2017 Baseline: $29,595 thousand)

14) Naval Special Warfare Command Group 11   -661
   Programmatic reduction based on expected efficiencies
   in contracts, supplies and equipment requirements.
   (FY 2017 Baseline: $2,631 thousand)

15) Preservation of the Force and Families (POTFF) –   -18
Behavioral Health (BH)
   The BH program continues psychological healthcare
   capability for SOF active members and promotes
   improved mission readiness. This operational unit
   support is not under the direct purview of Health
   Affairs and incorporates an enhanced Peer Mentoring
   Program as an integral component of USSOCOM's suicide
   prevention strategy. FTE authorized contractors
   remain constant at 69 to include psychologists,
   social workers, nurse case managers, and technicians.
   The reduction reflects anticipated contract
   efficiencies.
   (FY 2017 Baseline: $12,771 thousand)

16) Preservation of the Force and Families (POTFF) –   -159
Human Performance (HPP)
   Human Performance supports the Enterprise contract to
   meet requirements in SOF tactical units to mitigate
   the impact of combat/operational demands and to
   accelerate the return-to-duty rate. Authorized FTE
   contractor support (186 FTE)remains constant and
   includes athletic trainers, dieticians, strength and
   conditioning specialists, therapists and a sports
   psychologist. The reduction reflects reduced travel

OP-5 Detail by Sub Activity Group

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

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

      and ancillary support based on historical execution.
      (FY 2017 Baseline: $24,848 thousand)

    17) Theater Special Operations Command (TSOCs) -   -7,575
    Operations Support
      TSOC reflects an overall decrease in operations
      driven by different factors: SOCAFRICA (-$2,234
      thousand) was adjusted to support historical
      execution; SOCCENT ($-5,104 thousand) was adjusted to
      reflect programmed operations; and SOCNORTH reflects
      reduction of one Advisory and Assistance contractor
      position (-$237 thousand) for Tagging-Tracking-
      Locating (TTL). The duties for this TTL function are
      met within the existing framework of USSOCOM
      Acquisition, Technology and Logistics (AT&L). (FY
      2017 Baseline: $96,338 thousand)

    18) Warrior Rehabilitation Program (WRP)   -2,304
      WRP reduction results primarily from the completion
      of equipment purchases in FY 2017 of Air Force
      Special Operations Command (AFSOC) project, Cannon
      AFB SOF Operations Facility (STS). (FY 2017 Baseline:
      $16,259 thousand)

FY 2018 Budget Request   1,006,110

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

N/A

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V. __Personnel Summary__	FY 2016	FY 2017	FY 2018	Change FY 2016/ FY 2017	Change FY 2017/ FY 2018
Active Military End Strength (E/S) (Total)	33,874	34,193	34,350	319	157
Officer	5,947	5,870	5,961	-77	91
Enlisted	27,927	28,323	28,389	396	66
Reservists on Full Time Active Duty (E/S)	413	94	148	-319	54
Officer	95	71	110	-24	39
Enlisted	318	23	38	-295	15
Civilian End Strength (Total)	875	942	940	67	-2
U.S. Direct Hire	875	942	940	67	-2
Total Direct Hire	875	942	940	67	-2
Active Military Average Strength (A/S) (Total)	33,874	34,193	34,350	319	157
Officer	5,947	5,870	5,961	-77	91
Enlisted	27,927	28,323	28,389	396	66
Reservists on Full Time Active Duty (A/S) (Total)	413	94	148	-319	54
Officer	95	71	110	-24	39
Enlisted	318	23	38	-295	15
Civilian FTEs (Total)	875	942	940	67	-2
U.S. Direct Hire	875	942	940	67	-2
Total Direct Hire	875	942	940	67	-2
Average Annual Civilian Salary ($ in thousands)	109.5	118.3	124.8	8.8	6.5
Contractor FTEs (Total)	930	1,075	1,061	145	-14

OP-5 Detail by Sub Activity Group

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.

*Active Military End Strength increase of ninety-one Officers and sixty-six Enlisted are
a result of directed Management Headquarters Activity (MHA) rebaseline effort.

*Reserve on Full Time Active Duty End Strength increase of thirty-nine Officers and
fifteen Enlisted are a result of directed Management Headquarters Activity (MHA)
rebaseline effort.

*Net decrease of -2 Civilian FTE reflects:
+170 Management Headquarters Activity (MHA)rebaseline effort realignment
+ 14 CWMD transfer
- 7 Non-MIP to MIP conversion
-179 Decreased to accurately reflect FTE execution

Contractor Full-time Equivalent (FTEs): Contractor support decreased by -14 FTE by FY
2018 as detailed in the OP-5 programmatic narrative for Other Operations Subactivity to
include:

Advisory and Assistance: Theater Special Operations Command-NORTH reflects the reduction
of -1 FTE which was previously identified as a requirement in the FY 2017 President's
Budget. Contractor services as the subject matter expert for Tagging, Tracking, Locating
functions and is still required. The functions are no longer identified as part of Other

OP-5 Detail by Sub Activity Group

Operations Subactivity, but are met within the existing framework of Acquisition, Technology and Logistics (SOF AT&L)

Other Costs: Force Management and Development (FMD) directorate within United States Special Operations Command (USSOCOM) reflects a net reduction of fourteen full-time equivalent contractors as listed below and a reduction of two contractor FTEs from the Marine Special Operations Command (MARSOC)as role players for the Company Collective Exercise Program will be sourced by military role players whenever possible:

+3 FTE increased to support expanded efforts in the SOF Training Assessment Program (SOTAP) to meet deliverables and provide oversight.
+4 FTE reflects increased requirement to support the SOCOM Mission Rehearsal program in the synchronization of full-mission profile events.
-2 FTE reflects the realignment of contractor billets from Other Operations to Specialized Skill and Training, Budget Activity 3. This action properly aligns resources and personnel supporting the SOF Education Program (SEP).

FY 2018 reflects an increase of 12 FTEs to support the Special Operations Forces Liaison Element- Marine Expeditionary Unit (SOFLE-MEU).

Counter Weapons of Mass Destruction increased in FY 2017 Request for Additional Appropriations (RAA) by $3.5 million and reflects ten (10) FTE contractors; FY 2018 reflects growth of two (10 to 12). USSOCOM Enterprise-wide Training and Education Program (UEWTEP) increased in FY 2017 ABS by $17 million with a target of 30 FTEs to support the components and Theater Special Operations Commands. Funding was not extended to FY 2018 budget estimate. (30 to 0).

OP-5 Detail by Sub Activity Group

Other Operations
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OP-5 Detail by Sub Activity Group

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

	FY 2016	Change FY 2016/FY 2017		FY 2017	Change FY 2017/FY 2018		FY 2018
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	94,525	1,782	15,131	111,438	2,177	2,051	115,666
103 Wage Board	1,277	24	-1,301	0	0	1,608	1,608
106 Benefit to Fmr Employees	0	0	0	0	0	70	70
199 TOTAL CIV COMPENSATION	**95,802**	**1,806**	**13,830**	**111,438**	**2,177**	**3,729**	**117,344**
308 Travel of Persons	274,174	5,209	-103,043	176,340	3,527	-2,772	177,095
399 TOTAL TRAVEL	**274,174**	**5,209**	**-103,043**	**176,340**	**3,527**	**-2,772**	**177,095**
401 DLA Energy (Fuel Products)	2,430	145	-375	2,200	-9	-175	2,016
411 Army Supply	3,437	-159	-1,540	1,738	49	-135	1,652
412 Navy Managed Supply, Matl	15,982	789	-9,182	7,589	-87	404	7,906
413 Marine Corps Supply	296	-11	-285	0	0	0	0
414 Air Force Consol Sust AG (Supply)	32,338	311	-29,028	3,621	-301	-306	3,014
416 GSA Supplies & Materials	3,250	62	1,357	4,669	93	231	4,993
417 Local Purch Supplies & Mat	13,341	253	-1,926	11,668	233	-828	11,073
418 Air Force Retail Supply (Gen Support Div)	973	35	-1,008	0	0	0	0
421 DLA Mat Supply Chain (Cloth & Textiles)	1,325	18	-1,343	0	0	0	0
422 DLA Mat Supply Chain (Medical)	126	0	-126	0	0	0	0
423 DLA Mat Supply Chain (Subsistence)	12	0	-12	0	0	0	0
424 DLA Mat Supply Chain (Weapon Sys)	3,812	-229	1,418	5,001	-300	395	5,096
499 TOTAL SUPPLIES & MATERIALS	**77,322**	**1,214**	**-42,050**	**36,486**	**-322**	**-414**	**35,750**
502 Army Fund Equipment	3,472	-9	691	4,154	118	-39	4,233
503 Navy Fund Equipment	2,222	86	-2,308	0	0	0	0
506 DLA Mat Supply Chain (Const & Equip)	7,133	-7	-5,867	1,259	-1	26	1,284
507 GSA Managed Equipment	2,221	42	6,052	8,315	166	-132	8,349
599 TOTAL EQUIPMENT PURCHASES	**15,048**	**112**	**-1,432**	**13,728**	**283**	**-145**	**13,866**
601 Army Industrial Operations	572	0	-547	25	0	0	25

OP-5 Detail by Sub Activity Group

Other Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017 Price	Program	FY 2017 Estimate	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate
603 DLA Distribution	64	10	-74	0	0	0	0
610 Navy Air Warfare Center	712	23	-671	64	2	-4	62
611 Navy Surface Warfare Ctr	237	8	2,490	2,735	39	13	2,787
614 Space & Naval Warfare Center	966	11	-800	177	7	-5	179
631 Navy Base Support (NFESC)	88	6	343	437	-7	15	445
633 DLA Document Services	31	0	-28	3	0	-3	0
634 NAVFEC (Utilities and Sanitation)	190	-8	541	723	3	11	737
640 Marine Corps Depot Maint	190	8	-198	0	0	0	0
647 DISA Enterprise Computing Centers	435	-44	13	404	8	-1	411
671 DISA DISN Subscription Services (DSS)	251	-18	571	804	15	0	819
675 DLA Disposition Services	12	0	-12	0	0	0	0
677 DISA Telecomm Svcs - Reimbursable	163	3	1,679	1,845	37	0	1,882
699 TOTAL DWCF PURCHASES	**3,911**	**-1**	**3,307**	**7,217**	**104**	**26**	**7,347**
702 AMC SAAM (fund)	198,683	0	-185,885	12,798	0	-12,568	230
705 AMC Channel Cargo	10,643	202	-10,101	744	15	0	759
708 MSC Chartered Cargo	1,200	65	-1,265	0	0	0	0
719 SDDC Cargo Ops-Port hndlg	0	0	201	201	3	-1	203
771 Commercial Transport	21,600	411	-10,580	11,431	229	947	12,607
799 TOTAL TRANSPORTATION	**232,126**	**678**	**-207,630**	**25,174**	**247**	**-11,622**	**13,799**
912 Rental Payments to GSA (SLUC)	315	6	-321	0	0	0	0
913 Purchased Utilities (Non-Fund)	156	3	398	557	11	253	821
914 Purchased Communications (Non-Fund)	21,749	413	-9,495	12,667	253	-17	12,903
915 Rents (Non-GSA)	7,137	135	-7,086	186	4	0	190
917 Postal Services (U.S.P.S)	22	0	136	158	3	0	161
920 Supplies & Materials (Non-Fund)	86,611	1,645	20,877	109,133	2,183	1,500	112,816
921 Printing & Reproduction	7,390	140	-6,238	1,292	26	-7	1,311

OP-5 Detail by Sub Activity Group

Other Operations
Operation and Maintenance, Defense-Wide
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OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017 Price	Change FY 2016/FY 2017 Program	FY 2017 Estimate	Change FY 2017/FY 2018 Price	Change FY 2017/FY 2018 Program	FY 2018 Estimate
922 Equipment Maintenance By Contract	34,113	648	15,065	49,826	997	1,395	52,218
923 Facilities Sust, Rest, & Mod by Contract	907	17	-924	0	0	0	0
924 Pharmaceutical Drugs	309	12	-76	245	10	-6	249
925 Equipment Purchases (Non-Fund)	233,727	4,441	-197,007	41,161	823	-985	40,999
926 Other Overseas Purchases	5,231	99	3,784	9,114	182	-574	8,722
930 Other Depot Maintenance (Non-Fund)	5,149	98	-3,192	2,055	41	0	2,096
932 Mgt Prof Support Svcs	32,101	610	-15,747	16,964	339	-1,667	15,636
933 Studies, Analysis & Eval	5,591	106	-5,697	0	0	1,388	1,388
934 Engineering & Tech Svcs	366	7	-373	0	0	0	0
935 Training and Leadership Development	35,409	672	-36,081	0	0	60,004	60,004
937 Locally Purchased Fuel (Non-Fund)	1,663	100	-660	1,103	-4	229	1,328
955 Other Costs (Medical Care)	12,555	502	-4,111	8,946	349	-635	8,660
957 Other Costs (Land and Structures)	7,320	139	-7,459	0	0	0	0
964 Other Costs (Subsistence and Support of Persons)	120	2	-122	0	0	0	0
984 Equipment Contracts	13,914	264	-14,178	0	0	0	0
986 Medical Care Contracts	37,879	1,515	4,390	43,784	1,708	-178	45,314
987 Other Intra-Govt Purch	88,257	1,677	-20,656	69,278	1,386	2,398	73,062
989 Other Services	164,696	3,130	82,862	250,688	5,014	-52,963	202,739
990 IT Contract Support Services	8,884	169	-8,767	286	6	0	292
999 TOTAL OTHER PURCHASES	**811,571**	**16,550**	**-210,678**	**617,443**	**13,331**	**10,135**	**640,909**
Total	1,509,954	25,568	-547,696	987,826	19,347	-1,063	1,006,110

* The FY 2016 Actual column <u>includes</u> $632,782.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).

* The FY 2017 Estimate column <u>excludes</u> $362,692.0 thousand of FY 2017 OCO Appropriations Funding.

* The FY 2018 Estimate column <u>excludes</u> $356,113.0 thousand of FY 2018 OCO Appropriations funding.

OP-5 Detail by Sub Activity Group

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Fiscal Year 2018 President's Budget

UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)

Operating Forces/Ship/Boat Operation

May 2017

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Ship/Boat Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
    Budget Activity (BA) 1: Operating Forces/Ship and Boat Operations

	FY 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
ShipOps	98,590	1,664	15,565	115,819	1,388	-3,839	113,368

*The FY 2016 Actual Column includes $0.0 thousand of the FY 2016 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).
*The FY 2017 Enacted excludes $0.0 thousand of the FY 2017 OCO Appropriations funding (PL 114-113).
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 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 2016	FY 2017	FY 2018
Air Force	0	0	0
Army	0	0	0
Marine Corps	0	0	0
Navy	143	154	154
Total	**143**	**154**	**154**

OP-5 Detail by Sub Activity Group

II. Force Structure Summary (cont.)

Military End Strength	FY 2016	FY 2017	FY 2018
Air Force	0	0	0
Army	0	0	0
Marine Corps	0	0	0
Navy	2,905	2,905	2,905
Total	**2,905**	**2,905**	**2,905**

Contractor FTEs	FY 2016	FY 2017	FY 2018
Total	**9**	**9**	**9**

OP-5 Detail by Sub Activity Group

Ship/Boat Operations
Operation and Maintenance, Defense-Wide
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III. <u>Financial Summary</u> ($ in thousands)

			FY 2017				
			Congressional Action				
A. <u>BA Subactivities</u>	**FY 2016 <u>Actual</u>**	**Budget <u>Request</u>**	**<u>Amount</u>**	**<u>Percent</u>**	**<u>Appropriated</u>**	**Current <u>Estimate</u>**	**FY 2018 <u>Estimate</u>**
Ship/Boat Operations	98,590	115,819	0	0.0	0	115,819	113,368
Total	**98,590**	**115,819**	**0**	**0.0**	**0**	**115,819**	**113,368**

*The FY 2016 Actual Column includes $0.0 thousand of the FY 2016 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).
*The FY 2017 Enacted excludes $0.0 thousand of the FY 2017 OCO Appropriations funding (PL 114-113).
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 OCO Request.

OP-5 Detail by Sub Activity Group

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

B. Reconciliation Summary	Change FY 2017/FY 2017	Change FY 2017/FY 2018
Baseline Funding	**115,819**	**115,819**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**115,819**	
Fact-of-Life Changes (2017 to 2017 Only)		
Subtotal Baseline Funding	**115,819**	
Supplemental		
Reprogrammings		
Price Changes		1,388
Functional Transfers		
Program Changes		-3,839
Current Estimate	**115,819**	**113,368**
Less: Wartime Supplemental		
Normalized Current Estimate	**115,819**	

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2017 President's Budget Request (Amended, if applicable)		**115,819**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2017 Appropriated Amount		**115,819**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2017 Baseline Funding		**115,819**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2017 Estimate		**115,819**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2017 Normalized Current Estimate		**115,819**
6. Price Change		1,388
7. Functional Transfers		
8. Program Increases		
a. Annualization of New FY 2017 Program		
b. One-Time FY 2018 Increases		
c. Program Growth in FY 2018		
9. Program Decreases		-3,839
a. Annualization of FY 2017 Program Decreases		
b. One-Time FY 2017 Increases		
c. Program Decreases in FY 2018		
1) Civilian Pay Reprice	-24	

Decrease is a result of re-price of Civilian Pay based on FY 2016 Actuals pay rates. The Office of Management and Budget (OMB) guidance directs that

OP-5 Detail by Sub Activity Group

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

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

        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 2017
Baseline: $16,318 thousand)

2) Naval Special Warfare Group 3 Wet Combat Submersible   -1,106
(WCS)
        Decreased program results in reduced airflow
transportation costs, which support training and
deployment for Wet Combat Submersible. (FY 2017
Baseline: $32,801 thousand)

3) Naval Special Warfare Group 4 (NSWG4) Combatant Craft   -2,709
Heavy (CCH)
        Decrease reflects the CCH being unavailable during
the maintenance/modernization cycle and reducing the
operational tempo (OPTEMPO) thus, reducing operating
cost. The CCH provides the capability to maneuver SOF
personnel and specialized payloads in maritime denied
environments with reduced detectability. (FY 2017
Baseline: $66,700 thousand; +0 FTEs)

FY 2018 Budget Request   **113,368**

OP-5 Detail by Sub Activity Group

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

N/A

Ship/Boat Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

V. Personnel Summary	FY 2016	FY 2017	FY 2018	Change FY 2016/ FY 2017	Change FY 2017/ FY 2018
Active Military End Strength (E/S) (Total)	1,973	1,973	1,973	0	0
Officer	229	229	229	0	0
Enlisted	1,744	1,744	1,744	0	0
Reservists on Full Time Active Duty (E/S)	932	932	932	0	0
Officer	159	159	159	0	0
Enlisted	773	773	773	0	0
Civilian End Strength (Total)	143	154	154	11	0
U.S. Direct Hire	143	154	154	11	0
Total Direct Hire	143	154	154	11	0
Active Military Average Strength (A/S) (Total)	1,973	1,973	1,973	0	0
Officer	229	229	229	0	0
Enlisted	1,744	1,744	1,744	0	0
Reservists on Full Time Active Duty (A/S) (Total)	932	932	932	0	0
Officer	159	159	159	0	0
Enlisted	773	773	773	0	0
Civilian FTEs (Total)	143	154	154	11	0
U.S. Direct Hire	143	154	154	11	0
Total Direct Hire	143	154	154	11	0
Average Annual Civilian Salary ($ in thousands)	110.0	106.0	107.9	-4.0	1.9
Contractor FTEs (Total)	9	9	9	0	0

OP-5 Detail by Sub Activity Group

Ship/Boat Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

Personnel Summary Explanations:

*USSOCOM military personnel are reported in Military Service Estimates.

OP-5 Detail by Sub Activity Group

Ship/Boat Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

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

OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017 Price	Change FY 2016/FY 2017 Program	FY 2017 Estimate	Change FY 2017/FY 2018 Price	Change FY 2017/FY 2018 Program	FY 2018 Estimate
101 Exec, Gen'l & Spec Scheds	15,727	296	295	16,318	319	-24	16,613
199 TOTAL CIV COMPENSATION	**15,727**	**296**	**295**	**16,318**	**319**	**-24**	**16,613**
308 Travel of Persons	16,348	311	-2,491	14,168	283	0	14,451
399 TOTAL TRAVEL	**16,348**	**311**	**-2,491**	**14,168**	**283**	**0**	**14,451**
401 DLA Energy (Fuel Products)	188	11	105	304	-1	-57	246
412 Navy Managed Supply, Matl	9,269	458	-4,731	4,996	-57	304	5,243
416 GSA Supplies & Materials	0	0	4,929	4,929	99	0	5,028
499 TOTAL SUPPLIES & MATERIALS	**9,457**	**469**	**303**	**10,229**	**41**	**247**	**10,517**
503 Navy Fund Equipment	6	0	2,746	2,752	3	0	2,755
506 DLA Mat Supply Chain (Const & Equip)	0	0	20	20	0	0	20
507 GSA Managed Equipment	0	0	570	570	11	0	581
599 TOTAL EQUIPMENT PURCHASES	**6**	**0**	**3,336**	**3,342**	**14**	**0**	**3,356**
603 DLA Distribution	149	23	-166	6	1	0	7
610 Navy Air Warfare Center	0	0	1,744	1,744	46	0	1,790
611 Navy Surface Warfare Ctr	360	12	-228	144	2	0	146
612 Navy Undersea Warfare Ctr	117	1	-77	41	2	0	43
631 Navy Base Support (NFESC)	5	0	832	837	-13	0	824
633 DLA Document Services	530	8	-323	215	3	0	218
634 NAVFEC (Utilities and Sanitation)	660	-29	-631	0	0	0	0
647 DISA Enterprise Computing Centers	14	-1	-13	0	0	0	0
671 DISA DISN Subscription Services (DSS)	0	0	211	211	4	0	215
675 DLA Disposition Services	5	0	-5	0	0	0	0
699 TOTAL DWCF PURCHASES	**1,840**	**14**	**1,344**	**3,198**	**45**	**0**	**3,243**
702 AMC SAAM (fund)	3,686	0	2,282	5,968	0	0	5,968
703 JCS Exercises	1	0	-1	0	0	0	0
710 MSC Surge Sealift (Full Operating Status)	23,336	0	3,518	26,854	0	-960	25,894

OP-5 Detail by Sub Activity Group

Ship/Boat Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017 Price	Program	FY 2017 Estimate	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate
771 Commercial Transport	471	9	797	1,277	26	0	1,303
799 TOTAL TRANSPORTATION	**27,494**	**9**	**6,596**	**34,099**	**26**	**-960**	**33,165**
913 Purchased Utilities (Non-Fund)	14	0	170	184	4	0	188
914 Purchased Communications (Non-Fund)	1,035	20	-811	244	5	0	249
915 Rents (Non-GSA)	557	11	-475	93	2	0	95
917 Postal Services (U.S.P.S)	8	0	-8	0	0	0	0
920 Supplies & Materials (Non-Fund)	9,946	189	6,465	16,600	332	-1,420	15,512
921 Printing & Reproduction	3	0	-3	0	0	0	0
922 Equipment Maintenance By Contract	3,641	69	-1,992	1,718	34	0	1,752
923 Facilities Sust, Rest, & Mod by Contract	258	5	-263	0	0	0	0
924 Pharmaceutical Drugs	77	3	-80	0	0	0	0
925 Equipment Purchases (Non-Fund)	2,219	42	484	2,745	55	0	2,800
928 Ship Maintenance By Contract	294	6	-300	0	0	0	0
930 Other Depot Maintenance (Non-Fund)	166	3	-169	0	0	0	0
932 Mgt Prof Support Svcs	3,803	72	-3,875	0	0	0	0
934 Engineering & Tech Svcs	387	7	-394	0	0	0	0
937 Locally Purchased Fuel (Non-Fund)	917	55	278	1,250	-5	48	1,293
957 Other Costs (Land and Structures)	67	1	-68	0	0	0	0
984 Equipment Contracts	3	0	-3	0	0	0	0
987 Other Intra-Govt Purch	1,526	29	2,530	4,085	82	0	4,167
989 Other Services	2,753	52	4,741	7,546	151	-1,730	5,967
990 IT Contract Support Services	44	1	-45	0	0	0	0
999 TOTAL OTHER PURCHASES	**27,718**	**565**	**6,182**	**34,465**	**660**	**-3,102**	**32,023**
Total	**98,590**	**1,664**	**15,565**	**115,819**	**1,388**	**-3,839**	**113,368**

*The FY 2016 Actual Column includes $0.0 thousand of the FY 2016 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

OP-5 Detail by Sub Activity Group

Ship/Boat Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

*The FY 2017 Enacted excludes $0.0 thousand of the FY 2017 OCO Appropriations funding (PL 114-113).
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 OCO Request.

OP-5 Detail by Sub Activity Group

Fiscal Year 2018 President's Budget

UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)

Training and Recruiting/Professional Development

May 2017

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Professional Development Education
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
  Budget Activity (BA) 3: Training and Recruiting/Professional Development

	FY 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
ProDev	29,200	553	381	30,134	597	165	30,896

*The FY 2016 Actual Column includes $0.0 thousand of the FY 2016 Overseas Contingency Operations (OCO) Appropriations funding (PL 114-113).
*The FY 2017 Estimate excludes $0.0 thousand of the FY 2017 OCO Request.
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 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 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:**

OP-5 Detail by Sub Activity Group

Professional Development Education
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

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 2016	FY 2017	FY 2018
Air Force	83	86	84
Army	0	0	0
Marine Corps	0	0	0
Navy	0	0	0
Total	**83**	**86**	**84**

Military End Strength	FY 2016	FY 2017	FY 2018
Air Force	43	45	45
Army	12	12	12
Marine Corps	2	2	2
Navy	4	4	4
Total	**61**	**63**	**63**

Contractor FTEs	FY 2016	FY 2017	FY 2018
Total	**54**	**57**	**59**

OP-5 Detail by Sub Activity Group

III. Financial Summary ($ in thousands)

			FY 2017				
			Congressional Action				
A. BA Subactivities	**FY 2016 Actual**	**Budget Request**	**Amount**	**Percent**	**Appropriated**	**Current Estimate**	**FY 2018 Estimate**
Professional Development	29,200	30,134	0	0.0	0	30,134	30,896
Total	**29,200**	**30,134**	**0**	**0.0**	**0**	**30,134**	**30,896**

*The FY 2016 Actual Column includes $0.0 thousand of the FY 2016 Overseas Contingency Operations (OCO) Appropriations funding (PL 114-113).
*The FY 2017 Estimate excludes $0.0 thousand of the FY 2017 OCO Request.
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 OCO Request.

OP-5 Detail by Sub Activity Group

Professional Development Education
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

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

	Change	Change
B. <u>Reconciliation Summary</u>	<u>FY 2017/FY 2017</u>	<u>FY 2017/FY 2018</u>
Baseline Funding	30,134	30,134
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	30,134	
Fact-of-Life Changes (2017 to 2017 Only)		
Subtotal Baseline Funding	30,134	
Supplemental		
Reprogrammings		
Price Changes		597
Functional Transfers		
Program Changes		165
Current Estimate	30,134	30,896
Less: Wartime Supplemental		
Normalized Current Estimate	30,134	

OP-5 Detail by Sub Activity Group

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2017 President's Budget Request (Amended, if applicable)		**30,134**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2017 Appropriated Amount		**30,134**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2017 Baseline Funding		**30,134**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2017 Estimate		**30,134**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2017 Normalized Current Estimate		**30,134**
6. Price Change		597
7. Functional Transfers		
8. Program Increases		399
a. Annualization of New FY 2017 Program		
b. One-Time FY 2018 Increases		
c. Program Growth in FY 2018		
1) Civilian Pay Reprice	36	

Due to a re-price of civilian pay based upon FY 2016
actual pay rates. The Office of Management and Budget
(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 2017 Baseline:

OP-5 Detail by Sub Activity Group

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
$9,811 thousand)		
2) Force Management Directorate/Advanced Education Realignment from BA-01, Budget Sub-activity (BSA) Other Operations to BA-03, BSA Professional Development Education supports SOF Education Program subject matter expertise (SME) of +2 contractor FTEs, which properly aligns resources in the correct program element. Provides SME for both Joint Educational program and policy expertise as well as Department of Defense Regional Center's attendance coordination worldwide. SME support is critical to the enterprise's education program and the readiness of the force. (FY 2017 Baseline: $1,049 thousand)	286	
3) Joint Special Operations University The increase in FY 2018 is due to changes in number of classes, class days, and student throughput with a projected increase of 600 students. The increase primarily affects courses Intro to Special Operations Forces and Joint Special Operations Task Force. In addition, the course Joint Forces Staff College has a large class size and is only offered every two years. (FY 2017 Baseline: $17,128 thousand)	77	
9. Program Decreases		-234
a. Annualization of FY 2017 Program Decreases		
b. One-Time FY 2017 Increases		
c. Program Decreases in FY 2018		
1) Civilian Pay Full Time Equivalent (FTE) Realignment Decrease due to realignment of -2 FTEs from the	-234	

OP-5 Detail by Sub Activity Group

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Professional Development Budget Sub-activity to Management Headquarters Budget Sub-activity as a result of the directed Management Headquarters Activity (MHA) rebaseline effort. (FY 2017 Baseline: $9,811 thousand; -2 FTEs)		
FY 2018 Budget Request		**30,896**

OP-5 Detail by Sub Activity Group

IV. Performance Criteria and Evaluation Summary:

	FY2016 Actuals			FY2017 Estimate			FY2018 Estimate		
	Input	Output	Workload	Input	Output	Workload	Input	Output	Workload
Professional Military Education									
Joint Special Operations University (JSOU)	3665	3665	99	3214	3214	109	3699	3699	110
Air Force Special Operations School (AFSOS)	8880	8880	1396	8910	8910	1396	8910	8910	1396
Center for Sea, Air, Land (SEAL) and Special Warfare Combatant-Craft Crewman (SWCC)	590	590	60	646	646	65	646	646	65
Total Professional Military Education	**13135**	**13135**	**1555**	**12770**	**12770**	**1570**	**13255**	**13255**	**1571**

	FY2016 Actuals			FY2017 Estimate			FY2018 Estimate		
	Input	Output	Workload	Input	Output	Workload	Input	Output	Workload
Professional Continuing Education									
Joint Special Operations University (JSOU)	10490	8693	614	11204	9615	817	11319	9778	849
Total Professional Continuing Education	**10490**	**8693**	**614**	**11204**	**9615**	**817**	**11319**	**9778**	**849**

	Input	Output	Workload	Input	Output	Workload	Input	Output	Workload
Sub-activity Group Total	**23625**	**21828**	**2169**	**23974**	**22385**	**2387**	**24574**	**23033**	**2420**

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:

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 2018 JSOU increase in inputs is primarily due to a large class (Air Command and Staff College) that is conducted every other year. The remaining balance consists of minor changes in the number of classes, class days, and student throughput.

3) There is no change between FY17-18 for AFSOS and the Center for SEAL/SWCC.

OP-5 Detail by Sub Activity Group

Professional Development Education
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

V. **Personnel Summary**	FY 2016	FY 2017	FY 2018	Change FY 2016/ FY 2017	Change FY 2017/ FY 2018
Active Military End Strength (E/S) (Total)	61	63	63	2	0
Officer	34	34	34	0	0
Enlisted	27	29	29	2	0
Civilian End Strength (Total)	83	86	84	3	-2
U.S. Direct Hire	83	86	84	3	-2
Total Direct Hire	83	86	84	3	-2
Active Military Average Strength (A/S) (Total)	61	63	63	2	0
Officer	34	34	34	0	0
Enlisted	27	29	29	2	0
Civilian FTEs (Total)	83	86	84	3	-2
U.S. Direct Hire	83	86	84	3	-2
Total Direct Hire	83	86	84	3	-2
Average Annual Civilian Salary ($ in thousands)	113.9	114.1	116.7	.2	2.6
Contractor FTEs (Total)	54	57	59	3	2

Personnel Summary Explanations:

*USSOCOM military personnel are reported in Military Service Estimates.

*Decrease in civilian FTE due to realignment of -2 FTEs from the Professional Development Budget Sub-activity to Management Headquarters Budget Sub-activity as a result of the directed Management Headquarters Activity (MHA) rebaseline effort.

OP-5 Detail by Sub Activity Group

Professional Development Education
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

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

	FY 2016	Change FY 2016/FY 2017		FY 2017	Change FY 2017/FY 2018		FY 2018
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	9,455	178	178	9,811	192	-198	9,805
199 TOTAL CIV COMPENSATION	**9,455**	**178**	**178**	**9,811**	**192**	**-198**	**9,805**
308 Travel of Persons	3,248	62	256	3,566	71	557	4,194
399 TOTAL TRAVEL	**3,248**	**62**	**256**	**3,566**	**71**	**557**	**4,194**
671 DISA DISN Subscription Services (DSS)	0	0	4	4	0	1	5
699 TOTAL DWCF PURCHASES	**0**	**0**	**4**	**4**	**0**	**1**	**5**
914 Purchased Communications (Non-Fund)	0	0	10	10	0	0	10
920 Supplies & Materials (Non-Fund)	767	15	364	1,146	23	121	1,290
921 Printing & Reproduction	165	3	-111	57	1	7	65
922 Equipment Maintenance By Contract	848	16	-561	303	6	60	369
925 Equipment Purchases (Non-Fund)	502	10	96	608	12	24	644
933 Studies, Analysis & Eval	1,599	30	-1,629	0	0	0	0
935 Training and Leadership Development	0	0	0	0	0	13,412	13,412
964 Other Costs (Subsistence and Support of Persons)	695	13	-708	0	0	0	0
987 Other Intra-Govt Purch	0	0	617	617	12	473	1,102
989 Other Services	11,921	226	1,865	14,012	280	-14,292	0
999 TOTAL OTHER PURCHASES	**16,497**	**313**	**-57**	**16,753**	**334**	**-195**	**16,892**
Total	**29,200**	**553**	**381**	**30,134**	**597**	**165**	**30,896**

*The FY 2016 Actual Column includes $0.0 thousand of the FY 2016 Overseas Contingency Operations (OCO) Appropriations funding (PL 114-113).
*The FY 2017 Estimate excludes $0.0 thousand of the FY 2017 OCO Request.
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 OCO Request.

OP-5 Detail by Sub Activity Group

Fiscal Year 2018 President's Budget

UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)

Training and Recruiting/Specialized Skill Training

May 2017

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Specialized Skill Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
    Budget Activity (BA) 3: Training and Recruiting/Specialized Skill Training

	FY 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
SSTrng	331,217	6,079	-2,081	335,215	6,461	6,890	348,566

*The FY 2016 Actual Column includes $0.0 thousand of the FY 2016 Overseas Contingency Operations (OCO) Appropriations funding (PL 114-113).
*The FY 2017 Estimate excludes $0.0 thousand of the FY 2017 OCO Request.
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 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 educates 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 2016	FY 2017	FY 2018
Air Force	0	0	0
Army	530	615	615

OP-5 Detail by Sub Activity Group

II. <u>Force Structure Summary (cont.)</u>

Marine Corps	50	52	52
Navy	132	127	127
Total	**712**	**794**	**794**

Military End Strength	FY 2016	FY 2017	FY 2018
Air Force	0	0	0
Army	1,130	1,130	1,128
Marine Corps	251	253	276
Navy	620	620	619
Total	**2,001**	**2,003**	**2,023**

Contractor FTEs	FY 2016	FY 2017	FY 2018
Total	**324**	**324**	**329**

OP-5 Detail by Sub Activity Group

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

A. <u>BA Subactivities</u>	FY 2016 Actual	Budget Request	FY 2017 Congressional Action			Current Estimate	FY 2018 Estimate
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
Specialized Skill Training	331,217	335,215	0	0.0	0	335,215	348,566
Total	**331,217**	**335,215**	**0**	**0.0**	**0**	**335,215**	**348,566**

*The FY 2016 Actual Column includes $0.0 thousand of the FY 2016 Overseas Contingency Operations (OCO) Appropriations funding (PL 114-113).
*The FY 2017 Estimate excludes $0.0 thousand of the FY 2017 OCO Request.
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 OCO Request.

OP-5 Detail by Sub Activity Group

Specialized Skill Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

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

B. <u>Reconciliation Summary</u>	Change <u>FY 2017/FY 2017</u>	Change <u>FY 2017/FY 2018</u>
Baseline Funding	**335,215**	**335,215**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**335,215**	
Fact-of-Life Changes (2017 to 2017 Only)		
Subtotal Baseline Funding	**335,215**	
Supplemental		
Reprogrammings		
Price Changes		6,461
Functional Transfers		
Program Changes		6,890
Current Estimate	**335,215**	**348,566**
Less: Wartime Supplemental		
Normalized Current Estimate	**335,215**	

OP-5 Detail by Sub Activity Group

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2017 President's Budget Request (Amended, if applicable)		**335,215**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2017 Appropriated Amount		**335,215**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2017 Baseline Funding		**335,215**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2017 Estimate		**335,215**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2017 Normalized Current Estimate		**335,215**
6. Price Change		6,461
7. Functional Transfers		
8. Program Increases		17,099
a. Annualization of New FY 2017 Program		
b. One-Time FY 2018 Increases		
c. Program Growth in FY 2018		
1) 24th Special Operations Wing Advanced Skills Training Increase supports replacing damaged gear and the initial equipping of an estimated 200 new Air Force SOF accessions in FY 2018 (180 accessions in FY 2017) with personal operating kits for Combat Controllers, Special Operations Weather Team, Tactical Air Control Party, and Parajumper personnel. (FY 2017 Baseline: $1,544 thousand)	488	

OP-5 Detail by Sub Activity Group

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
2) Air Force Special Operations Command Training Systems The increase is required for the standup of the new AC-130J Field Training Unit (FTU) at Hurlburt Field, FL. The increase reflects an additional five (+5 contractors) AC-130J instructors for both academic and simulator training. (FY 2017 Baseline: $37,768 thousand)	909	
3) Civilian Pay Reprice Increase is a result of a reprice of civilian pay based upon FY 2016 actual pay rates. The Office of Management and Budget (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, Permanent Change of Station (PCS) costs and severance/separation pay. (FY 2017 Baseline: $76,561 thousand)	5,711	
4) Special Operations Foreign (SOF) Language Training An increase of $483 thousand funds SOF language capabilities. SOF currently lacks the engagement proficiency to effectively foster cross-cultural relationships from the ministerial level to clan, tribal, and village level necessary to conduct unconventional warfare and foreign internal defense operations as directed by 1st Special Forces Command. Additionally, U.S. Army Special Warfare Center lacks the program capacity in initial language acquisition, regional analysis and cross cultural communication to provide the Operating Forces with soldiers having	6,553	

OP-5 Detail by Sub Activity Group

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

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

sustainable language, cultural and regional skills. These resources will support 1,300 students per fiscal year and operational out-reach. In addition, funding was realigned from Naval Special Warfare ($3,010 thousand) and Marine Special Operations School ($3,060 thousand) to the correct Special Operations Forces Language Program Element within the Specialized Skills Training Budget Sub-Activity. (FY 2017 Baseline: $43,982 thousand)

5) U.S. Army John F Kennedy Special Warfare Center and School Training   3,438

Increase provides funding in support of 1) the increased throughput of Command directed Unconventional Warfare (UW) training ($1,801 thousand) for the Special Warfare Continuing Education Initiative (SWCEI) consists of two courses: Operational Design (ODC) and Network Development (NDC). The SWCEI will be provided to US Army Special Operations Forces (ARSOF) Service personnel. The ODC focuses on UW campaign planning, and NDC focuses on the design and expansion of indigenous networks. ODC will train 168 Soldiers per year and NDC will train 196 Soldiers per year. 2) Increased funding also required to support a new course in Cyber training ($1,637 thousand). The Cyber course provides tactical to operational level Cyber training to personnel to operate in today's multifaceted environment. There are no alternative curriculum/courses that exist in the DoD or the U.S. Government Interagency

OP-5 Detail by Sub Activity Group

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
environment training Cyber operations. The Cyber program consists of two courses: Touchstone and Brighton. Cyber will train ARSOF personnel in tactical cyber-enabled operations and sub-network Operations Security. Touchstone will train 120 Soldiers per year, and Brighton will train 120 Soldiers per year. (FY 2017 Baseline: $59,815 thousand)		
9. Program Decreases		-10,209
a. Annualization of FY 2017 Program Decreases		
b. One-Time FY 2017 Increases		
c. Program Decreases in FY 2018		
1) Marine Special Operations School	-3,246	
Decrease relates to a realignment of the Marine Special Operations Language funding to the correct SOF Language Program line (-$3,060 thousand) within the Specialized Skills Budget Sub-Activity. In addition, MARSOC has a decrease in student throughput related to the deletion of the Officer Individual Training Course and a decrease in projections for enrolled students in the Survival Evasion Resistance Escape course (-$186 thousand). (FY 2017 Baseline: $26,696 thousand)		
2) Naval Special Warfare Center	-5,480	
Decrease is due to the reassessment of SOF Personal Equipment Advanced Requirements gear (SPEAR) (-$2,470 thousand) for initial student outfitting. In addition, student throughput projections decreased caused by minor variations in course iterations.		

OP-5 Detail by Sub Activity Group

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

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

Also, funding for NSW language program (-$3,010 thousand) was realigned to the correct SOF Language Program line within the Specialized Skills Training Budget Sub-Activity. (FY 2017 Baseline: $48,456 thousand)

3) U.S. Army Special Warfare Center   -784
Decrease is based on a reduced enrollment related to the elimination of two functional training courses and minor variations in iterations for other courses. (FY 2017 Baseline: $9,868 thousand)

4) U.S. Army Special Warfare Center Military Free Fall   -699
School
The decrease is a result of a FY 2017 increased purchases of additional Free Fall gear related to the increased student throughput from 560 students trained per year to 1,200 each year. FY 2018 throughput did not require that sustained level of gear purchases. (FY 2017 Baseline: $4,022 thousand)

FY 2018 Budget Request   **348,566**

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

	FY2016 Actual			FY2017 Estimate			FY2018 Estimate		
	Input	Output	Workload	Input	Output	Workload	Input	Output	Workload
Initial Skills									
USASOC	6326	4713	760	11528	8623	1234	11528	8695	1265
AFSOC	1070	1067	189	1089	1101	233	1308	1308	227
MARSOC	1201	740	131	1172	792	129	1157	792	125
NAVSPECWARCOM	2759	1908	353	2886	1978	380	2747	2037	361
HQ SOF Language	0	0	0	0	0	0	0	0	0
Total	**11356**	**8428**	**1433**	**16675**	**12494**	**1976**	**16740**	**12832**	**1978**
Skill Progression									
USASOC	3542	3338	244	4122	3871	338	4128	3896	339
AFSOC	128	128	9	213	213	14	225	225	16
MARSOC	508	463	34	562	517	37	522	561	37
NAVSPECWARCOM	1179	1162	180	1077	990	162	1051	1017	164
HQ SOF Language	0	0	0	0	0	0	0	0	0
Total	**5357**	**5091**	**467**	**5974**	**5591**	**551**	**5926**	**5699**	**556**
Functional									
USASOC	11670	11108	1534	15091	14369	2128	11990	11956	1863
AFSOC	1463	1457	123	1943	1943	145	1624	1624	126
MARSOC	5143	5009	354	5197	5105	397	5205	5189	417
NAVSPECWARCOM	4002	3954	191	4851	4835	232	4896	4896	234
HQ SOF Language	1750	1750	71342	1750	1750	72119	1750	1750	72119
Total	**24028**	**23278**	**73544**	**28832**	**28002**	**75021**	**25465**	**25415**	**74759**
Sub-activity Group Total									
USASOC	21538	19159	2538	30741	26863	3700	27646	24547	3467
AFSOC	2661	2652	321	3245	3257	392	3157	3157	369
MARSOC	6852	6212	519	6931	6414	563	6884	6542	579
NAVSPECWARCOM	7940	7024	724	8814	7803	774	8694	7950	759
HQ SOF Language	1750	1750	71342	1750	1750	72119	1750	1750	72119
Sub-activity Group Total	**40741**	**36797**	**75444**	**51481**	**46087**	**77548**	**48131**	**43946**	**77293**

OP-5 Detail by Sub Activity Group

IV. Performance Criteria and Evaluation Summary:

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)

[Institutional Training Readiness Report workload formula]

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, Small Unmanned Aircraft System operations, Jumpmaster).

Explanation of Changes:

1) Factors influencing workload include course length, input and outputs. In FY 2018, although the forecasted graduation rate (90.0%) is higher than the FY 2017 projection (89.5%, there is a decrease in the total number of entrants and graduates leading to a decrease 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 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.

4) There are several outputs which are greater than inputs due to programmed graduates crossing FY boundaries and where input was higher in the previous FY. Also, the output numbers depend on where the class start dates are scheduled; closer to the end of the FY, students will graduate in the next FY, therefore increasing output numbers.

Specialized Skill Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

V. **Personnel Summary**	**FY 2016**	**FY 2017**	**FY 2018**	**Change FY 2016/ FY 2017**	**Change FY 2017/ FY 2018**
Active Military End Strength (E/S) (Total)	2,001	2,003	2,023	2	20
Officer	251	253	253	2	0
Enlisted	1,750	1,750	1,770	0	20
Civilian End Strength (Total)	712	794	794	82	0
U.S. Direct Hire	712	794	794	82	0
Total Direct Hire	712	794	794	82	0
Active Military Average Strength (A/S) (Total)	2,001	2,003	2,023	2	20
Officer	251	253	253	2	0
Enlisted	1,750	1,750	1,770	0	20
Civilian FTEs (Total)	712	794	794	82	0
U.S. Direct Hire	712	794	794	82	0
Total Direct Hire	712	794	794	82	0
Average Annual Civilian Salary ($ in thousands)	104.0	96.4	105.5	-7.6	9.1
Contractor FTEs (Total)	324	324	329	0	5

Personnel Summary Explanations:
*USSOCOM military personnel are reported in Military Service Estimates.

*Net increase of 20 Active Military End Strength (E/S) reflects increase of 23 enlisted Marines and decrease of 2 enlisted Army and 1 enlisted Navy due to Force Structure adjustments.

OP-5 Detail by Sub Activity Group

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

OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017 Price	Change FY 2016/FY 2017 Program	FY 2017 Estimate	Change FY 2017/FY 2018 Price	Change FY 2017/FY 2018 Program	FY 2018 Estimate
101 Exec, Gen'l & Spec Scheds	71,666	1,351	2,252	75,269	1,471	4,331	81,071
103 Wage Board	2,388	45	-1,141	1,292	25	1,380	2,697
199 TOTAL CIV COMPENSATION	**74,054**	**1,396**	**1,111**	**76,561**	**1,496**	**5,711**	**83,768**
308 Travel of Persons	18,086	344	-3,554	14,876	298	-213	14,961
399 TOTAL TRAVEL	**18,086**	**344**	**-3,554**	**14,876**	**298**	**-213**	**14,961**
401 DLA Energy (Fuel Products)	288	17	178	483	-2	-204	277
411 Army Supply	1,233	-57	1,013	2,189	62	-23	2,228
413 Marine Corps Supply	87	-3	10	94	-2	2	94
414 Air Force Consol Sust AG (Supply)	1,760	17	-519	1,258	-105	127	1,280
416 GSA Supplies & Materials	725	14	-109	630	13	-2	641
417 Local Purch Supplies & Mat	1,299	25	3,565	4,889	98	-38	4,949
424 DLA Mat Supply Chain (Weapon Sys)	2,452	-147	-1,162	1,143	-69	90	1,164
499 TOTAL SUPPLIES & MATERIALS	**7,844**	**-134**	**2,976**	**10,686**	**-5**	**-48**	**10,633**
502 Army Fund Equipment	408	-1	-398	9	0	0	9
503 Navy Fund Equipment	74	3	-75	2	0	0	2
505 Air Force Fund Equip	0	0	1,269	1,269	0	23	1,292
506 DLA Mat Supply Chain (Const & Equip)	99	0	720	819	-1	16	834
507 GSA Managed Equipment	623	12	-261	374	7	0	381
599 TOTAL EQUIPMENT PURCHASES	**1,204**	**14**	**1,255**	**2,473**	**6**	**39**	**2,518**
610 Navy Air Warfare Center	184	6	-190	0	0	0	0
633 DLA Document Services	441	6	-447	0	0	0	0
699 TOTAL DWCF PURCHASES	**625**	**12**	**-637**	**0**	**0**	**0**	**0**
771 Commercial Transport	533	10	171	714	14	-22	706
799 TOTAL TRANSPORTATION	**533**	**10**	**171**	**714**	**14**	**-22**	**706**
912 Rental Payments to GSA (SLUC)	2,759	52	-2,811	0	0	0	0
913 Purchased Utilities (Non-Fund)	96	2	-45	53	1	-1	53
914 Purchased Communications (Non-	2,743	52	-1,163	1,632	33	-5	1,660

OP-5 Detail by Sub Activity Group

Specialized Skill Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017 Price	Program	FY 2017 Estimate	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate
915 Rents (Non-GSA)	1,334	25	-818	541	11	-11	541
920 Supplies & Materials (Non-Fund)	23,892	454	572	24,918	498	-777	24,639
921 Printing & Reproduction	801	15	-49	767	15	-11	771
922 Equipment Maintenance By Contract	9,100	173	-8,199	1,074	21	-5	1,090
923 Facilities Sust, Rest, & Mod by Contract	401	8	-409	0	0	0	0
925 Equipment Purchases (Non-Fund)	10,971	208	10,419	21,598	432	-641	21,389
929 Aircraft Reworks by Contract	29,398	559	-29,957	0	0	0	0
930 Other Depot Maintenance (Non-Fund)	23	0	37,393	37,416	748	-214	37,950
932 Mgt Prof Support Svcs	310	6	7,411	7,727	155	-7,882	0
933 Studies, Analysis & Eval	793	15	-808	0	0	0	0
935 Training and Leadership Development	98,692	1,875	-100,567	0	0	137,976	137,976
937 Locally Purchased Fuel (Non-Fund)	158	9	-76	91	0	81	172
955 Other Costs (Medical Care)	4,018	161	-1,230	2,949	115	-62	3,002
957 Other Costs (Land and Structures)	4,006	76	-4,082	0	0	0	0
984 Equipment Contracts	172	3	1,860	2,035	41	-14	2,062
987 Other Intra-Govt Purch	5,912	112	-1,351	4,673	93	-91	4,675
989 Other Services	32,587	619	91,225	124,431	2,489	-126,920	0
990 IT Contract Support Services	705	13	-718	0	0	0	0
999 TOTAL OTHER PURCHASES	**228,871**	**4,437**	**-3,403**	**229,905**	**4,652**	**1,423**	**235,980**
Total	**331,217**	**6,079**	**-2,081**	**335,215**	**6,461**	**6,890**	**348,566**

*The FY 2016 Actual Column includes $0.0 thousand of the FY 2016 Overseas Contingency Operations (OCO) Appropriations funding (PL 114-113).
*The FY 2017 Estimate excludes $0.0 thousand of the FY 2017 OCO Request.
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 OCO Request.

OP-5 Detail by Sub Activity Group

Fiscal Year 2018 President's Budget

UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)

Administrative and Servicewide Activities/Acquisition Program Management

May 2017

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Acquisition/Program Management
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
    Budget Activity (BA) 4: Administrative and Servicewide Activities/Acquisition Program Management

	FY 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
APMngmt	81,345	1,392	6,692	89,429	1,753	3,091	94,273

*The FY 2016 Actual Column includes $0.0 thousand of the FY 2016 Overseas Contingency Operations (OCO) Appropriations funding (PL 114-113).
*The FY 2017 Estimate excludes $0.0 thousand of the FY 2017 OCO Request.
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 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 2016	FY 2017	FY 2018
Air Force	246	312	311
Army	42	45	45
Marine Corps	0	0	0

OP-5 Detail by Sub Activity Group

Acquisition/Program Management
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

II. Force Structure Summary (cont.)

Navy	0	0	0
Total	**288**	**357**	**356**

Military End Strength	FY 2016	FY 2017	FY 2018
Air Force	22	22	29
Army	24	24	35
Marine Corps	5	5	12
Navy	8	8	16
Total	**59**	**59**	**92**

Contractor FTEs	FY 2016	FY 2017	FY 2018
Total	**278**	**278**	**286**

OP-5 Detail by Sub Activity Group

Acquisition/Program Management
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

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

			FY 2017				
			Congressional Action				
A. <u>BA Subactivities</u>	**FY 2016 Actual**	**Budget Request**	**Amount**	**Percent**	**Appropriated**	**Current Estimate**	**FY 2018 Estimate**
Acquisition/Program Management	81,345	89,429	0	0.0	0	89,429	94,273
Total	**81,345**	**89,429**	**0**	**0.0**	**0**	**89,429**	**94,273**

*The FY 2016 Actual Column includes $0.0 thousand of the FY 2016 Overseas Contingency Operations (OCO) Appropriations funding (PL 114-113).
*The FY 2017 Estimate excludes $0.0 thousand of the FY 2017 OCO Request.
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 OCO Request.

OP-5 Detail by Sub Activity Group

Acquisition/Program Management
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

III. Financial Summary ($ in thousands)

B. Reconciliation Summary	Change FY 2017/FY 2017	Change FY 2017/FY 2018
Baseline Funding	**89,429**	**89,429**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**89,429**	
Fact-of-Life Changes (2017 to 2017 Only)		
Subtotal Baseline Funding	**89,429**	
Supplemental		
Reprogrammings		
Price Changes		1,753
Functional Transfers		
Program Changes		3,091
Current Estimate	**89,429**	**94,273**
Less: Wartime Supplemental		
Normalized Current Estimate	**89,429**	

OP-5 Detail by Sub Activity Group

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2017 President's Budget Request (Amended, if applicable)		**89,429**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2017 Appropriated Amount		**89,429**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2017 Baseline Funding		**89,429**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2017 Estimate		**89,429**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2017 Normalized Current Estimate		**89,429**
6. Price Change		1,753
7. Functional Transfers		
8. Program Increases		5,464
a. Annualization of New FY 2017 Program		
b. One-Time FY 2018 Increases		
c. Program Growth in FY 2018		
1) Ammunition Program Support	771	

       Program growth is a result of a realignment from the
       Maintenance Budget Sub Activity ($750 Thousand) and
       minor programmatic adjustments ($21 Thousand) in
       order to cover new requirements generated in the
       Ammunition Bullet Program. The increase will provide
       for program management support for environmentally
       friendly munitions that reduce lead toxins in various

OP-5 Detail by Sub Activity Group

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

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

small caliber ammunitions to include the following
ammunition component's (gunpowder, primer,
propellant, projectile and it's outer casing). (FY
2017 Baseline: $0 thousand)

2) Civilian Pay Reprice   899
Increase is a result of a re-price of civilian pay
based upon FY16 actual pay rates. The Office of
Management and Budget (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 2017
Baseline: $47,499 thousand)

3) Family of Special Operations Vehicles (FOSOV)   2,575
Program increased requirement is a result of ongoing
efforts to transition from the Ground Mobility
Vehicle (GMV)1.0 to GMV 1.1. Resources wil be used
for Operation and Maintenance costs supporting FOSOV
acquisition program management to include engineering
and logistical support as part of the Advisory and
Assistance Service (A&AS). Support also includes
funding for travel, supplies, equipment and program
office support which includes both government and
contractor labor support. (FY 2017 Baseline: $2,364
thousand)

4) Rotary Wing Systems   249
$236 thousand growth for Technology Application
Program Office (TAPO) management cost resulted from
the additional management associated with increased

OP-5 Detail by Sub Activity Group

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

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

sustaining engineering requirements on aging MH-47G aircraft and weight reduction initiatives. The $13 thousand increase for the Silent Knight Radar program acquisition support resulted from a 3% contract price increase. (FY 2017 Baseline: $7,541 thousand)

5) SOF Ground Tactical Advantage Systems	970	

The increase supports program management and the continued system engineering needed to ensure oversight of the SPEAR ($186 Thousand) and Tactical Combat Casulty Care(TCCC)programs ($784 Thousand) in order to manage the sustainment of all components individual personal protective and tactical medical equipment needs and execute pre-planned product improvements/equipment modernization. (FY 2017 Baseline: $2,999 thousand)

9. Program Decreases		-2,373

a. Annualization of FY 2017 Program Decreases
b. One-Time FY 2017 Increases
c. Program Decreases in FY 2018

1) Acquisition Support	-316	

Decrease is a result of SOCOM efficiencies to reduce acquisition overhead. SOCOM has continued to target programs such as contractor support, travel, training and office supplies for the SOCOM Acquisition Support. (FY 2017 Baseline: $10,073 thousand)

2) Civilian Pay Full Time Equivalent (FTE) Realignment	-138	

Decrease due to realignment of -1 FTEs from Acquisition Program Management Budget Sub-activity to Other Operations Budget Sub-activity as a result of

OP-5 Detail by Sub Activity Group

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

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

the directed Management Headquarters Activity (MHA) rebaseline effort. (FY 2017 Baseline: $47,499 thousand; -1 FTEs)

3) Commando Solo   -382
   Decrease is a result of the continued efforts by SOCOM to right size the program support for the EC-130J program based on current requirements and historical program execution. (FY 2017 Baseline: $862 thousand)

4) Maritime Craft Systems   -439
   Decrease is a result of SOCOM efficiencies to reduce acquisition program management of SOCOM maritime craft ($203 Thousand) and the divestment of the Maritime Craft Air Delivery (MCAD) system ($136 Thousand). (FY 2017 Baseline: $4,896 thousand)

5) SOF Various Systems Support   -1,098
   Decrease is a result of SOCOM efficiencies to reduce acquisition program management cost in areas such as contractor support and travel for Command, Control, Communication, Computers, Special Reconnaisance, Surveilance, Exploitation, and Simulator Systems. (FY 2017 Baseline: $13,216 thousand)

FY 2018 Budget Request   **94,273**

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

N/A

Acquisition/Program Management
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V. **Personnel Summary**	FY 2016	FY 2017	FY 2018	Change FY 2016/ FY 2017	Change FY 2017/ FY 2018
Active Military End Strength (E/S) (Total)	59	59	92	0	33
Officer	55	55	85	0	30
Enlisted	4	4	7	0	3
Civilian End Strength (Total)	288	357	356	69	-1
U.S. Direct Hire	288	357	356	69	-1
Total Direct Hire	288	357	356	69	-1
Active Military Average Strength (A/S) (Total)	59	59	92	0	33
Officer	55	55	85	0	30
Enlisted	4	4	7	0	3
Civilian FTEs (Total)	288	357	356	69	-1
U.S. Direct Hire	288	357	356	69	-1
Total Direct Hire	288	357	356	69	-1
Average Annual Civilian Salary ($ in thousands)	133.8	133.1	138.2	-0.7	5.1
Contractor FTEs (Total)	278	278	286	0	8

Personnel Summary Explanations:

*USSOCOM military personnel are reported in Military Service Estimates.

*Decrease of -1 Civilian FTE due to realignment from Acquisition Program Management Budget Sub-activity to Other Operations Budget Sub-activity as a result of the directed Management Headquarters Activity (MHA) rebaseline effort.

OP-5 Detail by Sub Activity Group

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

		Change			Change		
	FY 2016	FY 2016/FY 2017		FY 2017	FY 2017/FY 2018		FY 2018
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	38,527	726	7,535	46,788	914	748	48,450
103 Wage Board	0	0	711	711	14	13	738
199 TOTAL CIV COMPENSATION	**38,527**	**726**	**8,246**	**47,499**	**928**	**761**	**49,188**
308 Travel of Persons	3,545	67	-297	3,315	66	-1,396	1,985
399 TOTAL TRAVEL	**3,545**	**67**	**-297**	**3,315**	**66**	**-1,396**	**1,985**
601 Army Industrial Operations	7,038	-8	-4,517	2,513	0	0	2,513
610 Navy Air Warfare Center	847	27	46	920	24	0	944
611 Navy Surface Warfare Ctr	429	14	385	828	12	0	840
612 Navy Undersea Warfare Ctr	993	9	-68	934	35	0	969
614 Space & Naval Warfare Center	1,202	13	-325	890	34	0	924
661 Air Force Consolidated Sust AG (Maint)	51	-1	377	427	11	0	438
699 TOTAL DWCF PURCHASES	**10,560**	**54**	**-4,102**	**6,512**	**116**	**0**	**6,628**
705 AMC Channel Cargo	0	0	280	280	6	0	286
799 TOTAL TRANSPORTATION	**0**	**0**	**280**	**280**	**6**	**0**	**286**
914 Purchased Communications (Non-Fund)	106	2	-64	44	1	0	45
920 Supplies & Materials (Non-Fund)	423	8	-1,687	-1,256	-25	1,846	565
922 Equipment Maintenance By Contract	1,559	30	-1,338	251	5	0	256
923 Facilities Sust, Rest, & Mod by Contract	13	0	-13	0	0	0	0
925 Equipment Purchases (Non-Fund)	607	12	917	1,536	31	-517	1,050
930 Other Depot Maintenance (Non-Fund)	230	4	107	341	7	0	348
932 Mgt Prof Support Svcs	22,630	430	-924	22,136	443	1,014	23,593
934 Engineering & Tech Svcs	1,374	26	253	1,653	33	411	2,097
987 Other Intra-Govt Purch	1,762	33	2,996	4,791	96	0	4,887
989 Other Services	9	0	211	220	4	0	224
990 IT Contract Support Services	0	0	2,107	2,107	42	0	2,149

OP-5 Detail by Sub Activity Group

OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017 Price	Program	FY 2017 Estimate	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate
998 Other Costs (SOCOM Only)	0	0	0	0	0	972	972
999 TOTAL OTHER PURCHASES	28,713	545	2,565	31,823	637	3,726	36,186
Total	81,345	1,392	6,692	89,429	1,753	3,091	94,273

*The FY 2016 Actual Column includes $0.0 thousand of the FY 2016 Overseas Contingency Operations (OCO) Appropriations funding (PL 114-113).
*The FY 2017 Estimate excludes $0.0 thousand of the FY 2017 OCO Request.
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 OCO Request.

OP-5 Detail by Sub Activity Group

Department of Defense
Fiscal Year 2018 Budget Estimates

May 2017

The Joint Staff (TJS)
Defense-Wide Justification Book
Operation and Maintenance

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

	FY 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
TJS	460,563	9,570	121,681	591,814	12,532	472,420	1,076,766

* The FY 2016 Actual column <u>includes</u> $7,451.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column <u>excludes</u> FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column <u>excludes</u> $4,841.0 thousand of FY 2018 OCO Appropriations funding.
* The FY 2016 Estimate column ex<u>**cludes**</u> NDU.

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

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

Secretary of Defense (SecDef) strategic planning, direction, and advice on requirements, programs, and budget priorities identified by the CCMDs and Services.

Twelve major program areas make up TJS's Operation and Maintenance funding for FY 2018. Six 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 transitioned to Analytical Support to Force Planning in FY 2017; the Combatant Commander Exercise Engagement and Training Transformation (CE2T2) 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. The final four programs support day-to-day operations: Management Headquarters, the Pentagon Reservation Maintenance Revolving Fund (PRMRF), Facilities Sustainment, Restoration & Modernization, and Facility Operations.

NOTE: In FY 2017, the National Defense University (NDU) realigned 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.

I.   Description of Operations Financed (cont.)

1. The **Planning and Decision Aid System (PDAS) ($40,073K)** supports the planning and execution of Integrated Joint Special Technical Operations. PDAS is a classified, protected program under the Secretary of Defense (SecDef).

2. The **Joint Analytical Model Improvement Program (JAMIP) transitioned to Analytical Support to Force Planning ($8,163K)** in the beginning of FY 2017. Analytical Support to Force Planning is a Joint Staff and OSD co-sponsored program that enables 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 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 of planning, programming, and acquisition efforts.

3. The **Combatant Commander Exercise Engagement and Training Transformation (CE2T2) Program ($583,564K)** funds exercise and training capabilities for Combatant Command staff supporting operational plans, theater security cooperation, and Unified Command Plan objectives. Four major subdivisions of CE2T2 funding are defined by the following:

CE2T2 Direct – MHA ($6,189K) provides funding to support Joint Staff operations at the Department of Defense Complex located in Suffolk, VA, considered Major Headquarters Activities (MHA) in nature, but aligned to the CE2T2 program. Elements of this program include facility maintenance, security, information technology and communication services, and personnel, administrative, and logistical support. Also includes funding to support development of Joint doctrine.

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

CE2T2 Direct – Non-MHA ($551,511K) is being transferred to the Joint Staff from OUSD(P&R) in FY 2018 to better align with the Chairman's three focus areas of: 1) Restoring joint readiness; 2) Improving our joint warfighting capability; and 3) Developing leaders for Joint Forces Next. Funding is used for the joint training requirements of the Department of Defense to include exercises for nine Combatant Commands as well as training that prepare 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. These training events 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 for 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 the U.S. European Command's SABER JUNCTION Exercise in Germany and the Black Sea region. SABER JUNCTION focuses on combined offensive and defensive operations against a robust opposing force over European terrain to include a Noncombatant Evacuation Operation event. By participating in this Exercise SABER JUNCTION, the U.S., allies, and partners demonstrate our collective resolve for peace and stability in region.

I.   Description of Operations Financed (cont.)

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 Direct – Non-MHA funding resources the following 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. This strategic lift capability 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.

2) **Service Incremental Funding (SIF):** Funds provide for Service participation in combatant command 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 absorbed by the Services. This allows CCMDs to achieve Theater Campaign Plan objectives without having a detrimental impact on Service training budgets. SIF is essential to the

I.   Description of Operations Financed (cont.)
    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) Joint Staff 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 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. The Joint Staff 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 in 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 CCMDs, this program ensures
    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

I.   **Description of Operations Financed (cont.)**
    with live forces, augmented by appropriate modeling and simulation, to create a
    more realistic training experience for the joint force. Through the use of 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
    based on over 15 years of conflict. JNTC also funds improvements to training
    realism, including advanced range instrumentation (threat replication) and
    opposition forces.

    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
    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.

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

Facility Operations – CE2T2 ($2,386K) provides funding to support Joint Staff operations at the Department of Defense Complex located in Suffolk, VA. Elements of support include facility leases and utilities.

Joint Staff Activities Program - CE2T2 ($23,478K) provides civilian pay funding for civilian full-time-equivalents (FTEs) executing the Combatant Command Exercise Engagement and Training Transformation (CE2T2) program.

4. The **Defense Critical Infrastructure Program ($500K)** funds the operation and maintenance of the DoD Secure Internet Protocol Router Network (SIPRNet) and Joint Worldwide Intelligence Communications System (JWICS) web-based geospatial data application used to store, analyze, and visualize Defense Critical Infrastructure Program (DCIP) data.

5. The **Joint Staff Analytical Support (JSAS) Program ($37,494K)** 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:

1) <u>Joint Collaborative Analysis (JCA)</u> provides the CJCS with the analytical capabilities needed to support decision making associated with force structure

I. **Description of Operations Financed (cont.)**
assessment, joint course of action development, and joint and coalition analysis
that directly contribute to the accomplishment of CCMD and Joint Staff missions.

2) **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 national defense
and military strategies to achieve optimum effectiveness and efficiency of the Armed
Forces.

3) **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
and cross-servicing arrangements.

I.   <u>**Description of Operations Financed (cont.)**</u>
   4) <u>**Adaptive Planning**</u> 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. Joint Data
      Support (JDS) is the single authoritative source of Support for Strategic Analysis
      (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.

   5) <u>**Joint Training System (JTS)**</u> 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 comprehensive organizational program that may include elements of
      training, education, self-development, and experience to achieve mission capability.

6. The **Support to Information Operations Capabilities Program ($14,799K)** 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
and provides the capability to certify Cyber Mission Force members.

The Joint Staff
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I.   Description of Operations Financed (cont.)
7. 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.

8. The **Joint C5 Capability Development, Integration and Interoperability Assessments Program ($6,340K)** maintains a persistent C5 environment, which supports C5 capability development and assessments of joint/coalition/interagency capabilities in response to operational issues and interoperability shortfalls. This is achieved by maintaining a persistent C5 laboratory environment that allows for rapidly reconfigurable Joint Task Force (JTF) environments that connect to other virtual, constructive, and live environments leveraging operational venues and exercises. FY 2018 focus areas include: Participation in the Coalition Interoperability and Assurance Validation (CIAV) which supports on-going war efforts, Mission Partner Environment (coalition information sharing with mission partners), Advanced Tactical Wireless Integration Capability, Coalition Fires Interoperability, and defensive operations in Cyberspace.

9. Core Management Headquarters ($194,061K) provides general support of the Joint Staff in five key areas: The Office of the Joint Staff Comptroller operates and maintains auditable systems for Joint Staff specific program development, budget formulation for

I.   Description of Operations Financed (cont.)

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 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 Command, Control, Communications, and Computers (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 Support Service Office (JSSSO) provides maintenance support for facilities and new construction and renovation of existing spaces.

10. The **Pentagon Reservation Maintenance Revolving Fund (PRMRF) ($78,314K)** pays TJS's share of the maintenance, sustainment, protection, repair, and renovation of the Pentagon 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.

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

11. Facilities Restoration & Modernization and Sustainment (FSRM) ($650K) provides facility and life cycle maintenance support. Facilities Sustainment and Restoration/ Modernization (FSRM) functions include maintenance and repair projects and minor construction accomplished by the Pentagon's in-house and contracted workforce. The Joint Staff objectives are to sustain mission capability, quality of life, and workforce productivity. The FSRM program executes work orders for facility related repairs/ upgrades, and plans and executes minor construction and renovation projects supporting the annual improvement program and various Joint Staff directorates.

12. Facility Operations ($13,406K) includes elements of support such as facility leases and utilities that are not considered Major Headquarters Activities in nature but support the remainder of the Joint Staff not associated with the CE2T2 program.

The National Defense University (NDU) ($84,402K) 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 is comprised of the following nine colleges, institutions, and activities located at Ft. McNair, Washington, DC, and Norfolk, VA:

  • CAPSTONE / PINNACLE / KEYSTONE

I. Description of Operations Financed (cont.)

- College of International Security Affairs (CISA)
- Dwight D. Eisenhower School of National Security and Resource Strategy
- Information Resources Management College (*i*College)
- Institute for National Strategic Studies (INSS)
- Joint Forces Staff College (JFSC)
- National War College (NWC)
- NDU Operations
- NDU – MHA

1. CAPSTONE / PINNACLE / KEYSTONE ($2,506K)

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.

I.   Description of Operations Financed (cont.)

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
2016	204	30	80
2017	204	30	80
2018	204	30	80

2. College of International Security Affairs (CISA) ($5,060K) is the Department of Defense strategic level capacity in combating terrorism and irregular warfare. 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.

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

I.   Description of Operations Financed (cont.)

serves 40 U.S. Special Operators (O3 - O5 commissioned officers and select senior non-commissioned officers). For FY 2017, the student body also includes two Foreign Service Officers from the Department of State, and one international officer. 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.

3. Dwight D. Eisenhower School of National Security and Resource Strategy (formerly Industrial College of the Armed Forces) ($6,557K) 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

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

2016	62	57	32	17	3	171	107	32	**310**
2017	62	57	32	17	3	171	107	32	**310**
2018	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 2018 reflect allocated quotas. 2016 and 2017 are actual student numbers.

4. Information Resources Management College (*i*College) ($6,251K) 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. 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 2016, the CFO Academy maintained a total

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

student enrollment of 178 students and expects to maintain that level in FY 2017 and FY 2018.

5. Institute for National Strategic Studies (INSS) ($5,994K) conducts research in support of the NDU education mission and to enhance and enrich leader development within its academic programs; conducts strategic studies and synthesizes 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 CSCMA and CCO 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

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

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' Magazine, policy briefs, case studies, and occasional papers.

6. Joint Forces Staff College (JFSC) ($13,428K) 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) 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).

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	SEJPME
2016	975	225	30	132	**1,362**	41	952	225	**1,218**	240	10,127
2017	975	225	30	132	**1,362**	41	952	225	**1,218**	240	N/A
2018	841	275	25	128	**1,269**	42	952	275	**1,269**	212	N/A

Student enrollments are reduced for JC2IOS due to military manpower reductions.

7. National War College (NWC) ($4,780K) 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 2016, AY 2017, and AY 2018 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

I. Description of Operations Financed (cont.)

2016	43	41	21	14	2	121	55	32	**208**
2017	43	41	21	14	2	121	55	32	**208**
2018	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 ($16,005K)

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 joint professional educational, research, and outreach mission.

9. NDU-MHA ($23,821K)

Comprises the portions of the NDU budget that is considered a Major Headquarters Activity.

II. Force Structure Summary:

N/A

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

			FY 2017				
			Congressional Action				
A. BA Subactivities	FY 2016 Actual	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2018 Estimate
1. Operating Forces	460,563	506,113	0	0.0	0	506,113	992,364
Analytical Support to Force Planning	0	8,069	0	0.0	0	8,069	8,163
CCMD Exercise Engagement and Training Transformation (CE2T2)	7,453	8,964	0	0.0	0	8,964	6,189
CCMD Exercise Engagement and Training Transformation (CE2T2) - Non MHA	0	0	0	0.0	0	0	551,511
Combatant Commanders Initiatives Fund (CCIF)	7,842	15,000	0	0.0	0	15,000	15,000
Defense Critical Infrastructure Program (DCIP)	200	500	0	0.0	0	500	500
Facilities Restoration & Modernization - Non MHA	0	0	0	0.0	0	0	250
Facilities Sustainment - Non MHA	0	0	0	0.0	0	0	400
Facility Ops (CE2T2) - Non MHA	0	0	0	0.0	0	0	2,386
Facility Ops - Non MHA	0	0	0	0.0	0	0	13,406
Joint Analytical Model	7,990	0	0	0.0	0	0	0

III. Financial Summary ($ in thousands)

			FY 2017				
			Congressional Action				
A. BA Subactivities	FY 2016 Actual	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2018 Estimate
Improvement Program (JAMIP)							
Joint C5 Capability Development, Integration and Interoperability	6,110	6,435	0	0.0	0	6,435	6,340
Joint Staff Activities – CE2T2	23,447	24,091	0	0.0	0	24,091	23,478
Joint Staff Activities – OCO – ERI	7,451	0	0	0.0	0	0	0
Joint Staff Analytical Support (JSAS)	41,315	35,871	0	0.0	0	35,871	37,494
Management HQ OCJCS	229,074	267,065	0	0.0	0	267,065	194,061
Pentagon Reservation (PRMRF)	82,275	84,553	0	0.0	0	84,553	78,314
Planning and Decision Aid System (PDAS)	42,352	41,074	0	0.0	0	41,074	40,073
Support to Information Operations Capabilities	5,054	14,491	0	0.0	0	14,491	14,799
3. Training	**0**	**85,701**	**0**	**0.0**	**0**	**85,701**	**84,402**
Capstone	0	2,964	0	0.0	0	2,964	2,506
College of International Security Affairs	0	5,865	0	0.0	0	5,865	5,060
Eisenhower School	0	7,889	0	0.0	0	7,889	6,557
Information Resources	0	7,909	0	0.0	0	7,909	6,251

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

A. <u>BA Subactivities</u>	FY 2016 Actual	Budget Request	FY 2017 Congressional Action Amount	Percent	Appropriated	Current Estimate	FY 2018 Estimate
Management College							
Institute for National Strategic Studies	0	6,364	0	0.0	0	6,364	5,994
Joint Forces Staff College	0	16,520	0	0.0	0	16,520	13,428
National War College	0	6,023	0	0.0	0	6,023	4,780
NDU Operations	0	32,167	0	0.0	0	32,167	16,005
NDU-MHA	0	0	0	0.0	0	0	23,821
Total	**460,563**	**591,814**	**0**	**0.0**	**0**	**591,814**	**1,076,766**

* The FY 2016 Actual column <u>includes</u> $7,451.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column <u>excludes</u> FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column <u>excludes</u> $4,841.0 thousand of FY 2018 OCO Appropriations funding.

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

B. <u>Reconciliation Summary</u>	Change <u>FY 2017/FY 2017</u>	Change <u>FY 2017/FY 2018</u>
Baseline Funding	591,814	591,814
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	591,814	
Fact-of-Life Changes (2017 to 2017 Only)		
Subtotal Baseline Funding	591,814	
Supplemental		
Reprogrammings		
Price Changes		12,532
Functional Transfers		476,174
Program Changes		-3,754
Current Estimate	591,814	1,076,766
Less: Wartime Supplemental		
Normalized Current Estimate	591,814	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2017 President's Budget Request (Amended, if applicable)		**591,814**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2017 Appropriated Amount		**591,814**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2017 Baseline Funding		**591,814**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2017 Estimate		**591,814**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2017 Normalized Current Estimate		**591,814**
6. Price Change		12,532
7. Functional Transfers		476,174
a. Transfers In		
1) CCMD Exercise Engagement and Training Transformation (CE2T2)	550,511	

        The CE2T2 Non-MHA increase of $550,511K from FY 2017 to FY 2018 is due to funding transferred from the Office of the Undersecretary of Defense (Personnel and Readiness) to the Joint Staff for direct execution and oversight of the program across the Services, Combatant Commands, and the Joint Staff. Transferring the funding flow for the execution of this program through the Joint Staff is intended to focus improvement on the Chairman of the Joint Chiefs

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

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

focus areas consisting of the following: 1) Restoring joint readiness; 2) Improving our joint warfighting capability; and 3) Developing leaders for Joint Forces Next. The overall effect to the Department is a net-zero profile change for FY 2018. (FY 2017 Baseline: $0 thousand; +0 FTEs)

   b. Transfers Out

   1) Joint Service Provider (JSP) Functional Transfer   -64,390
   (Legacy Joint Staff IT):

   A decrease of $64,390 thousand is attributable to the functional transfer of JSP requirements from the Joint Staff (JS) to Defense Information Systems Agency (DISA). Funding will provide IT support for the JS and the JS Information Network (JSIN) enclaves, IT Service Desk, Knowledge Engineering, Network Operations, Systems Integration, Cable Plant and Surge Support with the goal of transitioning to Enterprise Services. Funding will also provide on-site cyber security program support and technical security services. (-46) FTEs reflects the workforce transferred from the JS to DISA as a result of the consolidation of IT services in the Pentagon and NCR. (FY 2017 Baseline: $84,538 thousand; -46 FTEs)

   2) Pentagon Rent for JSIN Transfer to Joint Service   -7,844
   Provider

   The Pentagon Rent decrease of $7,844K from FY 2017 to FY 2018 is due to funding being transferred from the Joint Staff to Defense Information Systems Agency (DISA) related to the proportional share of the space

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

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

to DISA in association with the transition from the Joint Staff Information Network (JSIN) to the Joint Service Provider (JSP). The overall effect to the Department is a net-zero profile change for FY 2018.
(FY 2017 Baseline: $84,553 thousand; +0 FTEs)

3) AFPAK Hands to USCENTCOM -814
The AFPAK Hands decrease of $814K within the Management Headquarters OCJCS Program from FY 2017 to FY 2018 is due to funding transferred from the Joint Staff to United States Central Command (USCENTCOM) in association with a decision to move funding responsibility for the program to the Combatant Command owning the requirement. The overall effect to the Department is a net-zero profile change for FY 2018.
(FY 2017 Baseline: $818 thousand; +0 FTEs)

4) Acquisition Personnel Funding Transfer to CYBERCOM -726
Transfer of $726K to CYBERCOM to provide funding for civilian acquisition expertise at HQ CYBERCOM in compliance with Section 807 FY 2016 NDAA. This transfer is for funding only, no FTEs were provided. The decrease is directly related to the rebaselining of Management Headquarters to comply with the 2016 NDAA. The rebaselining of Management Headquarters throughout the Joint organizations resulted in a zero-sum scenario in which increases in one organization require offsets from others in the same Joint organization grouping. The overall effect to the Department is a net-zero profile change for FY

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>Amount</u>	<u>Totals</u>
2018.		
(FY 2017 Baseline: $352,766 thousand)		
5) Russia Strategic Initiative Personnel Funding Transfer to USEUCOM	-563	
Transfer of $563K to EUCOM for the Russia Strategic Initiative to provide funding for civilian FTEs at HQ EUCOM. This transfer is for funding only, no FTEs were provided. The decrease is directly related to the rebaselining of Management Headquarters to comply with the 2016 NDAA. The rebaselining of Management Headquarters throughout the Joint organizations resulted in a zero-sum scenario in which increases in one organization require offsets from others in the same grouping. The overall effect to the Department is a net-zero profile change for FY 2018. (FY 2017 Baseline: $352,766 thousand)		
8. Program Increases		6,000
a. Annualization of New FY 2017 Program		
b. One-Time FY 2018 Increases		
c. Program Growth in FY 2018		
1) Non-Conventional Assisted Recovery (NAR)	4,000	
Provides an increase for critical Non-conventional Assisted Recovery (NAR)in FY 2018 to meet needs driven by the following factors: 1) Additional country CONOPS being authorized; 2) Maturing previously approved CONOPS that require additional infrastructure development; and, 3) On-going Combatant Command reevaluations of their personnel recovery programs and identification of NAR to fill		

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
capability gaps.		
(FY 2017 Baseline: $1,926 thousand; +0 FTEs)		
2) Cyber Mobility Thin Line	1,000	
Increase provides funding within CE2T2 Non-MHA for United States Transportation Command (USTRANSCOM) to develop an exercise program to assess and stress cyberspace-related operational activities across the range of mission assurance endeavors. This activity is intended to develop a basis for USTRANSCOM to define gaps, identify shortfalls, and develop mitigating actions for cyberspace activity impacting the full breadth of the command's mobility missions.		
(FY 2017 Baseline: $0 thousand; +0 FTEs)		
3) Joint Planning and Execution System (JPES)	1,000	
Increase of $1,000K in O&M funding for Joint Planning and Execution System (JPES) supports one of the Chairman's key focus areas of improving our joint warfighting capabilities by replacing the Joint Operation Planning and Execution System (JOPES) IT. JPES is being fielded as a Joint Command and Control Joint Information Environment-compliant, cloud-based, service oriented infrastructure to comply with the DoD CIO "DoD Cloud Way Forward" initiative.		
(FY 2017 Baseline: $0 thousand; +0 FTEs)		
9. Program Decreases		-9,754
a. Annualization of FY 2017 Program Decreases		
b. One-Time FY 2017 Increases		
c. Program Decreases in FY 2018		
1) Defense Information Systems Network Cost Recovery	-4,915	

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

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

Model Efficiencies
Overall reduction due to built-in efficiencies
associated with the Defense Information Systems
Network (DISN) Cost Recovery Model developed and
implemented in FY 2017.

The DISN Cost Recovery Model replaced outdated DISN
Subscription Services that inefficiently assigned
bills to the largest user of bandwidth at a DISN site
vs. charging each mission partner based on
consumption. The DISN Cost Recovery Model unbundeled
services and funding sources, provided a new
methodology for allocating costs to each mission
partner, required mission partner engagement, and
restructured pricing and end user services. The DISN
Cost Recovery Model allows mission partners to have
more control over their bills and services received.
(FY 2017 Baseline: $35,667 thousand; +0 FTEs)

2) Management Headquarters Reduction (20%, planned in FY   -2,544
2015) to Joint Staff Analytical Support
The decrease in Joint Staff Analytical Support
represents the Joint Staff's commitment to meeting
the required 20% reduction (implementation began in
FY 2015) to Management Headquarters Activities by
2019. The Joint Staff is on track to meet the
required reductions of this initiative and has
achieved this decrease through significant reductions
in the amount of contracted services utilized by the
staff and other targeted reductions.

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals

(FY 2017 Baseline: $35,871 thousand; +0 FTEs)

3) Management Headquarters Reduction (20% planned in FY 2015) to CE2T2 Direct - MHA   **-1,295**

    The decrease in CE2T2 Direct - MHA represents the Joint Staff's commitment to meeting the required 20% reduction (implementation began in FY 2015) to Management Headquarters Activities by 2019. The Joint Staff is on track to meet the required reductions of this initiative and has achieved this decrease through significant reductions in the amount of contracted services utilized by the staff and other targeted reductions.

    (FY 2017 Baseline: $8,964 thousand; +0 FTEs)

4) Internal Realignment Within PDAS from O&M to Procurement   **-1,000**

    Changes to Planning and Decision Aid System (PDAS) need to be viewed from a cross-appropriation perspective. In FY 2018 the Joint Staff has an internal reprogramming that moves $1,000K from O&M to the Procurement Appropriation. Procurement funds are used for addition of future enhancements, significant performance upgrades, network consolidation, and improved security. Procurement funds will be used to purchase equipment for additional Combatant Command sites and users to address National Security Objectives.

    (FY 2017 Baseline: $41,074 thousand; +0 FTEs)

FY 2018 Budget Request   **1,076,766**

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

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 2018: 100%

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

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

5.5.3-2U: 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)).

JS Audit Readiness Goal

By FY18, JS 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.

<u>National Defense University</u>

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.

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

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 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 entitled *Prism,* which is published quarterly.

BA 3 Training and Recruitment

Average Cost per Student:

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

	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>
National War College	$72,263	$73,347	$73,347
Eisenhower School	$70,996	$72,061	$72,061
JFSC	$29,380	$29,821	$29,821

Average Cost per student is based on resident courses.

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V. <u>Personnel Summary</u>	FY 2016	FY 2017	FY 2018	Change FY 2016/ FY 2017	Change FY 2017/ FY 2018
<u>Active Military End Strength (E/S) (Total)</u>	<u>1,306</u>	<u>1,447</u>	<u>1,402</u>	<u>141</u>	<u>-45</u>
Officer	1,073	1,202	1,177	129	-25
Enlisted	233	245	225	12	-20
<u>Reserve Drill Strength (E/S) (Total)</u>	<u>468</u>	<u>444</u>	<u>465</u>	<u>-24</u>	<u>21</u>
Officer	312	295	309	-17	14
Enlisted	156	149	156	-7	7
<u>Reservists on Full Time Active Duty (E/S)</u>	<u>57</u>	<u>63</u>	<u>49</u>	<u>6</u>	<u>-14</u>
Officer	49	56	42	7	-14
Enlisted	8	7	7	-1	0
<u>Civilian End Strength (Total)</u>	<u>913</u>	<u>1,478</u>	<u>1,434</u>	<u>565</u>	<u>-44</u>
U.S. Direct Hire	913	1,392	1,348	479	-44
Total Direct Hire	913	1,392	1,348	479	-44
Reimbursable Civilians	0	86	86	86	0
<u>Active Military Average Strength (A/S) (Total)</u>	<u>1,306</u>	<u>1,447</u>	<u>1,402</u>	<u>141</u>	<u>-45</u>
Officer	1,073	1,202	1,177	129	-25
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<u>Reservists on Full Time Active Duty (A/S) (Total)</u>	<u>57</u>	<u>63</u>	<u>49</u>	<u>6</u>	<u>-14</u>
Officer	49	56	42	7	-14
Enlisted	8	7	7	-1	0
<u>Civilian FTEs (Total)</u>	<u>969</u>	<u>1,470</u>	<u>1,426</u>	<u>501</u>	<u>-44</u>

The Joint Staff
Operation and Maintenance, Defense-Wide
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V. <u>Personnel Summary</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	Change <u>FY 2016/</u> <u>FY 2017</u>	Change <u>FY 2017/</u> <u>FY 2018</u>
U.S. Direct Hire	969	1,384	1,340	415	-44
Total Direct Hire	969	1,384	1,340	415	-44
Reimbursable Civilians	0	86	86	86	0
Average Annual Civilian Salary ($ in thousands)	143.7	137.4	141.3	-6.3	3.9
<u>Contractor FTEs (Total)</u>	<u>560</u>	<u>705</u>	<u>1,525</u>	<u>145</u>	<u>820</u>

TJS requires staff that qualifies for and possesses Top Secret/Sensitive 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 civilian end strength and civilian FTE reduction from FY 2017 to FY 2018 is due to civilian billets associated with the functional transfer from the Joint Staff Information Network (JSIN) to the Joint Service Provider (JSP) (-46). Additionally, 2 unfunded FTE were transferred from U.S. Strategic Command to the Joint Staff for Nuclear Command and Control Support Staff. Net change to civilian end strength and FTE is -44.

The growth of 820 contractor full-time equivalents (CFTEs) between FY 2017 and FY 2018 is primarily due to the Combatant Commanders Exercise Engagement and Training Transformation (CE2T2) being transferred from the Undersecretary for Personnel and Readiness to the Joint Staff.

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

OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017 Price	Program	FY 2017 Estimate	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate
101 Exec, Gen'l & Spec Scheds	138,775	2,616	48,141	189,532	3,703	-4,606	188,629
103 Wage Board	47	1	616	664	13	96	773
107 Voluntary Sep Incentives	456	0	-456	0	0	0	0
199 Total Civ Compensation	**139,278**	**2,617**	**48,301**	**190,196**	**3,716**	**-4,510**	**189,402**
308 Travel of Persons	7,270	138	4,253	11,661	233	137,834	149,728
399 Total Travel	**7,270**	**138**	**4,253**	**11,661**	**233**	**137,834**	**149,728**
416 GSA Supplies & Materials	0	0	415	415	8	-8	415
499 Total Supplies & Materials	**0**	**0**	**415**	**415**	**8**	**-8**	**415**
672 PRMRF Purchases	82,275	2,411	-133	84,553	2,477	-8,716	78,314
699 Total DWCF Purchases	**82,275**	**2,411**	**-133**	**84,553**	**2,477**	**-8,716**	**78,314**
703 JCS Exercises	0	0	0	0	0	99,241	99,241
708 MSC Chartered Cargo	0	0	0	0	0	29,308	29,308
719 SDDC Cargo Ops-Port hndlg	0	0	0	0	0	8,263	8,263
771 Commercial Transport	168	3	38	209	4	38,861	39,074
799 Total Transportation	**168**	**3**	**38**	**209**	**4**	**175,673**	**175,886**
912 Rental Payments to GSA (SLUC)	6,551	124	4,595	11,270	225	263	11,758
913 Purchased Utilities (Non-Fund)	2,399	46	1,388	3,833	77	-1,041	2,869
914 Purchased Communications (Non-Fund)	11,972	227	38,321	50,520	1,010	-32,310	19,220
915 Rents (Non-GSA)	0	0	60	60	1	2,287	2,348
917 Postal Services (U.S.P.S)	11	0	69	80	2	671	753
920 Supplies & Materials (Non-Fund)	5,507	105	540	6,152	123	2,605	8,880
921 Printing & Reproduction	0	0	637	637	13	4,920	5,570
922 Equipment Maintenance By Contract	13,245	252	31,314	44,811	896	60	45,767
923 Facilities Sust, Rest, & Mod by Contract	8,169	156	-3,515	4,810	96	773	5,679
925 Equipment Purchases (Non-Fund)	39,350	748	-35,603	4,495	90	5,255	9,840
932 Mgt Prof Support Svcs	14,517	276	-1,581	13,212	264	147,346	160,822
933 Studies, Analysis & Eval	19,161	364	2,514	22,039	441	9,824	32,304
934 Engineering & Tech Svcs	0	0	467	467	9	33,973	34,449
957 Other Costs (Land and Structures)	0	0	762	762	15	-15	762

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OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017 Price	Change FY 2016/FY 2017 Program	FY 2017 Estimate	Change FY 2017/FY 2018 Price	Change FY 2017/FY 2018 Program	FY 2018 Estimate
960 Other Costs (Interest and Dividends)	0	0	0	0	0	330	330
984 Equipment Contracts	0	0	1,519	1,519	30	-30	1,519
987 Other Intra-Govt Purch	34,838	662	11,192	46,692	934	14,418	62,044
989 Other Services	22,702	431	10,769	33,902	678	14,253	48,833
990 IT Contract Support Services	53,150	1,010	5,359	59,519	1,190	-31,435	29,274
999 Total Other Purchases	**231,572**	**4,401**	**68,807**	**304,780**	**6,094**	**172,147**	**483,021**
Total	460,563	9,570	121,681	591,814	12,532	472,420	1,076,766

* The FY 2016 Actual column includes $7,451.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column excludes FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column excludes $4,841.0 thousand of FY 2018 OCO Appropriations funding.

OP32 1xx, 672, 914, and 990: The overall decrease in the listed OP32 codes between FY 2017 to FY 2018 is primarily due to civilian billet & funding associated with the transfer from the Joint Staff Information Network (JSIN) to the Joint Service Provider (JSP.

OP32 933 and 987: Overall increase due to a combination of an internal realignment and the Combatant Commanders Exercise Engagement and Training Transformation (CE2T2) being transferring to the Joint Staff.

All other OP32 code increases between FY 2017 and FY 2018 is due to the Combatant Commanders Exercise Engagement and Training Transformation (CE2T2) being transferring to the Joint Staff.

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Fiscal Year 2018 Budget Estimate

Washington Headquarters Services (WHS)

May 2017

Operation & Maintenance, Defense-Wide

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Washington Headquarters Services
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

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

	FY 2016 Actual	Price Change	Program Change	FY 2017 Estimate	Price Change	Program Change	FY 2018 Estimate
WHS	604,170	9,432	16,272	629,874	10,178	-203,276	436,776

* The FY 2016 Actual column <u>includes</u> $1,980.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column <u>excludes</u> $3,137.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column <u>excludes</u> $3,179.0 thousand of FY 2018 OCO Appropriations funding.

I.   <u>Description of Operations Financed</u>: The Washington Headquarters Services (WHS) was established on October 1, 1977, as a Department of Defense (DoD) field activity by DoD Directive 5100.4. WHS is the essential services provider for the Office of the Secretary of Defense (OSD), the defense agencies, field activities, specified offices in the National Capital Region (NCR) and across the nation. WHS provides a wide range of centralized capabilities to DoD headquarters, OSD, and DoD components, enabling economies of scale for delivering essential administrative services to fulfill the mission of the Department. WHS aligns under the Director of Administration in the Office of the Deputy Chief Management Officer (DCMO). WHS services are organized into several directorates and specialty offices. These teams of WHS personnel support the mission of our Defense Department customers by managing DoD-wide programs and operations for the Pentagon Reservation, Mark Center, and DoD-leased facilities in the National Capital Region. WHS enables centralized operational support functions for maximum efficiency and control, while adopting a business model based on the following programs:

Compensation and Benefits: WHS centrally manages its civilian compensation and benefits program that includes 1,256 direct civilian full-time equivalents (FTE).

Exhibit OP-5, Operation and Maintenance Detail

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

Facilities and Installation Management: The funds associated with this program pay the OSD and WHS portions of rent for the Pentagon, Raven Rock Mountain Complex, Mark Center, and leased space within the NCR. The rent payments cover costs for Facility 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. The Financial Management Directorate develops policies 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 include developing the Program Objective Memorandum (POM), Budget Estimate Submission (BES), and President's Budget (PB); funds distribution and certification; financial reporting; civilian pay management; and leading the audit readiness effort. WHS maintains quality, efficiency, and effectiveness of financial operations through the delivery of timely, accurate, and reliable products and services.

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. This group 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

I.   Description of Operations Financed (cont.)
institutions; and other executive agencies and legislative bodies. These programs also enable WHS to serve its OSD and Fourth Estate customers with high demand services such as the hiring of consultants and highly qualified experts (HQE); and Intergovernmental Personnel Act (IPA) assignments. Human Resource Directorate (HRD) continuously works to improve the support it provides to its customers. Process improvement include the time-to-hire (TTH) initiative which implements DCMO and WHS strategic guidance to provide an improved hiring solution for the OSD and WHS civilian workforce. This solution provides an end-to-end auditable HR process which reduces TTH cycle time from 144 days to 70 days

Information Technology: There was a functional transfer of resources to the Defense Information System Agency (DISA) in FY 2018 as DISA assumes operational control of the Joint Information Technology Service Provider - Pentagon (JSP) in accordance with Deputy Secretary of Defense Directive Memorandum, Consolidation of Pentagon Information Technology Operations, dated 1 May 2015.

WHS Operations: Provides administrative and operational support to the OSD and its principal staff, certain DoD Field Activities, and other specified DoD Agencies. Additional services include continuity of operations (COOP), 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 WHS and OSD procurement and contracting matters.

DoD Consolidated Adjudications Facility (DoD CAF): Serves as the DoD executive organization for determining the security clearance eligibility, common access card

Exhibit OP-5, Operation and Maintenance Detail

I.   Description of Operations Financed (cont.)

credentialing, and suitability of non-Intelligence Agency DoD personnel, including eligibility for access to Sensitive Compartmented Information (SCI). These security actions, which total over one million cases annually, involve all applicants actively affiliated with the DoD, 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, Supreme Court of the United States, the Congressional Budget Office, and the U.S. Capitol Police. The workload performed by the DoD CAF comprises nearly 96 percent of all adjudicative reviews performed within DoD and over 84 percent of those executed across the federal government. The DoD CAF is responsible for ensuring 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. The DoD CAF projects an increase in the number of adjudications it will perform as the DoD expands its Continuing Evaluation (CE) program. CE uses hardware and software technical solutions, including automated records checks, to supplement security investigations. This capability will provide the DoD with the ability to identify detrimental information and/or adverse activities in a more auspicious manner; thus strengthening the Department's ability to deter, detect, and, prevent insider threats. Resources associated with the DoD CAF are aligned within the WHS Operations and Compensation and Benefits sub-activities.

DOD Innovation Functions: The DoD launched two technology initiatives, Defense Innovation Unit Experimental (DIUx) and Defense Digital Service (DDS), for the purpose of accelerating technological innovations to support the Department. The DoD relies on

Exhibit OP-5, Operation and Maintenance Detail

I.   Description of Operations Financed (cont.)
innovation to maintain our nation's ability to deter, and if need be, prevail in conflict.

The DIUx, with outposts in the heart of Silicon Valley and Boston, serves as a bridge between those in the U.S. military executing some of our nation's toughest security challenges and companies operating at the cutting edge of technology. DIUx is an experiment that continuously repeat how best to identify, contract, and prototype novel innovations through sources not traditionally available to the DoD, with the ultimate goal of accelerating technology into the hands of the warfighter.

The DDS was established to apply best-in-class private sector practices, skills, and technology to transform the way software products are developed and delivered for the DoD. DDS is charged with examining the way the Department works with cloud-based services and to think more deliberately and innovatively about cloud and information technology implementation practices and policies. DDS performs its mission by working closely with DoD stakeholders, and other government entities, focusing on targeted projects that advance DoD's initiatives that are critical to the wellbeing of Service members, Civilian employees, and the core mission support of the Department. Resources associated with the DoD Innovation Functions are aligned within the WHS Operations and Compensation and Benefits sub-activities.

Changes from FY 2017 - FY 2018: The FY 2018 budget estimate reflects a price change of $10,178 thousand and a program change of $-203,276 thousand. The program changes are highlighted below:

Exhibit OP-5, Operation and Maintenance Detail

I.   Description of Operations Financed (cont.)

Compensation and Benefits $-17,294: WHS centrally manages its civilian compensation and benefits program which resources 1,256 direct civilian FTEs. Program highlights include the overall change of $-17,294, with an increase of $3,576 in price change and a decrease of $-20,870 in program change. Compensation and benefits reflects adjustments for the DDS, DIUx, DoD CAF Continuous Evaluation, Human Resource Time-to-Hire initiative, and workforce reshaping and program repricing. The program also reflects the functional transfers of GAO Audit Liaison, Sensitive Compartmented Information (SCI) eligibility program, Financial Improvement and Audit Readiness (FIAR), Joint Information Technology Service Provider-Pentagon (JSP), and Corporate Fellows Program.

Facilities Service $-35,624: Reflects an overall decrease of $-35,624, with an increase of $1,947 in price change and a decrease of $-37,571 in program change. This reflects adjustments for construction and furniture restock and the Pentagon Wedge 1 recapitalization. Additionally, the decrease in assigned space and associated resources attributable to JSP's functional transfer to DISA. The transfer includes the JSP's Pentagon, Mark Center, and leased facilities assigned space and associated resources and also the Pentagon and Mark Center tenant funding for the common IT support.

Financial Management $-769: Reflects an overall decrease of $-769, with an increase of $133 in price change and a decrease of $-902 in program change. Adjustments reflect the change in level of support for the financial system, Enterprise Resource planning System-Defense (EBAS-D), and DFAS bill.

Human Resources +$642: Reflects an overall increase of $642. Adjustments include an increase of $298 in price change and an increase of $344 in program change. This reflects adjustments in Human Resource support, Human Resource Time-to-Hire initiative,

Exhibit OP-5, Operation and Maintenance Detail

I.   Description of Operations Financed (cont.)

and Defense Travel Modernization, and the transfer of resources from the 4th Estates that support the USAJOBS program and the WHS childcare initiative.

Information Technology $-160,928: Reflects an overall decrease of $-160,928 with an increase of $3,395 in price change and a decrease of $-164,323 in program change. This reflects the functional transfer of resources to the DISA as DISA assumes operational control of the JSP in accordance with Deputy Secretary of Defense Directive Memorandum, Consolidation of Pentagon Information Technology Operations, dated 1 May 2015. This also reflects adjustments in NCR IT Consolidation, Information Technology program reduction, Defense Information Systems Network (DISN) Cost Recovery Model, Enterprise Licensing Agreement, and Enterprise Performance Management.

WHS Operations +$20,875: Reflects an overall increase of $20,875 with an increase of $829 in price change and an increase of $20,046 in program change. This includes the functional transfer of DIUx from the Under Secretary of Defense (Acquisition, Technology and Logistics) and additional program increase for labor and contract support. WHS Operations also reflects the establishment of the DDS. Adjustments also include reductions as directed by the Services Requirements Review Board (SRRB) and an increase in resources to support the Personnel Security Adjudication staffing model.

II. Force Structure Summary:
N/A

Exhibit OP-5, Operation and Maintenance Detail

Washington Headquarters Services
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

III. Financial Summary ($ in thousands)

			FY 2017				
				Congressional Action			
A. BA Subactivities	**FY 2016 Actual**	**Budget Request**	**Amount**	**Percent**	**Appropriated**	**Current Estimate**	**FY 2018 Estimate**
Compensation and Benefits	179,946	183,179	0	0.0	0	183,179	165,885
Facilities/Installation Management	205,412	213,868	0	0.0	0	213,868	178,244
Financial Management	16,493	12,219	0	0.0	0	12,219	11,450
Human Resources	19,828	14,921	0	0.0	0	14,921	15,563
Information Technology	139,231	164,248	0	0.0	0	164,248	3,320
WHS Operations	43,260	41,439	0	0.0	0	41,439	62,314
Total	**604,170**	**629,874**	**0**	**0.0**	**0**	**629,874**	**436,776**

* The FY 2016 Actual column includes $1,980.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column excludes $3,137.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column excludes $3,179.0 thousand of FY 2018 OCO Appropriations funding.

Exhibit OP-5, Operation and Maintenance Detail

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

B. <u>Reconciliation Summary</u>	Change FY 2017/FY 2017	Change FY 2017/FY 2018
Baseline Funding	**629,874**	**629,874**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**629,874**	
Fact-of-Life Changes (2017 to 2017 Only)		
Subtotal Baseline Funding	**629,874**	
Supplemental		
Reprogrammings		
Price Changes		10,178
Functional Transfers		-193,257
Program Changes		-10,019
Current Estimate	**629,874**	**436,776**
Less: Wartime Supplemental		
Normalized Current Estimate	**629,874**	

Exhibit OP-5, Operation and Maintenance Detail

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2017 President's Budget Request (Amended, if applicable)		**629,874**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2017 Appropriated Amount		**629,874**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2017 Baseline Funding		**629,874**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2017 Estimate		**629,874**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2017 Normalized Current Estimate		**629,874**
6. Price Change		10,178
7. Functional Transfers		-193,257
a. Transfers In		
1) Defense innovation Unit Experimental (DIUx)	14,544	

       This transfers resources and responsibility from the
       Under Secretary of Defense for Acquisition,
       Technology and Logistics (USD (AT&L)) to the WHS in
       accordance with a Secretary of Defense (SECDEF) July
       2016 memorandum. The DIUx is a DoD effort to connect
       the vibrant commercial technology ecosystem to the
       DoD technology ecosystem, and vice versa. DIUx
       directly supports the immediate office of the SECDEF
       and Deputy SECDEF and functions as an interface node
       between the Department, entrepreneurs, start-up

Exhibit OP-5, Operation and Maintenance Detail

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

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

firms, and commercial technology companies in Silicon Valley, California (DIUx West); Boston, Massachusetts (DIUx East), and a team in Austin, Texas that will work with innovators throughout Texas, the central United States and other U.S. technology hubs to increase DoD access to leading-edge commercial technologies and technical talent. (FY 2017 Baseline: $14,544 thousand; +0 FTEs)

2) Childcare support for OSD/WHS Civilians	2,400	

This transfers resources and responsibility from the Department of the Army to the WHS to provide alternative childcare options for civilian employees of the OSD and WHS due to a policy change that lowers the priority placement of children of civilian employees at the Child Development Center at Joint Base Myer Henderson Hall. The WHS will institute a Fee Assistance Program for OSD and WHS civilian employees to offset the cost of childcare no longer being provided at Joint Base Myer Henderson Hall. (FY 2017 Baseline: $0 thousand; +0 FTEs)

3) DODIG Transfer of Function	1,150	

This transfers GAO Audit Liaison and Report follow-up functions and 8 FTEs from the DoD Inspector General (DoDIG) to the WHS. This transfer will improve the transparency and visibility of GAO engagements and recommendations throughout the Department.

(FY 2017 Baseline: $0 thousand; +8 FTEs)

4) Transfer of Function from DIA	833	

Exhibit OP-5, Operation and Maintenance Detail

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

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

This transfers responsibility and 7 FTEs to render
Sensitive Compartmented Information (SCI) eligibility
determinations for OSD, DoD Field Activities, and
select Defense Agencies from the Defense Intelligence
Agency (DIA) to the WHS DoD CAF in accordance with a
June 22, 2016 Memorandum of Agreement (MOA) between
DIA and WHS. (FY 2017 Baseline: $0 thousand; +7 FTEs)

5) USAJOBS 4th Estate Funding   535
This transfers resources from the Defense Agencies to
the WHS to finance the 4th Estate bill from the
Office of Personnel Management for USAJOBS. This
transfer eliminates the need for Military
Interdepartmental Purchase Requests (MIPR) during the
year of execution. (FY 2017 Baseline: $0 thousand; +0
FTEs)

b. Transfers Out

1) Joint Information Technology Service Provider -   -210,448
Pentagon (JSP)
This transfers responsibility and -150 FTEs from the
WHS to the Defense Information System Agency (DISA)
to support consolidation of Pentagon Information
Technology Operations. The DISA assumes operational
control of the JSP in accordance with a Deputy
Secretary of Defense Directive Memorandum dated 1 May
2015. The transfer includes the JSP's Pentagon, Mark
Center, and leased facilities assigned space and
associated resources and also the Pentagon and Mark
Center tenant funding for the common IT support. (FY
2017 Baseline: $192,874 thousand; -150 FTEs)

Exhibit OP-5, Operation and Maintenance Detail

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
2) Financial Improvement and Audit Readiness (FIAR)	-1,729	

        Realigns FIAR resources from the WHS to the Defense
Agencies and Field Activities, U.S. Special
Operations Command (USSOCOM) and U.S. Transportation
Command (USTRANSCOM) to support FIAR requirements and
transfers 13 FTEs from WHS to the following
organizations: DARPA +1, DCMA +1, DoDEA +1, DTRA +2,
MDA +1, OSD +1, SOCOM +4, and TRANSCOM +2. The
reallocation of 13 FTEs from the WHS to the
respective organizations will enable them to meet
audit readiness goals within established timelines,
and to provide necessary support during the
Defense-wide account examinations and audits. (FY
2017 Baseline: $2,613 thousand; -13 FTEs)

3) Corporate Fellows Program	-542	

        This transfers responsibility and -1 FTE from the WHS
to the Undersecretary of Defense for Personnel &
Readiness (USD(P&R)). The transfer aligns the
responsibility of the Secretary of Defense Corporate
Fellows Program (SDCFP) to USD(P&R) who will serve as
the executive agent.

        (FY 2017 Baseline: $183,179 thousand; -1 FTEs)

8. Program Increases		22,770
a. Annualization of New FY 2017 Program		
b. One-Time FY 2018 Increases		
c. Program Growth in FY 2018		
1) Defense Innovation Unit-Experimental (DIUx) Manpower	9,700	

        The funding increase provides 15 FTEs and

Exhibit OP-5, Operation and Maintenance Detail

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

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

       approximately 23 contractors who will provide
       expertise and labor to identify and guide
       technological solutions for DoD customers with
       critical needs and to prototype novel innovations
       through sources traditionally not available to the
       DoD, with the ultimate goal of accelerating
       technology into the hands of the men and women in
       uniform. The program did not previously have any
       established civilian or contractor FTEs; this
       establishes those positions. (FY 2017 Baseline: $0
       thousand; +15 FTEs)

   2) Defense Digital Service (DDS)   4,621
       The funding increase establishes the DDS with a
       mission to drive game-changing evolution in the way
       the Department builds and deploys technology and
       digital services. The DDS exists to apply best-in
       class private sector practices, talent, and
       technology to transform the way software products are
       built and delivered within the Department. The
       funding increase provides 20 FTEs and their
       associated operational support. (FY 2017 Baseline: $0
       thousand; +20 FTEs)

   3) Continuous Evaluation (CE)   3,461
       The funding increase supports 31 FTEs that continue
       the Department's effort to strengthen the ability to
       detect, deter, and prevent insider threats by
       expanding the CE program to cover an additional
       500,000 cleared personnel; thus doubling the amount
       of adjudications. DoD CAF adjudicates all military

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

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

service members, civilian employees, and consultants affiliated with the DoD, to include DoD personnel at the White House, and staff of the United States Senate and House of Representatives, Supreme Court of the United States, Congressional Budget Office, United States Capitol Police, and contractor personnel under the National Industrial Security Program. (FY 2017 Baseline: $183,179 thousand; +31 FTEs)

4) Defense Finance and Accounting Service (DFAS) 2,507
This increase fully funds anticipated FY 2018 bill that reflects transition to the Defense Agency Initiative (DAI) model that increases WHS reliance on DFAS to provide accounting services. (FY 2017 Baseline: $12,219 thousand; +0 FTEs)

5) Personnel Security Adjudication- Manpower Model 1,290
The funding increase resources development of a model that calculates and generates DoD CAF adjudicator manpower requirements based on the levels of workload expected by the Department. Such a model will enable the Department to better support changes in adjudicator requirements based on the expected Personnel Security Clearance needs of the Department. (FY 2017 Baseline: $41,439 thousand; +0 FTEs)

6) Time-to-Hire (TTH)- Compensation and Benefits 1,191
Funding supports 10 FTEs and the implementation of a business reference model (BRM) focused on re-engineering the 4th Estate hiring process. The BRM provides an end-to end auditable HR process that

Exhibit OP-5, Operation and Maintenance Detail

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
proposes to reduce TTH from 144 days to 70 days. TTH cycle time, such as job announcement and job offers, will be reduced. (FY 2017 Baseline: $183,179 thousand; +10 FTEs)		
9. Program Decreases		-32,789
a. Annualization of FY 2017 Program Decreases		
b. One-Time FY 2017 Increases		
c. Program Decreases in FY 2018		
1) Workforce reshaping and reprice of Compensation and Benefits	-7,653	
Delayering $-5,995: The decrease in funding is a result of delayering and strategic grade reshaping actions to restructure the organization to execute mission critical functions and eliminate same-grade reporting. Delayering actions resulted in the reduction of 55 FTEs across the WHS organization. Repricing $-1,658: In addition, the reduction reflects repricing of the Compensation and Benefits program to bring the average annual rate per FTE in line with the current execution rate. (FY 2017 Baseline: $183,179 thousand; -55 FTEs)		
2) National Capital Region (NCR) IT Consolidation Efficiencies	-5,000	
The decrease reflects the JSP IT consolidation of common enterprise support for the NCR. The IT footprint was consolidated into a single IT Service provider to remove duplication and standardize security across the Enterprise. Consolidation of Enterprise IT funds reduced operational cost that		

Exhibit OP-5, Operation and Maintenance Detail

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

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

allowed the realization of efficiencies. Additionally, the enterprise approach enabled cyber security improvements and ensured a common IT infrastructure business application support framework. This reduction was made prior to the JSP transfer to the DISA in FY 2018 in accordance with the Deputy Secretary of Defense Directive Memorandum dated 1 May 2015. (FY 2017 Baseline: $164,248 thousand; +0 FTEs)

3) Information Technology Program   -4,240
The decrease reflects strategic sourcing initiatives with the overall goal of identifying and partnering with a service provider that can deliver quality services and generate greater cost efficiencies. The consolidation of Enterprise Information Technology funds allowed the realization of savings and reduced operational cost. (FY 2017 Baseline: $164,248 thousand; +0 FTEs)

4) Defense Information Systems Network (DISN) Cost   -3,795
Recovery Model
The decrease results from DISA modernization of the DISN subscription services model to a consumption-based recovery model. The restructuring drives costs down, incentivizes cost conscious customer behavior, and encourages enterprise solutions where appropriate. The transition to DISN cost for services recovery model began in FY 2017 and yields cost reduction through modernization. (FY 2017 Baseline: $164,248 thousand; +0 FTEs)

Exhibit OP-5, Operation and Maintenance Detail

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

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

5) Enterprise Business Accountability System- Defense   -3,409
(EBAS-D)
    The decrease reflects the reduced level of resources
and support allocated to the current financial system
as WHS transitions to the DAI. DAI will modernize
the WHS financial, procurement, time and labor
management capabilities and streamline inter-agency
accounting and support WHS efforts to meet
auditability goals. (FY 2017 Baseline: $12,219
thousand; +0 FTEs)

6) Service Requirements Review Board (SRRB)   -2,474
    As part of the DoD 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 support. (FY 2017 Baseline: $41,439
thousand; +0 FTEs)

7) Wedge 1 Recapitalization   -1,257
    The reduction reflects a decreased level of planned
support for OSD and WHS tenant space upgrades within
Wedge-1 of the Pentagon and is in-line with the
Universal Space Plan (USP) standards. (FY 2017
Baseline: $213,868 thousand; +0 FTEs)

8) Human Resource Support   -1,252
    The decrease reflects a reduction of Human Resource
contract services and associated contractor FTEs. The
decrease accounts for consolidation and reduction of
service contracts. (FY 2017 Baseline: $14,921
thousand; +0 FTEs)

Exhibit OP-5, Operation and Maintenance Detail

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

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

    9) Enterprise Licensing Agreement   -1,215

    The reduction reflects decreases in the cost of enterprise licenses based on centralized purchasing of like items and consolidation of information technology contracts and licensing agreements. Information Technology consolidation initiatives increased negotiation power and guided the overall reduction of software application licensing costs and enterprise-wide savings. (FY 2017 Baseline: $164,248 thousand; +0 FTEs)

    10) Time-to-Hire (TTH)- Human Resource Operational   -1,191
Funding

    The decrease realigns funding from the Human Resources operational funding to Compensation and Benefits to support 10 FTE for the implementation of a business reference model (BRM) focused on re-engineering the 4th Estate hiring process. (FY 2017 Baseline: $14,921 thousand)

    11) Enterprise Performance Management (EPM)   -750

    The reduction reflects a decrease in IT contract services for EPM program as developers completed building EPM infrastructure in FY 2017 therefore needing fewer contract personnel (developers) support in FY 2018. The EPM is required by WHS to define metrics, collect data and report organizational performance information which is used to improve processes and operations. (FY 2017 Baseline: $3,990 thousand; +0 FTEs)

    12) Construction and Furniture Restock   -405

Exhibit OP-5, Operation and Maintenance Detail

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
The decrease is a result of reduced support in new acquisition, lifecycle replacement, and repair action for furniture, carpet cleaning, and draperies requirements for OSD and WHS. This program supports internal suite alterations projects, life cycle replacements for IT infrastructure, and electrical systems that have reached maximum capacity. (FY 2017 Baseline: $213,868 thousand; +0 FTEs)		
13) Travel Efficiencies	-148	
The decrease results from efforts to achieve efficiencies in commercial air travel by increased use of restricted airfare, a modernized travel system, and updated travel regulations that align with industry best practices. Moving to a modern travel system in conjunction with a simplification of existing regulations achieves operational efficiencies in travel expenses. (FY 2017 Baseline: $14,921 thousand; +0 FTEs)		
FY 2018 Budget Request		**436,776**

Exhibit OP-5, Operation and Maintenance Detail

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

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 continuity of operations in 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 DoD-occupied, GSA-controlled space in common support facilities throughout the National Capital Region. WHS has also expanded its services to include the DoD CAF, DDS, and DIUx activities.

The following identifies some of the more significant indicators for WHS Operations and Maintenance:

1) <u>Personnel Services and Personnel Security</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>
Percentage of SES hiring actions that meet the target cycle time of 95 business days or less.	90%	90%	90%

Exhibit OP-5, Operation and Maintenance Detail

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

Percentage of GS-15 and below hiring actions completed within 75 business days or less.	90%	90%	90%
Percentage of interim clearances granted within 10 business days of NIP received to interim granted portion of the process.	90%	90%	90%

2) <u>Facilities and Operational Services</u>	<u>**FY 2016**</u>	<u>**FY 2017**</u>	<u>**FY 2018**</u>
Space Managed (square feet (SQFT) in 000)			
OSD/WHS Pentagon Assigned SFQT	1,150	1,208	1,186
OSD/WHS Mark Center Assigned SQFT	580	567	490
OSD/WHS Leased Space Assigned SQFT	706	615	493

3) <u>Acquisition and Procurement Support</u>	<u>**FY 2016**</u>	<u>**FY 2017**</u>	<u>**FY 2018**</u>
Total number of contracts annually	3,504	3,500	3,500
Percentage of O&M dollars obligated/committed prior to expiration	100%	100%	100%
Percentage of total acquisitions awarded within specified timeframes	86%	90%	93%

Exhibit OP-5, Operation and Maintenance Detail

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

4) <u>Program, Budget and Accounting</u>	**FY 2016**	**FY 2017**	**FY 2018**
Program/Budget Coverage (Approp/Funds)	15	15	15
Installation Accounting (Allotments Processed)	14	14	14
O&M Reimbursable Transactions	24,030	25,452	25,987
Accounting Reports (1002s, SF-133, etc.)	1,908	2,000	2,000
Quarterly Financial Statements (balance sheets, net position, consolidated statement of budgetary resources, and statement of net cost)	4	4	4

5) <u>Mandatory Declassification Program Mgmt (MDR)</u>	**FY 2016**	**FY 2017**	**FY 2018**
Mandatory Declassification Cases	7,500	6,300	5,500
Annual Backlog (Open Cases greater than 1 year old as of October 1st each year)	1,440 (19%)	2,025 (32%)	1,100 (20%)

6) <u>DoD Consolidated Adjudication Facility</u>	**FY 2016**	**FY 2017**	**FY 2018**

Exhibit OP-5, Operation and Maintenance Detail

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

Number of personnel serviced	3,330,528	3,512,156	3,550,682
Number of adjudication determinations	848,000	836,000	874,000

Exhibit OP-5, Operation and Maintenance Detail

V. <u>Personnel Summary</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	Change <u>FY 2016/</u> <u>FY 2017</u>	Change <u>FY 2017/</u> <u>FY 2018</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>153</u>	<u>153</u>	<u>155</u>	<u>0</u>	<u>2</u>
Officer	31	31	42	0	11
Enlisted	122	122	113	0	-9
<u>Reservists on Full Time Active Duty (E/S)</u>	<u>1</u>	<u>1</u>	<u>12</u>	<u>0</u>	<u>11</u>
Officer	0	0	8	0	8
Enlisted	1	1	4	0	3
<u>Civilian End Strength (Total)</u>	<u>1,373</u>	<u>1,435</u>	<u>1,302</u>	<u>62</u>	<u>-133</u>
U.S. Direct Hire	1,355	1,424	1,256	69	-168
Total Direct Hire	1,355	1,424	1,256	69	-168
Reimbursable Civilians	18	11	46	-7	35
<u>Active Military Average Strength (A/S) (Total)</u>	<u>153</u>	<u>153</u>	<u>155</u>	<u>0</u>	<u>2</u>
Officer	31	31	42	0	11
Enlisted	122	122	113	0	-9
<u>Reservists on Full Time Active Duty (A/S) (Total)</u>	<u>1</u>	<u>1</u>	<u>12</u>	<u>0</u>	<u>11</u>
Officer	0	0	8	0	8
Enlisted	1	1	4	0	3
<u>Civilian FTEs (Total)</u>	<u>1,370</u>	<u>1,395</u>	<u>1,302</u>	<u>25</u>	<u>-93</u>
U.S. Direct Hire	1,339	1,384	1,256	45	-128
Total Direct Hire	1,339	1,384	1,256	45	-128
Reimbursable Civilians	31	11	46	-20	35
Average Annual Civilian Salary ($ in thousands)	135.9	132.4	132.1	-3.5	-0.3

Exhibit OP-5, Operation and Maintenance Detail

Washington Headquarters Services
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

V. Personnel Summary	**FY 2016**	**FY 2017**	**FY 2018**	**Change FY 2016/ FY 2017**	**Change FY 2017/ FY 2018**
Contractor FTEs (Total)	730	770	308	40	-462

Exhibit OP-5, Operation and Maintenance Detail

Washington Headquarters Services
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

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

	FY 2016	Change FY 2016/FY 2017		FY 2017	Change FY 2017/FY 2018		FY 2018
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	181,669	3,424	-2,104	182,989	3,576	-20,870	165,695
107 Voluntary Sep Incentives	264	0	-74	190	0	0	190
199 Total Civ Compensation	**181,933**	**3,424**	**-2,178**	**183,179**	**3,576**	**-20,870**	**165,885**
308 Travel of Persons	1,262	24	192	1,478	30	456	1,964
399 Total Travel	**1,262**	**24**	**192**	**1,478**	**30**	**456**	**1,964**
672 PRMRF Purchases	0	0	143,479	143,479	4,204	-35,204	112,479
680 Building Maint Fund Purch	33,379	-1,379	25,963	57,963	-2,394	-1,036	54,533
696 DFAS Financial Operation (Other Defense Agencies)	0	0	1,853	1,853	-75	2,507	4,285
699 Total DWCF Purchases	**33,379**	**-1,379**	**171,295**	**203,295**	**1,735**	**-33,733**	**171,297**
771 Commercial Transport	50	1	-51	0	0	0	0
799 Total Transportation	**50**	**1**	**-51**	**0**	**0**	**0**	**0**
912 Rental Payments to GSA (SLUC)	60	1	-61	0	0	0	0
913 Purchased Utilities (Non-Fund)	236	4	297	537	11	735	1,283
914 Purchased Communications (Non-Fund)	12,068	229	3,624	15,921	318	-16,239	0
915 Rents (Non-GSA)	22,868	434	-23,302	0	0	0	0
920 Supplies & Materials (Non-Fund)	19,272	366	-7,268	12,370	247	-3,990	8,627
921 Printing & Reproduction	1,325	25	-1,350	0	0	0	0
922 Equipment Maintenance By Contract	2,027	39	3,299	5,365	107	2,842	8,314
923 Facilities Sust, Rest, & Mod by Contract	14,788	281	-5,712	9,357	187	-270	9,274
925 Equipment Purchases (Non-Fund)	2,900	55	1,857	4,812	96	-2,373	2,535
932 Mgt Prof Support Svcs	46,975	893	-20,095	27,773	555	5,340	33,668
933 Studies, Analysis & Eval	1,602	30	1,117	2,749	55	-1,920	884
934 Engineering & Tech Svcs	1,582	30	-1,612	0	0	3,216	3,216
960 Other Costs (Interest and Dividends)	15	0	-15	0	0	0	0
985 Research & Development, Contracts	0	0	0	0	0	3,000	3,000

Exhibit OP-5, Operation and Maintenance Detail

Washington Headquarters Services
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2018 President's Budget

OP 32 Line	FY 2016 Actual	Change FY 2016/FY 2017 Price	Program	FY 2017 Estimate	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate
987 Other Intra-Govt Purch	180,949	3,438	-146,971	37,416	748	-19,675	18,489
989 Other Services	4,168	79	2,935	7,182	144	1,014	8,340
990 IT Contract Support Services	76,711	1,458	40,271	118,440	2,369	-120,809	0
999 Total Other Purchases	**387,546**	**7,362**	**-152,986**	**241,922**	**4,837**	**-149,129**	**97,630**
Total	**604,170**	**9,432**	**16,272**	**629,874**	**10,178**	**-203,276**	**436,776**

* The FY 2016 Actual column <u>includes</u> $1,980.0 thousand of FY 2016 Overseas Contingency Operations (OCO) Appropriations Funding (PL 114-113).
* The FY 2017 Estimate column <u>excludes</u> $3,137.0 thousand of FY 2017 OCO Appropriations Funding.
* The FY 2018 Estimate column <u>excludes</u> $3,179.0 thousand of FY 2018 OCO Appropriations funding.

Exhibit OP-5, Operation and Maintenance Detail