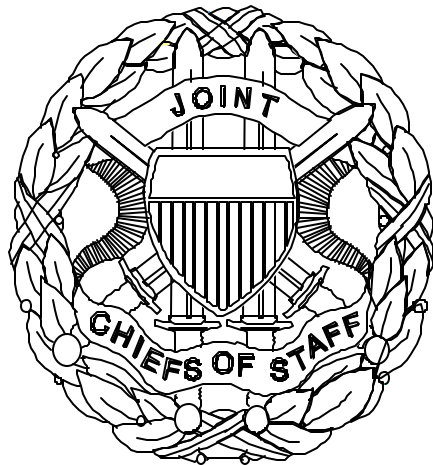


FY 2001 Budget Estimate  
THE JOINT STAFF  
(TJS)



**The Joint Staff  
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**Summary:**

<u>Appropriation Summary:</u>	<u>FY 1999</u>	<u>Price</u>	<u>Program</u>	<u>FY 2000</u>	<u>Price</u>	<u>Program</u>	<u>FY 2001</u>
	<u>Estimate</u>	<u>Growth</u>	<u>Growth</u>	<u>Estimate</u>	<u>Growth</u>	<u>Growth</u>	<u>Estimate</u>
<u>O&amp;M, Defense-Wide</u>	570,658	+8,996	-71,298	508,356	+35,544	+10,472	554,372

The Joint Staff supports the Chairman of the Joint Chiefs of Staff (CJCS), the principal military adviser to the President, National Security Council, and Secretary of Defense. The CJCS serves as a member of, and presides over, the Joint Chiefs of Staff (JCS). He is responsible for the organization and management of the Joint Staff and its direction on behalf of the JCS. Funds are budgeted to accomplish a variety of functions and activities directed by the Chairman and Director, Joint Staff.

**Narrative Explanation of Change:**

Budget Activity 01

<u>Appropriation Summary:</u>	<u>FY 1999</u>	<u>Price</u>	<u>Program</u>	<u>FY 2000</u>	<u>Price</u>	<u>Program</u>	<u>FY 2001</u>
	<u>Estimate</u>	<u>Growth</u>	<u>Growth</u>	<u>Estimate</u>	<u>Growth</u>	<u>Growth</u>	<u>Estimate</u>
<u>O&amp;M, Defense-Wide BA-1</u>	442,113	+7,024	-73,824	375,313	+33,192	-13,773	394,732

CJCS Exercise Program: The reduction between FY 1999 and FY 2000 is due to three factors: (1) a one-time \$25 million add in FY99 to support Expanded New Horizons (2) the FY2000 congressional reduction of \$10 million and (3) the FY 2000 5% man-day reduction in accordance with the Defense Planning Guidance (DPG). The Department of Defense reduced the CJCS Exercise Program across the FYDP beginning in FY 1998 by rebaselining the program from 60,000 flying hours and 1,300 steaming days to 51,000 flying hours and 1,100 steaming days. The FY 2000 -FY 2001 reduction is also due to the Defense Planning Guidance to implement a 30 percent man-day reduction to the CJCS Exercise Program by 2001. The

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Exercise Program has met the overall 30 percent man-day reduction goal and the Joint Staff has re-baselined the program from 51,000 C-141 (38,000 C-17) equivalent flying hours to 45,000 C-141 (34,000 C-17) equivalent flying hours. Other CINC Support: The \$20.0 million reduction between FY 1999 and FY 2000 is due to a one-time increase to support Hurricane Mitch. Joint Vision: FY 2000 reflects the DRI decision to transfer Joint Vision 2010 to Joint Forces Command (JFCOM).

Budget Activity 04

<u>Appropriation Summary:</u>	<u>FY 1999</u>	<u>Price</u>	<u>Program</u>	<u>FY 2000</u>	<u>Price</u>	<u>Program</u>	<u>FY 2001</u>
	<u>Estimate</u>	<u>Growth</u>	<u>Growth</u>	<u>Estimate</u>	<u>Growth</u>	<u>Growth</u>	<u>Estimate</u>
<u>O&amp;M, Defense-Wide BA-4</u>	128,545	+1,970	+2,528	133,043	+2,352	+24,245	159,640

Pentagon Renovation & Maintenance Revolving Fund. Adjustments made to balance Pentagon Reservation Maintenance Fund customer accounts with changes in renovation schedule, swing space leases, furnishings and above standard requirements. In FY 1999 and FY 2000 Congress transferred funds to the Pentagon Renovation Transfer fund. However, in FY 2001 Pentagon Reservation Maintenance Revolving Funds remain budgeted in the Joint Staff. Additionally, FY 2001 change amount includes \$2.0 million increase for Metro Facility Entrance and decrease for basic cost of services, secure secretarial support facility and administrative costs (\$2.882). Year 2000 Software (Y2K): FY 1999 includes a one-time add to support Y2K compliance efforts for the CINCs and the Joint Staff. Additional funding ensured that critical warfighting missions were evaluated in joint operational environments under simulated Y2K conditions. Additional funding was used for contractor support and Y2K program management, as well as software, hardware and other computer enhancements. Information Technology. - Decrease due to realignment of Joint Warfare System, Joint Staff Information Network and SATCOM operations and maintenance funding to the RDT&E appropriation to comply with recent Congressional language which clarifies budgeting for Information Technology and Automated Information Systems (AIS). Joint

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Multi-Dimensional Education & Analysis System (JMEANS): FY 2000 increased over FY 1999 due to \$4 million congressional add in FY 2000 and \$3.1 million in FY 1999. However, FY 2001 decreases because the Joint Staff does not budget for JMEANS. Other Budget Activity 04 Programs: FY 2000 increased over FY 1999 primarily due to increases in Island Sun, Joint Model and Simulation (M&S), Focused Logistics and Joint Staff Information Network (JSIN). FY 2001 increased over FY 2000 primarily due to Island Sun, JSIN, Joint Warfare System, Analysis Support, Joint Training System, Joint Doctrine, and National Command Military Center JOPES requirements. A more complete description of changes is presented in the OP-5, reconciliation of increases and decreases.

**Summary of Increases and Decreases**

	<u>BA 01</u>	<u>BA 04</u>	<u>Total</u>
1. FY 2000 President's Budget	382,269	158,647	540,916
2. Congressional Adjustment (Distributed)			
- JCS Exercises	-10,000		
- Northern Edge	7,000		
- Joint Multi-Dimensional Education & Analysis System (JMEANS)		4,000	
- Management HQs Reduction		-5,000	
Total Congressional Adjustment (Distributed)	-3,000	-1,000	-4,000
3. Congressional Adjustments (Undistributed)			
- Pentagon Renovation Transfer Fund		-22,100	
- Contract and Advisory Services		-1,070	
- Management Headquarters Reduction	-1,669	-1,310	
Total Congressional Adjustments (Undistributed)			-
			26,149

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4 Congressional Earmarks (Bill-payer):	
- Section 8050 - Indian Land Mitigation	-497
- Section 591 - Domestic Violence	-124

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Reconciliation of Increases and Decreases: (\$ in Thousands) (Continued)

	<u>BA 01</u>	<u>BA 04</u>	<u>Total</u>
Section 1621 - National Security/Space Management	-124		
- Section 2901 - National Military Museum	-124		
- Multilateral Export Controls	-85		
- Section 361 - Readiness Reporting Control	-62		
- Section 362 - Wholesale Retail Levels	-56		
Total Congressional Earmarks (Bill-payer):			-1,072
5. FY 2000 Appropriated Amount	376,528	133,167	509,695
6. FY 2000 Rescission	-1,215	-521	-1,736
7. Transfer Out			-103
- Defense Security Service		-103	
8 Program Increase			
- Joint Vision Integration Cell		500	500
9. FY 2000 Current Estimate *	375,313	133,043	508,356
10. Price Growth	33,192	2,352	35,544
11. Transfer In			
- Pentagon Renovation & Maintenance Revolving Fund		26,859	

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B. Reconciliation of Increases and Decreases: (\$ in Thousands) (Continued)

	<u>BA 01</u>	<u>BA 04</u>	<u>Total</u>
12. Transfer Out			
- Information Technology		-12,286	
13. Total Transfers			14,573
14. Program Increases:			
- Island Sun		3,529	
- Joint Staff Information Network		3,273	
- Joint Warfare System (JWARS)		2,800	
- Pentagon Renovation & Maintenance Revolving Fund Metro Facility Entrance		2,000	
- Analysis Support		1,634	
- Commissary Rebate		1,300	
- Joint Training System		520	
- Joint Doctrine		430	
- NMCC Operations		310	
- Other Program Changes		758	
Total Program Increases			16,554



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B. Reconciliation of Increases and Decreases: (\$ in Thousands) (Continued)

	<u>BA 01</u>	<u>BA 04</u>	<u>Total</u>
15. Program Decreases:			
- CJCS Exercise Program	-13,773		
- Joint Multi-Dimensional Education & Analysis System (JMEANS)		-4,000	
- Pentagon Renovation and Maintenance Revolving Fund		-2,882	
Total Program Decreases			-
			20,655
1. FY 2001 Budget Request *	394,732	159,640	554,372

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**Summary of Price & Program Changes**

		<u>Change</u>			<u>Change</u>			
		<u>FY 1999</u>	<u>Price</u>	<u>Program</u>	<u>FY 2000</u>	<u>FY 2000/FY 2001</u>	<u>Program</u>	<u>FY 2001</u>
		<u>Estimate</u>	<u>Amount</u>	<u>Growth</u>	<u>Estimate</u>	<u>Amount</u>	<u>Growth</u>	<u>Estimate</u>
CIVILIAN PERSONNEL COMP								
101	Ex., Gen & Spec Sched	15,955	766	-508	16,213	600	565	17,378
103	Wage Board	35	2	-1	36	1	0	37
199	Total Civ Pers Comp.	15,990	768	-509	16,249	601	565	17,415
TRAVEL								
308	Travel of Persons	7,219	87	45	7,351	110	81	7,542
399	Total Travel	7,219	87	45	7,351	110	81	7,542
INDUSTRIAL FUND PURCHASES								
672	Pentagon Reservation Maintenance Revolving Fund	7,454	-60	2,016	9,410	141	25,977	35,528
699	Total Industrial Fund Purchases	7,454	-60	2,016	9,410	141	25,977	35,528
TRANSPORTATION								
703	MAC Cargo	251,809	6,295	-19,924	238,180	32,631	283	271,094
711	MSC Cargo (Fund)	79,311	0	-18,012	61,299	0	-12,815	48,484
721	MTMC (Port Handling Fund)	22,830	0	-8,627	14,203	0	-291	13,912
725	MTMC (Other-non-fund)	27,345	0	-3,174	24,171	0	-582	23,589
703	Total JCS Exercises	381,295	6,295	-49,737	337,853	32,631	-13,405	357,079
771	Commercial Transportation	4,060	49	-45	4,064	61	-61	4,064
799	Total Transportation	385,355	6,344	-49,782	341,917	32,692	-13,466	361,143

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C. Summary of Price & Program Changes (Continued):

	<u>FY 1999</u> <u>Estimate</u>	<u>Change</u> <u>FY 1999/FY 2000</u>		<u>FY 2000</u> <u>Estimate</u>	<u>Change</u> <u>FY 2000/FY 2001</u>		
		<u>Price</u> <u>Amount</u>	<u>Program</u> <u>Growth</u>		<u>Price</u> <u>Amount</u>	<u>Program</u> <u>Growth</u>	<u>FY 2001</u> <u>Estimate</u>
OTHER PURCHASES							
912 Rental Payments to GSA	352	4	15	371	6	1	378
913 Purchased Utilities (non-WCF)	845	10	435	1,290	21	2	1,313
914 Purchased Commun. (non-WCF)	1,881	23	-105	1,799	27	75	1,901
915 Rents (non-GSA)	245	3	301	549	8	0	557
917 Postal Services (U.S.P.S.)	97	1	-1	97	0	0	97
920 Supplies & Materials (non-WCF)	15,859	190	-8,229	7,820	117	-43	7,894
921 Printing and Reproduction	537	6	-175	368	6	203	577
922 Equipment Maint by Contract	9,719	117	180	10,016	150	3,264	13,430
923 Fac Maint by Contract	16,726	201	-11,187	5,740	86	-72	5,754
925 Equipment Purchases (non-WCF)	33,664	404	-7,279	26,789	401	-4,911	22,279
932 Mgt & Professional Spt Svs	8,411	101	3,352	11,864	178	1,363	13,405
933 Studies, Analysis & Evaluations	24,776	297	-8,759	16,314	244	30	16,588
934 Engineering & Tech Services	8,346	100	5,276	13,722	206	-5,943	7,985
987 Other Intra Gov't Purch	29,518	354	970	30,842	463	2,870	34,175
989 Other Contracts	3,664	44	2,140	5,848	87	476	6,411
999 Total Other Purchases	<u>154,640</u>	<u>1,855</u>	<u>-23,066</u>	<u>133,429</u>	<u>2,000</u>	<u>-2,685</u>	<u>132,744</u>
9999 TOTAL	570,658	8,994	-71,296	508,356	35,544	10,472	554,372

\* Note: Budget Activity (BA) totals do not agree with amounts reported in the O-1 exhibit as a result of minor realignments of funds between BA after funding levels for

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the O-1 had been established. The following table displays the difference between the O-1 and the budget justification book:

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<u>BA-1</u>	<u>FY 2000</u>	<u>FY 2001</u>
O-1 Exhibit	376,077	396,489
Budget Justification Book	375,313	394,732
<u>BA-4</u>	<u>FY 2000</u>	<u>FY 2001</u>
O-1 Exhibit	132,279	157,883
Budget Justification Book	133,043	159,640

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**Personnel Summary**

Civilian Personnel

<u>By Appropriation &amp; Type of Hire</u>	(FTE END Strength)				
	FY 1999	FY 2000			FY 2001
	<u>Actual</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Estimate</u>
O&M, Defense-wide					
US Direct Hire	192	12	204	-1	203

Summary of Civilian Personnel Increases/Decreases:

1. The Joint Staff experienced greater than expected civilian attrition and retirement in FY 1999. This phenomena, coupled with the lapse rate associated with new hires, and exacerbated by the length of completing Top Secret security clearances has left The Joint Staff well short of the requirement for 203 civilian personnel in FY 1999. The increase from FY 1999/2000 reflects the new hires needed to regain the civilian workforce to meet The Joint Staff's requirements.

2. The increase of three civilian personnel in FY 2001 from the FY 2000 President's Budget (estimate 200) to the FY 2001 President's Budget is due to a conversion of three enlisted military positions to civilian positions.

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Military Personnel

Military Personnel, (A/N/MC/AF)	(Average Strength)				
	FY 1999		FY 2000		FY 2001
	Actual	Change	Estimate	Change	Estimate
Officer	811	-4	807	-2	805
Enlisted	284	-1	283	-10	273
Cadets	0	0	0	0	0
Total	1,095	-5	1,090	-12	1,078

Summary of Military Personnel Increases/Decreases

Reductions are due to Deputy Secretary of Defense decisions in the Defense Reform Initiative (DRI):

1. The reduction in military and civilian billets reflects the second of a 5-year phase-out plan to reduce Joint Staff manpower by 12 percent. A total of 87 billets will be reduced over the 5 years.

2. There was also a reduction of three enlisted billets in FY 2001 that have been converted to civilian billets.

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Budget Activity: 01, Operating Forces**

**I. Description of Operations Financed:**

This activity group provides minimum essential joint readiness training and support required to maintain US capability to effectively employ joint combat forces to meet contingencies worldwide. It provides tangible demonstrations of US resolve and joint readiness capability to project a military presence anywhere in the world in support of national interests and commitments to US allies. Joint training with allies provides the necessary interaction to test/evaluate combined systems, lines of communication, and technical agreements. Besides actual exercises to enhance readiness, the training programs of the Commanders in Chiefs (CINCs) are supported by computer simulation technology managed by the Joint Warfighting Center (JWFC). Emergent requirements of the combatant commands are supported by the Combating Terrorism Readiness Initiatives Fund (CbT RIF), the CINC Initiatives Fund (CIF), and the CINCs Command and Control Initiatives Program (C2IP). This budget activity also includes the Command, Control, Communications, Computers, and Intelligence for the Warrior (C4IFTW) program and the Joint C4I Surveillance and Reconnaissance (C4ISR) Battle Center (JBC). In FY 1999, the JWFC and JBC transferred to US Forces Command (USJFCOM) as directed in the Defense Reform Initiative (DRI).

**II. Force Structure Summary:**

**Joint Vision 2010** (JV 2010) is the Chairman's vision for how America's Armed Forces will fight in the future. The vision is a conceptual template that provides a common direction and framework for the Services to develop unique capabilities while preparing for a challenging and uncertain future. The vision is built on the premise that emerging technologies -- particularly information-specific advances -- will have an unprecedented impact on the use of military force, making possible a new level of joint warfighting capability. JV 2010 will align organizational visions and require enhancements to the process for changing joint doctrine, organizational structure, training and education, materiel, and leadership development. Additional activities include developing implementation policy and communicating the vision. The vision will guide the



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development and assessment of future warfighting concepts and lead to fielding joint operational capabilities. This three-phase effort includes concept development, assessment, and integration. The premise of this program relates to all the goals established for the Joint Staff and has tentacles reaching throughout the DPG. Starting in FY 2000, the majority of JV 2010 funds were transferred to US Joint Forces Command (USJFCOM) for Joint Experimentation. To facilitate Joint Vision implementation, the Joint Vision Integration Center (JVIC) will begin development in FY 2000. The JVIC is the CJCS information focal point and integration cell for joint and Service-leveraged experimentation that will be federated and networked with each Service and USJFCOM. It is an information center for tracking and fusion of service specific and USACOM joint and Coalition experimentation efforts. Additionally, Joint Vision will be revised. Although Joint Vision will retain its foundational concepts, it will be expanded to address coalition and interagency operations and emerging threats and opportunities across the full spectrum of military operations. The revision will be promulgated within the 2<sup>nd</sup> Qtr of FY 2000.

**Combating Terrorism Readiness Initiatives Fund** (CbT RIF) provides a flexible response to meet CINC worldwide emergency or unforeseen AT/FP requirements that, in the view of the combatant commander, require immediate attention. The program was established in FY 1996 and first funded in FY 1997. The primary focus of the fund is on physical security equipment and physical security site improvements. All CbT RIF expenditures for the FYDP are programmed under physical security equipment and actual requirements are not known until the execution year.

The **CJCS Exercise Program** is the Chairman's principal vehicle for achieving joint and multinational training. The Joint Staff's exercise budget funds only the transportation of personnel and equipment to these worldwide exercises. The program provides combatant commanders with their primary means to train battle staffs and forces in joint and combined operations, to evaluate war plans, and to execute their engagement strategies. It provides an opportunity to stress strategic transportation and C4I systems, and evaluate their readiness and supportability across the full range of military operations.

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This critical program also provides a vehicle for the DOD to assess the military's ability to satisfy joint national security requirements and to enhance and evaluate interoperability between the Services, as well as exercise critical Service-unique deployment and redeployment skills. In accordance with Defense Planning Guidance, the Joint Staff has re-baselined this program, having achieved the 30% requirement for cumulative man-day reductions by FY 2001.

**Other CINC Support** includes:

The **CINC Initiatives Fund (CIF)** supports critical, emergent CINC contingency and interoperability requirements that are high benefit, low cost in the areas of exercises and force training, contingencies, selected operations, humanitarian and civic assistance, military education and training of foreign personnel, and personal expenses in support of bilateral or regional cooperation programs.

The **CINC Command and Control Initiatives Program (C2IP)** supports timely, low-cost, near-term projects to increase CINCs' C2 capabilities in response to emerging or unforeseen requirements presented by the rapidly changing information technology environment. Each proposal must support a CINC C2 system, be under \$300,000, be reviewed for joint force interoperability, and receive follow-on support through existing logistical and personnel channels.

The **Command, Control, Communication, Computers, and Intelligence (C4I) for the Warrior (C4IFTW)** initiative promotes integration and interoperability. It provides focus into resolving C4 interoperability issues and will provide implementation guidance for the Global Information Grid (GIG) and Information Superiority in support of JV 2010. The GIG stresses interoperability, leverages the rapid pace of C4 technology advancements, and recognizes the shrinking fiscal environment. The Global Information Grid will provide seamless, secure C4 support to warfighters and support functions. It will provide a revolutionary improvement in direct support to the warfighter. The O&M program is based on Joint Warrior Interoperability Demonstrations (JWIDs):

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**Joint Warrior Interoperability Demonstrations (JWIDs)** are joint demonstrations of existing, commercial off-the-shelf (COTS), new and evolving technologies that, through Joint Staff screening, can satisfy warfighting requirements. JWIDs are the only opportunities where these technologies can be inserted into a joint C4I network and stressed under the scrutiny of warfighters, without impacting training or real-world missions. JWIDs enable warfighting CINCs to review and use technologies immediately, rather than go through costly and time-consuming, full-scale development efforts.

The **Joint C4I Surveillance and Reconnaissance (C4ISR) Battle Center (JBC)** is the Chairman's facility for warfighter exploration and assessment of C4ISR capabilities. The Center provides the combatant commands, at the Joint Task Force (JTF) level, with a joint assessment and experimental environment for warfighters and technologists in support of Joint Vision 2010. It serves as the technical analysis and assessment agency for the Joint Requirement Operating Council (JROC) in determining C4ISR system "value-added" PRIOR to introduction to CINCs and in advance of system fielding in operational environments. The intent is for the JBC to be a forcing function for joint synchronization and a means to foster rapid, near-term insertion of C4ISR technology. The mission of the JBC is to provide rapid assessment of required C4ISR interoperability and warfighter utility, join emerging C4ISR technology with new operational doctrine, and result in fielding C4ISR capabilities that meet the joint warfighter's needs. FY 1999 reflects the DRI decision to transfer JBC/Joint Vision 2010 to JFCOM.

Note: Budget Activity (BA) totals do not agree with amounts reported in the O-1 exhibit as a result of minor realignments of funds between BA after funding levels for the O-1 had been established. The following table illustrates the difference between the O-1 and the budget justification book:

	<u>FY 2000</u>	<u>FY 2001</u>
O-1 Exhibit	376,077	396,489
Budget Justification Book	375,313	394,732

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III. Financial Summary (O&M \$ in Thousands):

	FY 1999 <u>Actuals</u>	FY 2000			FY 2001 <u>Estimate</u>
		Budget <u>Request</u>	<u>Approp</u>	Current <u>Estimate</u>	
A. <u>Operating Forces</u>					
1. Joint Vision 2010	3,598	0		0	0
2. Combating Terrorism Readiness Initiative Fund	10,000	10,000	10,000	10,000	10,000
3. CJCS Exercise Program	381,295	344,404	338,663	337,853	357,079
4. Other CINC Support	<u>47,220</u>	<u>27,865</u>	<u>27,865</u>	<u>27,460</u>	<u>27,653</u>
TOTAL	442,113	382,269	376,528	375,313*	394,732*

B. Reconciliation Summary:

	Change <u>FY 2000/FY 2000</u>	Change <u>FY 2000/FY 2001</u>
Baseline Funding	382,269	375,313
Congressional Adjustments		
Distributed	-3,000	-
Undistributed	-1,669	-
Congressional Earmarks (Bill-payer)	-1,072	-
FY 2000 Across-the-board Rescission	-1,215	-
Price Change	-	33,192
Reprogramming/Transfers	-	-
Program Change	-	-13,773
Current Estimate	375,313	394,732

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III. Financial Summary (Continued):

C. Reconciliation of Increases and Decreases: (\$ in Thousands)

FY 2000 President's Budget:		382,269
Congressional Adjustments (Distributed)		
CJCS Exercise Program	-10,000	
Northern Edge	7,000	
Total Congressional Adjustments (Distributed)		-3,000
Congressional Adjustments (Undistributed)		
Management Headquarters	-1,669	-1,669
Congressional Earmarks (Bill-payer)		
Section 8050 - Indian Land Mitigation	-497	
Domestic Violence	-124	
National Security/Space Management	-124	
National Military Museum	-124	
Multi-lateral Export Controls	-85	
Readiness Reporting Controls	-62	
Wholesale Retail Levels	-56	
Total Congressional Earmarks (Bill-payer)		-1,072
FY 2000 Appropriated Amount		376,528
FY 2000 Rescission	-1,215	-1,215
FY 2000 Current Estimate		375,313*

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Budget Activity: 01, Operating Forces**

III. Financial Summary (Continued):

Price Changes:		33,192
Program Decreases:	-13,773	-13,773
CJCS Exercise Program - Decrease due to Defense Planning Guidance direction to reduce man-days by 30 percent by the end of FY 2001. The CJCS Exercise program has met the overall 30% man-day reduction goal and the Joint Staff re-baselined the program from 51,000 C-141 (38,000 C-17) equivalent flying hours to 45,000 C-141 (34,000 C-17) equivalent flying hours.		
FY 2001 Budget Request:		394,732*

\* Budget Activity (BA) totals do not agree with amounts reported in the O-1 exhibit as a result of minor realignments of funds between BA after funding levels for the O-1 had been established.

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

Joint Vision 2010 supports both DOD corporate goals but most specifically "Prepare now for an uncertain future by pursuing a focused modernization effort that maintains U.S. qualitative superiority in key warfighting capabilities. Transform the force by exploiting the Revolution in Military Affairs and reengineer the Department to achieve a 21st century infrastructure." It provides an overarching framework for the Department to achieve a 21<sup>st</sup> Century infrastructure." It provides an overarching framework for the Services, CINCS, and Defense agencies for how we will fight in the future. The vision will leverage technological opportunities and channel human vitality and innovation to achieve new levels of effectiveness in joint warfighting across the full range of military operations. The vision is built on the premise that emerging technologies--particularly information-specific advances--will have an unprecedented impact on the use of military force, making possible a new level of joint warfighting capability.

The Joint Staff is building plans on a solid foundation and significant progress has been made. Accomplishments and plans include: (1) Published the Concept for Future Joint Operations in May 1997 that expanded the concepts of JV 2010. (2) Established a sound management process and milestones to implement the vision. The identification of 21st century challenges - those future security issues - will provide greater definition to the operational and enabling concepts and serve as compelling rationale for examining desired operational capabilities (DOC). The DOC is a concept-based statement of a capability required by the future joint force commander. (3) Developing assessment roadmaps to define the studies, simulations, experiments, and exercises required to assess the desired operational capabilities that future joint force commanders will need in the year 2010. All this was rolled into the JV 2010 Implementation Master Plan. The JIMP, as it is called, is the master plan for operationalizing JV 2010. It focuses and integrates efforts to assess JV 2010 concepts and desired operational capabilities. Most importantly, the master plan establishes the assessment roadmaps for operationalizing JV 2010 concepts.

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IV. Performance Criteria and Evaluation Summary (Continued):

Transforming key JV 2010 concepts into actual joint capabilities will require aggressive joint and coalition experimentation by warfighters in the field. These experiments will identify those leap-ahead areas and provide the basis for senior leaders to determine the changes necessary for a JV 2010-capable force. The US Joint Forces Command (USJFCOM) Campaign Plan was developed to move the JV2010 process further along and assist in the battle hand-off from the Joint Staff, to a warfighter, USJFCOM. The Joint Staff, along with USJFCOM, is leading a collaborative effort with OSD, the Services, the CINCs, and the Defense agencies to operationalize JV 2010. The Joint Staff is working closely with these organizations to design and sponsor JV 2010-specific joint experiments and other assessment events. The Joint Staff will also conduct analysis to determine implications across the force for changes in doctrine, organization, training and education, materiel, leadership, and people. Co-evolution in these areas must occur to maximize the capabilities future joint task force commanders will need to successfully perform complex missions. Additionally, the Joint Staff will undertake a revision of the Joint Vision document that retains the fundamental precepts and concepts of the 1996 document and expands the scope to include coalition and interagency operations, emerging threats and opportunities, and recent conflict lessons learned.

During FY 1999 the operational authority for the Joint Warfighting Center (JWFC) was transferred to USJFCOM. Beginning in FY00, the funding responsibility for the JWFC will also be assumed by USJFCOM. The JWFC hosted integration conferences coordinating/integrating the efforts of the Joint Staff JV 2010 coordinating authorities (CA's) by conducting three week long integration conferences in October 1997, January 1998, and August 1998. Conferences ensured CCA efforts were integrated and provided the joint community a seamless program for implementation of JV 2010. JWFC developed an assessment event data base, a searchable data base of all possible experimentation opportunities in



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IV. Performance Criteria and Evaluation Summary (Continued):

the joint community (1450 plus), and developed a JV 2010 SIPRNET Web Page that contains current JV 2010 activities and will support future experimentation/lessons learned from JV 2010. JWFC also hosted Joint Vision Working Groups IV and V at the JWFC. These flag-level meetings inform the joint community of JV activity and solicit guidance and direction from the joint community on the program. Finally, JWFC provided support to all CAs to develop 21st Century Challenges (21) and Desired Operational Capabilities (300 original, now consolidated to 73) and participated in the Defense Science Board Summer Studies, Global 99, Army Dominating Maneuver War Game, AF Global Engagement, and NDU Symposiums, etc.

Combating Terrorism Readiness Initiatives Fund (CbT RIF) Program provides a flexible response to meet CINC worldwide emergency or unforeseen security requirements. The primary focus of the fund is on personnel, physical security equipment, and physical security site improvements. Examples of requirements satisfied in FY 1999 include: USCINCPAC spike penetration rapid deployment system, portable barriers, x-ray machines, access control system, window fragmentation retention film and telescopic hand mirrors; USEUCOM moat covers, vehicle barriers, portable barricades, explosive detection kits, and security fence; USFK emergency notification system, hardened entry points, surveillance devices, mylar window protective film, perimeter fence expansion, and revetment wall; USSOCOM security upgrade, passive barrier system, and security access control system; and USTRANSCOM secure portable telephones.

The CINC Initiative Fund supports both DOD corporate goals but most specifically "Shape the international environment and respond to the full spectrum of crises by providing appropriately sized, positioned, and mobile forces." CIF supports critical, emergent CINC contingency and interoperability requirements that are high benefit, low cost in the areas

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IV. Performance Criteria and Evaluation Summary (Continued):

of exercises and force training, contingencies, selected operations, humanitarian and civic assistance, military education and training of foreign personnel, and personal expenses in support of bilateral or regional cooperation programs. In accordance with title 10, priority is given to CINC requests that enhance warfighting capability, readiness, and sustainability of CINC forces. In FY 1999, 57 projects totaling \$56 million were nominated. The CJCS approved 42 projects totaling \$45 million. Examples include: (1) Funding of USSOUTHCOM's Hurricane Mitch Relief to ensure compliance with Presidential Determination (PD) 99-03, and subsequent guidance, directing DOD to undertake disaster relief and rehabilitation operations within the four country area devastated by Hurricane Mitch. (2) Purchase of USJFCOM's Mobile Trailer Mounted Tower System (TSSR) for the Joint Communications Support Element (JCSE) - a communications tower designed to be erected in one fourth of the time, with one third of the people and provide much improved capability over the current JCSE system. (3) Funding of the USPACOM Korea-wide Air and Missile Defense Network that links the Army Patriot systems with the Air Component Command (ACC) Air Operations Center, which integrates the USFK air and missile defense assets into the Joint/Combined command C4I infrastructure. (4) Financed the Senior Scout (Air National Guard) deployments to the SOUTHCOM AOR to fill the shortage of in-theater Intelligence, Surveillance and Reconnaissance (ISR) assets caused by combat operations in Kosovo. (5) Funding of USTRANSCOM's development of the Command, Control, Communications, Computers, Intelligence, Surveillance - C4ISR Deployment Architecture which will serve as a bridge between the present and future deployment systems by integrating various systems involved in joint deployment process.

Command and Control Initiatives Program (C2IP): The C2IP improves the CINCs' warfighting readiness capabilities by improving the CINCs' command and control (C2) systems. The

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IV. Performance Criteria and Evaluation Summary (Continued):

program provides the CINCs with a capability to implement timely, low-cost, near-term improvements to their C2 systems to meet emerging and unforeseen requirements. C2IP supports the DOD corporate goals but most specifically "prepare now for an uncertain future by pursuing a focused modernization effort that maintains US qualitative superiority in key warfighting capabilities".

In FY 1999, these goals were supported by C2IP funding approximately 78 initiatives. These initiatives improved the joint US and/or coalition forces environment with modernized equipment and programs for engagement and fielding of appropriately-sized, mobile forces that have superior C2 combat capabilities over our foes and that are in a high state of readiness to contribute to and perform over the full spectrum of military activities.

Examples of C2IP funded projects include: USJFCOM: Joint Battle Staff Defense Communications Suite; USCENTCOM: Demand Assigned Multiple Access (DAMA) UHF; USSPACECOM: BOEING A1 MLS Guard; USTRANSCOM: Analysis/Forecasting Tools; USSOUTHCOM: Deployable High Frequency Communications Response Package; USSOCOM: Underwater Detection & Classification System.

C4I for the Warrior - Joint Warrior Interoperability Demonstration (JWID): JWID are Joint Staff-sponsored demonstrations of evolving C4ISR technologies and joint/combined interoperability solutions. The capabilities and C4ISR processes are presented to the CINCs, Military Services, and agencies in a joint operational environment that allows the warfighters of all Services to assess their value in solving current warfighting and interoperability deficiencies and recommend them for implementation or further refinement. Industry, Government agencies, Government and private research projects, and

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IV. Performance Criteria and Evaluation Summary (Continued):

evolving government programs provide self-funded proposed demonstrations to be assessed by the warfighters. JWID provides a structure where C4ISR capabilities and processes are rigorously vetted and assessed by the warfighter for usefulness, performance, and usability. Those capabilities that are assessed to improve interoperability or solve warfighting deficiencies are proposed for further assessment by the Joint Battle Center (JBC) and/or the Joint Interoperability Test Command (JITC), for rapid insertion for warfighter use, or for insertion into the Joint Warfighting Capability Assessment (JWCA)/Joint Requirements Board (JRB)/Joint Requirements Oversight Council (JROC) process. JWIDs support the Joint Staff's goal of operationalizing JV 2010. JWID supports both DOD corporate goals "Shape the international environment and respond to the full spectrum of crises by providing appropriately sized, positioned, and mobile forces" and "Prepare now for an uncertain future by pursuing a focused modernization effort that maintains U.S. qualitative superiority in key warfighting capabilities. Transform the force by exploiting the Revolution in Military Affairs and reengineer the Department to achieve a 21st century infrastructure." JWID supports these goals by identifying programs and systems that could be procured that would be instrumental in maintaining the qualitative superiority of US combat forces. Specifically, JWID '99 was a significant contributor to allied interoperability. Its main focus was the development of the Combined Wide Area Network (CWAN). The success of the CWAN generated the evolution of the Combined Federated Battle Lab Network (CFBLNet) which will provide a year-round opportunity for research and development interoperability assessment among CINCs, Services, and allies. Key interoperability products of JWID '99 include refinement of distributed collaborative planning (DCP) tools among senior warfighting commanders, availability of a common operation picture (COP) for simultaneous viewing by coalition task force and joint task force commanders, and advancements in exchanging electronic mail with attachments among allies. JWID also provides exercises that help maintain readiness by the participating organizations. For example, numerous Military Service and

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IV. Performance Criteria and Evaluation Summary (Continued):

CINC personnel participated in JWID '99 at four major, geographically dispersed locations, thereby gaining valuable operational warfighting insights.

CJCS Exercise program supports all DOD corporate goals but most particularly "Shape the international environment and respond to the full spectrum of crises by providing appropriately sized, positioned, and mobile forces." The CJCS Exercise Program, a key component of the Joint Training System (JTS), is the Chairman's principal vehicle for achieving joint and multinational training. This critical program provides a vehicle for the Department to assess the military's ability to satisfy joint national security requirements and to enhance and evaluate interoperability between the Services, as well

as exercise critical Service unique deployment/redeployment skills. In addition to the obvious contributions to readiness and strategic access, this program provides political and diplomatic returns well beyond its relatively low cost. Exercises demonstrate US resolve and capability to project military power anywhere in the world in support of US national interests and in support of US allies. Additionally, the CJCS Exercise Program provides an opportunity to stress strategic transportation and C4I systems and evaluate their readiness and supportability across the full spectrum of military operations.

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The 2000 Annual Report to the President and the Congress, Performance Indicator 1.1.5 - Number of Overseas Exercises shows the Number of Combined Exercises as follows:

<b>Performance Indicator 1.1.5 - Number of Overseas Exercises</b>			
	FY 1999 Baseline	FY 2000 Goal	FY 2001 Goal
Number of Combined Exercises (see note below)	159	198	204
Note: Combined exercises involve the participation of US forces with military forces of other nations.			

**Note:** The combined exercises referenced above include both CJCS Exercises and other CINC exercises that are not under the CJCS Exercise Program. Further, the CJCS Exercise Program includes combinations of joint, combined, and single Service exercises. Therefore, the total number of CJCS Exercises will never equal the number of combined exercises listed in the report.

In the following tables, which breaks out the CJCS Exercise Program by Airlift/Sealift/Port Handling and Inland Transportation, the FY 1999 combined exercises are highlighted on the airlift table with a # symbol (combined exercises for FY 2000 and 2001 may be different). Combined exercises are defined as those exercises, both overseas and CONUS, that have foreign nation participation. Some of these exercises, such as the Partnership for Peace (PFP) or the New Horizons series exercises, can include numerous exercises combined within those headings (i.e., for FY 1999, USJFCOM has seven exercises combined under PFP, and USEUCOM has 16 exercises combined under PFP).

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<b>AIRLIFT</b>	<b>FY 1999</b>	<b>Change 1999/2000</b>	<b>FY 2000</b>	<b>Change 2000/2001</b>	<b>FY 2001</b>
<b>USCINCFJCOM</b>					
Ellipse Alpha	0	170	158	-53	106
Eloquent Nugget	1	-1	0	11	11
JTFEX Series	753	-569	171	840	1,011
Linked Seas	0	301	280	-280	0
Northern Viking	471	-471	0	184	184
Northern Light	356	-356	0	233	233
Quick Force	0	143	133	-133	0
# Partnership for Peace	37	186	208	-57	150
# Roving Sands	713	1,400	1,967	-723	1,244
Sorbet Royale	0	92	86	-86	0
# Strong Resolve	0	0	0	0	0
Unified Endeavor	150	-150	0	247	247
Total C-141 equivalent hours	2,170	1,056	3,003	183	3,186
Total Dollars (000's)	11,220	5,297	15,376	1,200	16,576
<b>USCINCSOUTH</b>					
Blue Advance	23	62	79	20	99
New Horizons Carib Series	113	121	218	42	259
Ellipse Echo	98	126	209	-195	14
# Fuerzas Aliadas Series	26	544	531	155	685
Fuerzas Aliadas PKO Series	242	-120	114	-13	101
Fuerzas de Defensas	52	-46	6	2	8
# New Horizon Haiti	619	-132	453	102	556
# New Horizon Series	5,063	-4,050	943	936	1,879

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<b>AIRLIFT</b>	<b>FY 1999</b>	<b>Change 1999/2000</b>	<b>FY 2000</b>	<b>Change 2000/2001</b>	<b>FY 2001</b>
Tradewinds	635	-389	229	24	253
# Unitas	337	126	431	84	515
# United Counterdrug	56	-37	18	5	23
 Total C-141 equivalent hours	 6,352	 -2,883	 3,229	 1,162	 4,392
Total Dollars (000's)	32,839	-15,078	16,534	6,311	22,845

**USCINCCENT**

# Accurate Test	0	0	0	433	433
# Bright Star	1,830	5,490	6,814	-4,587	2,227
# Central Asian Ex	580	93	627	50	676
# Eager Initiative	0	0	0	489	489
# Eager Light	120	-120	0	188	188
# Eager Tiger	0	0	0	390	390
# Eagle Resolve	0	72	67	14	81
# Early Victor	1,086	-252	776	-49	728
# Earnest Leader	136	-136	0	106	106
# Eastern Action	44	-44	0	57	57
Eastern Castle Series	188	175	338	-298	40
# Eastern Eagle	0	0	0	380	380
# Eastern Meteor	0	0	0	0	0
# Eastern Valor	283	4	267	66	333
# Eastern Viper	828	-321	472	111	583
Ellipse Foxtrot	1,730	-1,704	24	1,101	1,125
# Impelling Victory	0	0	0	0	0
# Inferno Creek	0	144	134	-134	0
# Inherent Fury	655	-148	472	111	583



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<b>AIRLIFT</b>	<b>FY 1999</b>	<b>Change 1999/2000</b>	<b>FY 2000</b>	<b>Change 2000/2001</b>	<b>FY 2001</b>
# Initial Link	11	312	301	74	374
# Inspired Gambit	0	0	0	270	270
# Inspired Venture	0	308	287	-287	0
Internal Look	0	0	0	55	55
# Intrinsic Action*	0	0	0	0	0
# Iris Gold*	0	0	0	0	0
# Iron Cobra	1,503	-1,136	342	323	665
# Iron Falcon (Renamed to Native Atlas FY99)	0	628	585	-585	0
# Luck Sentinel	309	-309	0	0	0
# Native Fury	26	1,258	1,195	268	1,464
# Natural Fire	0	1,237	1,152	-1,152	0
# Nectar Bend	0	0	0	313	313
# Noble Piper	1,310	-1,310	0	0	0
# Rugged Series	372	-128	227	-227	0
# Ultimate Resolve	0	0	0	0	0
# Eagle Resolve	10	-10	0	0	0
Total C-141 equivalent hours	11,011	4,113	14,079	-2,519	11,560
Total Dollars (000's)	56,925	20,510	72,085	-11,950	60,135

**\*Cost of Exercise currently paid by  
Kuwait**

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AIRLIFT	FY 1999	Change 1999/2000	FY 2000	Change 2000/2001	FY 2001
<b>USCINCEUR</b>					
Able Alley	0	0	0	21	21
Adventure Express/Exchange	0	0	0	0	0
Affirmative Alert	0	33	31	-31	0
# African Eagle	204	-204	0	111	111
# African Lion	41	-41	0	41	41
Agile Lion	12	54	61	-35	26
# Albanian Salvage	0	20	19	-19	0
# Ardent Ground	0	77	72	16	87
Athena	0	4	4	-4	0
Atlantic Resolve	0	7	7	83	90
# Atlas Series	368	-168	186	59	246
# Baltops	21	6	25	15	40
# Battle Griffin	3,685	-3,685	0	0	0
# Blue Crane	143	-143	0	0	0
# Blue Game	56	11	62	15	77
# Blue Harrier	0	0	0	0	0
# Brave Knight	0	7	7	168	174
# Central Enterprise	0	833	775	268	1,043
Central Harmony	0	167	155	-155	0
# Combined Endeavor	111	-108	3	1	3
# ComSixthFlt Invitex	0	45	42	-42	0
# Destined Glory	0	20	19	-19	0
# Distant Thunder	0	0	0	172	172
# Dynamic Series	2,412	-687	1,606	-1,570	36

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AIRLIFT	FY 1999	Change 1999/2000	FY 2000	Change 2000/2001	FY 2001
Ellipse Bravo	59	45	97	730	826
Eugenie	0	37	34	62	96
# Flintlock	1,398	-385	943	211	1,154
# French Afrique/Guidimakha	0	0	0	0	0
# Juniper Series	142	383	489	247	736
Matador	86	9	88	-62	26
# Medceur	96	90	173	182	355
# Medflag	220	504	674	-304	370
Mediterranean Shark	0	0	0	0	0
Noble Piper	0	0	0	1,054	1,054
# Partnership for Peace	489	1,216	1,587	-257	1,330
Peacekeeper	0	156	145	32	177
Peace Shield	297	-208	83	17	100
# Rescue Eagle	0	714	665	-665	0
Sacred Company	97	137	218	48	266
Sea Breeze	21	21	39	47	86
# Shared Endeavor	104	-104	0	116	116
# Silver Eagle	236	643	818	183	1,001
# Slovenia Salvage Divex	0	20	19	-19	0
Tactical Fighter Weaponry	275	-60	200	-90	110
Trail Blazer	0	0	0	141	141
# Trojan Footprint	274	-24	233	52	285
Union Flash	0	80	74	15	90
# West Africa Training Cruise	0	41	38	9	47
Total C-141 equivalent hours	10,846	-436	9,691	843	10,534
Total Dollars (000's)	56,074	-2,775	49,617	5,180	54,797

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AIRLIFT	FY 1999	Change 1999/2000	FY 2000	Change 2000/2001	FY 2001
<b>USCINCPAC</b>					
Balikatan	0	458	426	112	538
# Cobra Gold	2,940	-193	2,557	595	3,152
# Commando Sling	157	155	290	68	358
# Cope Series	302	170	439	-164	275
Crocodile	1,297	-691	564	-564	0
Ellipse Charlie	7	554	522	-90	433
# Foal Eagle	3,886	-1,235	2,468	93	2,561
# Freedom Banner	0	816	760	1,018	1,778
# Frequent Storm	688	-105	543	114	657
# Hong Kong Sarex	2	90	86	-75	10
# Keen Edge/Sword	864	-482	356	519	875
Kernal Blitz	113	-113	0	528	528
Kingfisher	0	0	0	0	0
Northern Edge	449	1,156	1,494	-1,219	275
# RSO&I	1,849	-904	880	863	1,742
Strategic Air Drop	0	165	154	37	191
# Tandem Thrust	2,447	-2,447	0	3,175	3,175
# Team Spirit	0	0	0	0	0
Tempest Express	68	-64	4	31	34
Tempo Brave	113	521	590	-223	367
# Ulchi Focus Lens	2,445	-454	1,853	443	2,297
Total C-141 equivalent hours	17,624	-2,600	13,986	5,261	19,247
Total Dollars (000's)	91,116	-14,193	71,608	28,515	100,123

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AIRLIFT	FY 1999	Change 1999/2000	FY 2000	Change 2000/2001	FY 2001
<b>CINCNORAD</b>					
# Amalgam Warrior	274	72	322	419	742
# Amalgam Fabric Brave	56	-6	47	10	56
# Amalgam Falcon Brave	45	-5	37	9	46
Amalgam Fencing Brave	14	298	290	-277	14
Total C-141 equivalent hours	340	408	696	161	857
Total Dollars (000's)	1,759	2,071	3,565	895	4,460
<b>USCINCSOC</b>					
Bronze Arrow Series**	0	1,000	931	218	1,149
Total C-141 equivalent hours	0	1,000	931	218	1,149
Total Dollars (000's)	0	5,120	4,766	1,211	5,977
**FY99 hours apportioned to the combatant CINCs					
<b>USCINCSPACE</b>					
Apollo Series***	0	44	41	10	51
Total C-141 equivalent hours	0	44	41	10	51
Total Dollars (000's)	0	225	210	53	263
***Combined with combatant CINC exercises in year of execution					

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<b>USCINCSTRAT</b>					
Global Archer	0	0	0	11	11
Global Guardian	166	261	397	155	552
Total C-141 equivalent hours	166	261	397	166	564
Total Dollars (000's)	857	1,329	2,035	897	2,932
Other (includes CJCS-sponsored)					
Eligible Receiver	0	500	465	108	574
Positive Response	226	-226	0	0	0
Total C-141 equivalent hours	197	303	465	108	574
Total Dollars (000's)	1,020	1,540	2,383	602	2,986
<b>Grand Total C-141 equivalent hours</b>	48,706	1,266	46,520	5,594	52,113
<b>Grand Total Airlift Costs (000's)</b>	251,809	4,048	238,180	32,914	271,094
C-141 Equivalent Hour Rates	5,170		5,120		5,202

Note: The CJCS Exercise Program uses a mix of military and commercial airlift platforms. Flying hours are depicted as C-141 equivalents to provide a common performance criteria for comparison of level of effort.

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SEALIFT	Change		Change		
	FY 1999	1999/2000	FY 2000	2000/2001	FY 2001
<b>USCINCFROM</b>					
JTFEX Series	0	16	18	-15	3
Linked Seas	0	20	22	-22	0
Northern Viking	30	-30	0	18	18
Northern Light	21	-21	0	26	26
Strong Resolve	0	0	0	0	0
Total Steaming Days	43	-7	39	7	46
Total Dollars (000's)	1,854	-293	1,711	323	2,034
<b>USCINCSOUTH</b>					
New Horizon Haiti	14	-2	13	-2	11
New Horizons Carib Series	15	9	26	-12	15
New Horizon Series	485	-358	139	52	191
Tradewinds	38	-12	28	-4	25
Unitas	7	-1	7	-2	5
Total Steaming Days	559	-364	214	33	246
Total Dollars (000's)	23,912	-15,453	9,266	1,596	10,862
<b>USCINCCENT</b>					
Bright Star	70	30	110	-51	59
Eagle Resolve	0	0	0	0	0
Eastern Castle	0	60	66	-7	59
Inferno Creek	0	0	0	0	0
Total Steaming Days	59	101	175	-57	118
Total Dollars (000's)	2,529	4,413	7,603	-2,393	5,210

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SEALIFT	Change		Change		
	FY 1999	1999/2000	FY 2000	2000/2001	FY 2001
<b>USCINCEUR</b>					
African Eagle	12	-12	0	10	10
Ardent Ground	0	0	0	0	0
Battle Griffin	48	-48	0	0	0
Central Enterprise	0	0	0	0	0
Dynamic Series	42	-9	36	-7	29
Juniper Series	0	25	27	-16	12
Medceur	0	10	11	-11	0
Medflag	0	5	5	-5	0
Rescue Eagle	0	5	5	-5	0
Partnership for Peace	0	25	27	-8	20
Total Steaming Days	101	2	113	-42	71
Total Dollars (000's)	4,316	152	4,894	-1,779	3,116
<b>USCINCPAC</b>					
Balkitan	0	1	1	1	2
Cobra Gold	87	44	143	-34	110
Crocodile	66	-66	0	0	0
Foal Eagle	107	-29	85	-28	58
Freedom Banner	10	-10	0	83	83
Keen Edge/Sword	0	0	0	10	10
Northern Edge	17	-4	14	-4	10
Tandem Thrust	43	-43	0	59	59
Ulchi Focus Lens	6	4	11	-1	10
Total Steaming Days	286	-53	255	86	342
Total Dollars (000's)	12,221	-2,113	11,072	3,988	15,059



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CJCS EXERCISE PROGRAM

SEALIFT	Change		Change		
	FY 1999	1999/2000	FY 2000	2000/2001	FY 2001
TOTAL (LESS USCINTRANS)					
Total Steaming Days	1,049	-322	796	27	823
Total Dollars (000's)	44,832	-13,294	34,546	1,735	36,281
USCINTRANS					
JLOTS	251	58	338	-283	55
Turbo Activation	193	-73	131	-20	111
Turbo Cads	97	37	147	-147	0
Turbo Intermodal Surge	266	-266	0	111	111
Total Steaming Days	807	-244	617	-340	277
Total Dollars (000's)	34,479	-10,055	26,753	-14,550	12,203
<b>Grand Total Steaming Days</b>	1,856	-566	1,413	-313	1,100
<b>Grand Total Sealift Dollars (000's)</b>	79,311	-23,348	61,299	-12,815	48,484
Roll-on/Roll-off Equivalent Rates	42,741		43,382		44,076

**Note:** Like airframes, the CJCS Exercise Program uses a mix of sealift platforms -- RO/RO, Fast Sealift, breakbulk, container, tug and barge. Steaming days are depicted as RO/RO equivalents to provide a common performance criteria for comparison of level of effort. Each exercise requirement is resourced by MSC from available commercial and DOD assets, consequently RO/RO rates depicted are anticipated average commercial rates.

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	FY 1999			Change	FY 2000			Change	FY 2001		
	PH 000's	IT 000's	TOTAL 000's	1999/ 2000 TOTAL 000's	PH 000's	IT 000's	TOTAL 000's	2000/ 2001 TOTAL 000's	PH 000's	IT 000's	TOTAL 000's
<b>USCINCFJCOM</b>											
Coop Zenith	34	0	34	-34	0	0	0	0	0	0	0
JTFEX	179	280	459	2,191	40	2,610	2,650	-2,136	132	382	514
Linked Seas	0	0	0	43	20	23	43	-43	0	0	0
Northern Light	25	17	42	-42	0	0	0	37	18	19	37
Northern Viking	152	87	239	-239	0	0	0	236	127	109	236
Quick Force	0	0	0	77	0	77	77	-77	0	0	0
Partnership For Peace	0	0	0	91	0	91	91	-78	0	13	13
Roving Sands	14	4,605	4,619	749	0	5,368	5,368	-256	10	5,102	5,112
Strong Resolve	0	0	0	0	0	0	0	0	0	0	0
Unified Endeavor	0	0	0	38	0	38	38	-28	0	10	10
Total PH/IT Cost	404	4,989	5,393	2,874	57	8,207	8,267	-2,345	287	5,635	5,922
<b>USCINCSOUTH</b>											
New Horizons Carib Series	1,050	1,004	2,054	-1,333	159	562	721	-511	10	200	210
Fuerzas Aliadas Series	0	0	0	0	0	0	0	0	0	0	0
Fuerzas De Defensas	0	53	53	49	0	102	102	82	0	184	184
New Horizons	264	207	471	-235	11	225	236	-176	9	51	60

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	FY 1999			Change	FY 2000			Change	FY 2001		
	PH 000's	IT 000's	TOTAL 000's	1999/ 2000 TOTAL 000's	PH 000's	IT 000's	TOTAL 000's	2000/ 2001 TOTAL 000's	PH 000's	IT 000's	TOTAL 000's
Haiti											
New Horizons Series	5,253	4,623	9,876	-7,187	1,251	1,438	2,689	503	1,075	2,117	3,192
Tradewinds	18	55	73	-34	16	23	39	168	14	193	207
Unified Counterdrug	0	0	0	35	0	35	35	-1	0	34	34
Unitas	65	135	200	171	114	257	371	-24	106	241	347
Total PH/IT Cost	6,650	6,077	12,727	-8,534	1,551	2,642	4,193	41	1,214	3,020	4,234
<b>USCINCCENT</b>											
Bright Star	3,161	2,680	5,841	259	3,235	2,865	6,100	-1,427	2,000	2,673	4,673
Eager Series	0	94	94	-87	0	7	7	111	0	118	118
Early Victor	0	0	0	0	0	0	0	0	0	0	0
Eastern Action	0	47	47	-47	0	0	0	59	0	59	59
Eastern Castle	138	41	179	240	260	159	419	549	410	558	968
Indigo Desert	0	0	0	0	0	0	0	0	0	0	0
Inferno Creek	0	0	0	0	0	0	0	0	0	0	0
Initial Link	0	16	16	7	0	23	23	-3	0	20	20
Inspired Gambit	0	0	0	0	0	0	0	6	0	6	6
Internal Look	0	0	0	16	0	16	16	141	30	127	157
Iron Series	253	134	387	-387	0	0	0	168	0	168	168
Native Atlas	0	0	0	241	0	241	241	-241	0	0	0
Native Fury	0	0	0	236	0	236	236	1,031	546	721	1,267



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	PH 000's	IT 000's	TOTAL 000's	1999/ 2000 TOTAL 000's	PH 000's	IT 000's	TOTAL 000's	2000/ 2001 TOTAL 000's	PH 000's	IT 000's	TOTAL 000's
<b>USCINCEUR</b>											
Adventure Series	0	0	0	0	0	0	0	0	0	0	0
Affirmative	0	0	0	72	0	72	72	-72	0	0	0
Alert											
African Eagle	0	150	150	-150	0	0	0	0	0	0	0
African Lion	0	6	6	-6	0	0	0	7	0	7	7
Agile Lion	0	58	58	112	0	170	170	-116	0	54	54
Ardent Ground	0	0	0	151	0	151	151	-151	0	0	0
Atlantic Resolve	0	0	0	39	0	39	39	370	0	409	409
Atlas Series	0	8	8	7	0	15	15	27	37	5	42
Blue Game	0	0	0	43	0	43	43	86	0	7	0
Battle Griffin	0	1,248	1,248	-1,248	0	0	0	0	0	0	0
Blue Harrier	0	6	6	-6	0	0	0	0	0	0	0
Brave Knight	0	0	0	212	0	212	212	31	0	243	243
Central	0	0	0	42	0	42	42	-20	0	22	22
Enterprise											
Central Harmony	0	0	0	152	0	152	152	-152	0	0	0
Combined	0	7	7	1	0	8	8	-4	0	4	4
Endeavor											
Cornerstone	0	0	0	210	117	93	210	-163	0	47	47
Destined Glory	0	0	0	36	0	36	36	-7	0	29	29
Distant Thunder	0	59	59	-59	0	0	0	27	0	27	27
Dynamic Series	328	527	855	-92	283	480	763	-342	204	217	421
Ellipse Bravo	0	0	0	8	0	8	8	2	0	10	10

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	FY 1999			Change	FY 2000			Change	FY 2001		
	PH 000's	IT 000's	TOTAL 000's	1999/ 2000 TOTAL 000's	PH 000's	IT 000's	TOTAL 000's	2000/ 2001 TOTAL 000's	PH 000's	IT 000's	TOTAL 000's
Flintlock	0	0	0	5	0	5	5	2	0	7	7
Juniper Series	72	107	179	-179	0	0	0	175	107	68	175
Matador	0	3	3	31	0	34	34	121	41	114	155
Medceur	0	0	0	8	0	8	8	5	0	13	13
Medflag	0	1	1	1	0	2	2	0	0	2	2
Partnership for Peace	0	83	83	79	0	162	162	426	214	374	588
Peacekeeper	0	0	0	23	0	23	23	-16	0	7	7
Rescuer	0	2	2	-2	0	0	0	0	0	0	0
Rescue Eagle	0	0	0	96	0	96	96	-62	0	34	34
Sea Breeze	0	0	0	23	0	23	23	-20	0	3	3
Shared Endeavor	0	3	3	-3	0	0	0	4	0	4	4
Trail Blazer	0	0	0	0	0	0	0	20	0	20	20
Union Flash	0	0	0	10	0	10	10	-6	0	4	4
West Africa Training Cruise	0	9	9	22	0	31	31	-31	0	0	0
<b>Total PH/IT Cost</b>	<b>400</b>	<b>2,277</b>	<b>2,677</b>	<b>-362</b>	<b>400</b>	<b>1,915</b>	<b>2,315</b>	<b>12</b>	<b>603</b>	<b>1,731</b>	<b>2,327</b>
<b>USCINCTRANS</b>											
JLOTS	0	0	0	71	32	39	71	1,515	916	670	1,586
Turbo Cads	3,764	4,853	8,617	-1,710	3,456	3,451	6,907	1,082	4,462	3,527	7,989
Turbo Internodal Surge	2,707	1,473	4,180	-1,673	1,139	1,368	2,507	-2,507	0	0	0

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	FY 1999			Change	FY 2000			Change	FY 2001		
	PH 000's	IT 000's	TOTAL 000's	1999/ 2000 TOTAL 000's	PH 000's	IT 000's	TOTAL 000's	2000/ 2001 TOTAL 000's	PH 000's	IT 000's	TOTAL 000's
Ultimate	0	0	0	0	0	0	0	670	0	670	670
Caduseus											
Total PH/IT	6,471	6,326	12,797	-3,312	4,627	4,858	9,485	760	5,378	4,110	10,245
Cost											
<b>Grand Total</b>	22,830	27,345	50,175	-11,798	14,203	24,171	38,377	-883	13,912	23,589	37,494
<b>PH/IT Cost</b>											

Note: Like airframes, the CJCS Exercise Program uses a mix of sealift platforms -- RO/RO, Fast Sealift, breakbulk, container, tug and barge. Steaming days are depicted as RO/RO equivalents to provide a common performance criteria for comparison of level of effort. Each exercise requirement is resourced by MSC from available commercial and DoD assets, consequently RO/RO rates depicted are anticipated average commercial rates.

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V. Personnel Summary: Not Applicable

VI. Summary of Price & Program Changes:

		<u>Change FY1999/FY 2000</u>			<u>Change in FY 2000/2001</u>			
		<u>FY 1999</u>	<u>Price</u>	<u>Program</u>	<u>FY 2000</u>	<u>Price</u>	<u>Program</u>	<u>FY 2001</u>
		<u>Estimate</u>	<u>Amount</u>	<u>Growth</u>	<u>Estimate</u>	<u>Amount</u>	<u>Growth</u>	<u>Estimate</u>
	CIVILIAN PERSONNEL COMP							
101	Ex., Gen & Spec Sched	0	0	0	0	0	0	0
103	Wage Board	0	0	0	0	0	0	0
199	Total Civ Pers Comp.	0	0	0	0	0	0	0
	TRAVEL	0	0	0	0	0	0	0
308	Travel of Persons	2,046	25	-5	2,066	31	-29	2,068
399	Total Travel	2,046	25	-5	2,066	31	-29	2,068
703	Total JCS Exercises	381,295	6,295	-49,737	337,853	32,631	-13,405	357,079
771	Commercial Transportation	4,000	48	-48	4,000	60	-60	4,000
799	Total Transportation	385,295	6,343	-49,785	341,853	32,691	-13465	361,079
	OTHER PURCHASES	0	0	0	0	0	0	0
912	Rental Payments to GSA	0	0	0	0	0	0	0
913	Purchased Utilities (non-WCF)	0	0	0	0	0	0	0
914	Purchased Commun. (non-WCF)	0	0	0	0	0	0	0
915	Rents (non-GSA)	0	0	0	0	0	0	0
917	Postal Services (U.S.P.S.)	0	0	0	0	0	0	0
920	Supplies & Materials (non-WCF)	11,000	132	-9,132	2,000	30	-30	2,000
921	Printing and Reproduction	0	0	0	0	0	0	0
922	Equipment Maint by Contract	92	1	39	132	2	3	137
923	Fac Maint by Contract	16,000	192	-11,192	5,000	75	-75	5,000
925	Equipment Purchases (non-WCF)	19,263	231	-203	19,291	289	-108	19,472



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VI. Summary of Price & Program Changes (Continued):

	<u>Change FY1999/FY 2000</u>			<u>Change in FY 2000/2001</u>			
	<u>FY 1999</u>	<u>Price</u>	<u>Program</u>	<u>FY 2000</u>	<u>Price</u>	<u>Program</u>	<u>FY 2001</u>
	<u>Estimate</u>	<u>Amount</u>	<u>Growth</u>	<u>Estimate</u>	<u>Amount</u>	<u>Growth</u>	<u>Estimate</u>
932 Mgt & Professional Spt Svs	114	1	-1	114	2	-2	114
933 Studies, Analysis & Evaluations	4,189	50	-3,548	691	10	-10	691
934 Cntrct Eng & Tech Svs	0	0	0	0	0	0	0
987 Other Intra Gov't Purch	3,000	36	-36	3,000	45	-45	3,000
989 Other Contracts	1,114	13	39	1,166	17	-12	1,171
999 Total Other Purchases	<u>54,772</u>	<u>656</u>	<u>-24,034</u>	<u>31,394</u>	<u>470</u>	<u>-279</u>	<u>31,585</u>
9999 TOTAL	442,113	7,024	-73,824	375,313	33,192	-13,773	394,732

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**I. Description of Operations Financed:**

The Chairman serves as a member of and presides over the Joint Chiefs of Staff (JCS). He is the principal military adviser to the President, the National Security Council, and the Secretary of Defense. Additionally, he is responsible for the management and direction of the Joint Staff. The Joint Staff is comprised of directorates for providing support and analysis in the fields of manpower and personnel (J-1); operations (J-3), which includes the Combating Terrorism Directorate established in FY 1997; logistics (J-4); strategic plans and policy (J-5); command, control, communications, and computers (J-6); operational plans and interoperability (J-7); and force structure, resources, and assessments (J-8). There are four Deputy Directorates of Operations responsible for: current operations, combating terrorism, current readiness and capabilities, and information operations. Logistics has three Deputy Directorates: one for Logistics, Readiness and Requirements; one for Logistics Readiness Center; and another for Medical Readiness. There are five Deputy Directorates for Strategic Plans and Policy, three responsible for politico-military affairs from the European, Asian and Global perspectives; one for international negotiations; and one for strategy and policy. The Command, Control, Communications and Computer Systems (C4) director establishes joint doctrine & procedures for defense-wide communications, military satellite and terrestrial networks, joint tactical C4 systems, and information assurance; & coordinates crisis and contingency C4 support for US forces worldwide. Three Deputies support the Director, Command, Control, Communications and Computer Systems: the Deputy Director for C4 Command Operations, C4 Systems, and C4 Assessments & Technology.

The Operational Plans and Interoperability Director is the implementing agent for Joint Vision 2010 (JV 2010) and is also responsible for joint doctrine, joint military education, execution and evaluation of the Chairman's Exercise Program, and evaluation of operational plans. Three Deputies support the Director, Force Structure, Resources, and Assessment: the Deputy Director for Resources and Requirements; the Deputy Director for Joint Warfighting Capabilities Assessment (JWCA), Deputy Director for Wargaming, Simulation and Analysis. J-8 serves as the secretary and coordinates the processes of the Joint Requirements Oversight Council (JROC) and JWCA Assessment teams. Other

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activities include the Joint Secretariat; the Director of Management; the JCS representatives for various international negotiations; and the US Delegation, United Nations Military Staff Committee.

**II. Force Structure Summary:**

This budget activity provides the necessary funds to run the Joint Staff. The Joint Staff directly supports the Chairman and other members of the Joint Chiefs of Staff. Joint Staff programs include:

**Combating Terrorism Directorate:** The Secretary of Defense in a 15 Sep 1996 letter to the Chairman of the Joint Chiefs of Staff and in DOD Directive 2000.12, also dated 15 Sep 1996, assigned the Chairman specific new duties in combating terrorism. Additionally, the letter directed the Chairman to designate an appropriate office to carry out these new responsibilities and ensure that force protection considerations are included in every aspect of our military activities worldwide.

The Combating Terrorism Directorate assists the Chairman in his responsibility to serve as the principal adviser to the SECDEF for all DOD antiterrorism and force protection (AT/FP) issues. Some of the duties of the office include, but are not limited to:

- Review the resources the Service Secretaries propose for AT/FP programs to determine whether they are adequate.
- Prepare joint doctrines and standards for AT/FP. Review Service doctrines and standards.
- Ensure that combatant commanders' policies and programs are established for the protection of DOD personnel, their families, facilities, and other materiel.
- Assess the implementation of force protection programs within the combatant commander's areas of responsibility (AOR).

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**ISLAND SUN** is a SecDef directed special access program.

**Joint Modeling & Simulation.** Joint Analysis Models are the Joint Staff analytical software tools and simulations supporting the assessment requirements of the Chairman of the Joint Chiefs of Staff. These tools assist in conducting studies and evaluations of military forces' programs and strategies. Key functions provided by this program include: software development maintenance, documentation, and training on Joint Staff analytic tools and simulation models; development, design, and integration of database, graphics environments, and simulations; software engineering of application software to achieve software portability, interoperability, efficiency, performance, and enhanced analyst productivity; contracted technical expertise to assist Joint Staff military analysts; and exploring leading edge technologies and methodologies in the joint modeling and simulations arena.

The analytical models and simulations supported by this program are essential to the fulfillment of the analysis and assessment taskings of the Joint Staff. Analytical support requirements continue to motivate the need for greater amounts of data, faster processing speeds expansion of knowledge-based software tools, exploration and incorporation of new modeling methodologies, and greater interoperability among distributed analysis networks and existing and emerging joint modeling and simulations systems. Funds are used to: ensure compliance with DOD and Joint Staff AIS life-cycle management initiatives; ensure Joint Staff analysts remain abreast of the latest hardware, operating system, and analytical/training requirements for the user community; provide continued development and maintenance of analytical models; and provide operational, technical, and analytical support to the analysts conducting warfighting assessments of computer systems development and upgrades.

Joint modeling and simulation also includes the Joint Analytical Model Improvement Program (JAMIP). JAMIP addresses the significant limitations of existing theater-level

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simulations to provide analytic support to senior officials. Existing systems are grounded in Cold War theory about the use and deployment of forces and the nature of combat operations. They have limited capability to address the emerging concepts of joint operation warfighting. JAMIP was established by the DEpSEcDEf in May 1995. The Joint Staff (J-8) and OSD/PA&E share the lead in improving the state of analytic models throughout the Department via JAMIP. JAMIP is the development and modernization of the specialized analytic software tools and models required to examine joint operations in fulfillment of M&S support for the Chairman.

Development of the Joint Warfare System (JWARS) as the next-generation theater-level campaign analysis tool is the centerpiece of JAMIP. JWARS will be a state-of-the-art, closed-form, constructive simulation of multisided, joint warfare for analysis. JWARS will include improved C4ISR and balanced joint warfare representations and replace several legacy systems that have limited representation of integrated joint operations and are technically outmoded in design, data management, and interoperability. The entire DOD analytic modeling community will use JWARS, including the CINCs, Joint Staff, Services, OSD, and other DOD organizations. A JWARS prototype was completed in March 1997 and development began, with IOC scheduled for FY 2000 and FOC for FY 2002.

This program also includes funding for the Joint Data System (JDS). In June 1996, the DEpSEcDEf designated the OSD/PA&E JDS as the primary data support agency for JAMIP. JDS is the central authoritative source of verified, validated, and certified (VV&C) data and information for use in the JAMIP suite of models and simulations. JDS provides data sourcing, database administration, data warehousing, verification, and validation to seven current simulations of theater-level warfare and to JWARS. For JWARS, JDS ensures that proposed modeling methods can be supported with data, and will obtain appropriate data for testing.

**Pentagon Renovation Maintenance Renovation Fund (PRMRF)** is the Joint Staff's funding line to support the operation, maintenance, protection, and renovation of the Pentagon. PRMRF includes the Joint Staff rent and furniture bills and above standard facility maintenance and utilities.

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**Management Support** provides the day-to-day resources required to fulfill the Chairman's responsibilities and supports the Joint Staff personnel. Resources are used to:

- Provide the Chairman, National Command Authorities (NCA), and CINCs a real-time picture of current operations and provide a single point of contact for current plans across the spectrum of operations to include conventional, special technical, reconnaissance, counternarcotics, counterterrorism, counterproliferation, and other special operations.
- Many of the analysis functions demand a computing environment tailored for scientific analysis. The Analytical Suite, presently in Phase IV of its life cycle (operations and support), was developed as an integrated computing environment configured to support large-scale analyses and assessments, as well as ad hoc research and analysis for one-time taskings and scenario excursions, relating to:
  - Assessments of joint force capabilities
  - Analyses to assist CJCS in the development of recommendations to Secretary of Defense regarding force planning
  - Military assessments
  - Tradeoff analyses between force effectiveness and alternative resource distributions
  - Independent cost and budget analysis
  - Evaluation of effects of manpower policy and program issues on joint warfighting capability
  - Analyses of joint force capabilities and requirements
  - Plan, fund, direct, and manage the development and improvement of joint models and simulations, analysis, gaming procedures, and techniques, including automated information system support required to conduct studies and analyses for CJCS
  - Develop joint modeling and simulation capability as necessary

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- Program and budget analyses
- Analysis of proposed force structures
- Applying qualitative and quantitative gaming and analysis methods involving participation by other Joint Staff Directorates, DOD agencies, foreign nations, other government organizations, and the private sector

- Develop and maintain joint doctrine for the employment of the Armed Forces.

Previously, the Services fought under their individually developed doctrine, which led to confusion and inefficiency when joint operations were required. Joint doctrine is now the foundation of all military operations training, educating, organizing, equipping, structuring, and fighting - it focuses the Service efforts into a synergistic joint campaign. Because joint doctrine is the distilled wisdom of our collective warfighting experience, it becomes a formula for success in both war and other operations. Joint doctrine, by definition, is authoritative, thereby ensuring its primacy over Service doctrine.

- Develop and maintain the Joint Training System (JTS). JTS, which builds upon joint doctrine, is a four-phased systemic process designed to implement a high-quality joint training program that maximizes the readiness of the Armed Forces (i.e., the ability to place personnel and units into joint operations with a high probability of mission success). Phase I, Requirements, is expressed as a joint mission essential task list (JMETL), which produces mission-based CINC-specific strategic, theater, operational, or tactical tasks derived from the Universal Joint Task List. JMETL tasks are directly related to the National Military Strategy and the Joint Strategic Capabilities Plan's (JSCP) missions assigned to the combatant commands. Phase II, Plans, results in the creation of joint training plans by taking the requirement-based tasks, identified in the first phase, and linking them to the appropriate training audience and support tools. Phase III, Execution, implements joint training plans, normally through a CINC-sponsored exercise program, conducted and evaluated by joint force commanders. Finally, Phase IV, Assessments, is initiated by the commander to determine the plan's training effectiveness

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and resulting levels of joint readiness. Assessments impact doctrine, organization, training, material, and education.

- Provide assistance to the CINCs for developing and evaluating war plans. Prepare strategy, planning guidance, and policy for operations, logistics, organizational issues, politico-military affairs, and international negotiations--in coordination with the combatant commands, the Services, OSD, the interagency and international organizations. Provide independent assessments, plans, and evaluations of projects of high interest to the Chairman of the Joint Chiefs of Staff, and the Director, Joint Staff, and other Services.

- Execute the CJCS-Sponsored Exercise Program (CSEP). CSEP is focused on joint doctrine, policies, procedures, systems, and training to ensure effective strategic direction and integration of US and coalition military forces worldwide. The CSEP provides a robust "across the seams" training environment which is specifically designed to address interoperability at the national level by presenting senior leaders with challenging and thought-provoking situations that address key warfighting issues. This program offers other government departments and agencies, outside of DOD, a baseline series of exercises that can be used to support interagency coordination and training.

- Provide support for logistic capabilities of the combatant commands, to include information fusion, developing strategic mobility, mobilization, medical, readiness, civil engineering, exercise/wargame analysis, and sustainment policies and procedures to support combat forces.

- Provide functional oversight to the Global Combat Support System (GCSS) to ensure information interoperability across combat support functions and between combat support and command and control functions in support of the joint warfighter. Coordinates the overall policy and guidance to implement the GCSS strategy representing a new paradigm in the way automated information systems of the future will be developed in accordance with the Clinger-Cohen Act.



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- Coordinate DOD efforts to ensure adequate command, control, communications, and computer (C4) support to the CINCs and the National Command Authorities (NCA) for joint and combined military operations. Develop policies, plans, and programs for C4 systems, conceptualize future C4 systems design, and provide direction to improve command and control (C2) systems.
- Perform the Joint Warfighting Capabilities Assessments (JWCA). JWCA processes assist the Joint Requirements Oversight Council (JROC) in providing recommendations to the Chairman concerning military advice to the SECDEF on the military requirements and priorities. JWCA teams support the Chairman by assessing the extent to which the program recommendations and budget proposals of the services and other DOD components conform with the priorities established in strategic plans and the priorities of the CINCs.
- Use interagency and international wargames, seminars, and workshops to:
  - Conduct studies and analyses of nuclear and conventional forces in support of JWCA teams, international negotiations, Joint Strategic Planning System; Planning, Programming, and Budgeting System; the Quadrennial Defense Review; and analyses such as the Mobility Requirements Study-05, and the Weapons of Mass Destruction studies.
  - Provide mobility modeling studies and analysis for the CJCS and SECDEF to assess the logistics impacts of a dynamic range of strategic policies that address the "fort-to-foxhole" mobility program.
  - Provide essential training, analysis, and assessments to maintain and improve US military sustainment capabilities in joint, combined, and coalition environments.
  - Provide assessments of international and domestic politico-military, economic, demographic, environmental and psychosocial trends, and their impacts on national security policy and military strategy.

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- Support interagency and international politico-military crisis simulations sponsored by the Chairman, Service principals, OSD, and the CINCs.

- Operate and provide ongoing upgrades to the Joint Staff Information Network (JSIN) (formerly known as the Joint Staff Automation of the Nineties (JSAN) program). JSIN is the network infrastructure that provides crucial decision-making information affecting military operations to the Chairman of the Joint Chiefs of Staff and the Joint Staff. JSIN improves the action processing system for faster coordination of critical classified and unclassified issues with CINCs, Services, and agencies. In addition, JSIN satisfies office automation requirements such as collaborative planning tools, action package preparation and tracking, automated message handling, local area networking, word processing, and electronic mail with attachments.

Management support also provides for the normal operating costs of the Joint Staff (e.g., civilian pay, travel, training, and communication).

Note: Budget Activity (BA) totals do not agree with amounts reported in the O-1 exhibit as a result of minor realignments of funds between BA after funding levels for the O-1 had been established. The following table illustrates the difference between the O-1 and the budget justification book:

	<u>FY 2000</u>	<u>FY 2001</u>
O-1 Exhibit	132,279	157,883
Budget Justification Book	133,043	159,640

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**III. Financial Summary (O&M \$ in Thousands):**

	FY 1999 Actuals	FY 2000			FY 2001 Estimate
		Budget Request	Approp	Current Estimate	
A. <u>The Joint Staff</u>					
1. Combating Terrorism Directorate	2,755	2,837	2,837	2,454	2,896
2. Joint Modeling & Simulation /1	20,262	24,191	24,191	24,191	12,969
3. Joint Staff Information Network	10,795	10,583	10,583	11,869	15,142
4. ISLAND SUN	25,982	26,991	26,991	26,991	30,520
5. Pentagon Res Maint Rev Fund	7,454	33,641	11,541	9,410	35,528
6. Management Support	<u>61,297</u>	<u>60,404</u>	<u>57,024</u>	<u>58,128</u>	<u>62,585</u>
TOTAL	128,545	158,647	133,167	133,043*	159,640*

B. Reconciliation Summary:

	Change <u>FY 2000/FY 2000</u>	Change <u>FY 2000/FY 2001</u>
Baseline Funding	158,647	133,043
Congressional Adjustments		
Distributed	-1,000	-
Undistributed	-24,480	-
FY 2000 Recission	-521	-
Price Change	-	2,352
Reprogramming/Transfers	-103	14,573
Program Change	<u>500</u>	<u>9,672</u>
Current Estimate	133,043	159,640

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/1 Includes the Joint Analytical Model Improvement Program (JAMIP), the Joint Staff Modeling & Simulation, and Analytical Suite.

C. Reconciliation of Increases and Decreases: (\$ in Thousands)

FY 2000 President's Budget		158,647	
Congressional Adjustments (Distributed)			
Joint Multi-dimensional Education & Analysis System (JMEANS)		4,000	
Management Headquarters Reduction		-5,000	
Total Congressional Adjustments (Distributed)			-1,000
Congressional Adjustments (Undistributed)			
Pentagon Renovation Transfer Fund		-22,100	
Management Headquarters Reduction		-1,310	
Contract and Advisory Assistance		-1,070	
Total Congressional Adjustments (Undistributed)			-24,480
FY 2000 Appropriated Amount			133,167
FY 2000 Rescission		-521	-521
Transfer Out			

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<u>Defense Security Services</u> - reduction transfers funds from the Joint Staff to the Defense Security Service to pay the National Industrial Security Program (NISP). NISP was established to provide a means of working with private industry to ensure while contractors perform work on classified government contracts, they properly safeguard classified information in their possession.	-103	-103
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Program Increases/Decreases:

<u>Joint Vision Integration Center</u> - provides funding to continue development of the Joint Vision Integration Center (JVIC). The JVIC will provide a comprehensive perspective on activities undertaken to implement the current Joint Vision. The JVIC will be used to manage the Joint Vision Implementation Process and to make recommendations on the transformation of US Armed Forces to the President and Secretary of Defense.	500	500
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FY 2000 Current Estimate		133,043*
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Price Growth:		2,352
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Transfer In:

- <u>Pentagon Reservation and Maintenance Revolving Fund (PRMRF)</u> - Increase reflects adjustments to balance Pentagon Reservation and Maintenance Fund customer accounts with changes in renovation schedule, swing space leases, furnishings and above standard requirements. FY00 congressional reduction moves funds into the Pentagon Renovation Transfer fund. FY 2001 funds remain budgeted in the Joint Staff.	26,859	
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Transfer Out:

- <u>Information Technology</u> - Decrease due to realignment of Joint Warfare System	-12,286	
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(JWARS), Joint Staff Information Network (JSIN) and SATCOM operations and maintenance funding to the RDT&E appropriation to comply with recent Congressional language which clarifies budgeting for Information Technology and Automated Information Systems (AIS). JWARS will be the campaign simulation used to assess the impact of Command, Control, and Communications, Computers and Intelligence (C4I) Surveillance and the Reconnaissance (C4ISR) on battle outcomes. JSIN RDT&E funding will procure and modify a commercial workflow/document management/records management/archiving system to replace the one-of-a-kind Joint Staff Action Processing (JSAP) system. SATCOM RDT&E efforts will provide the Joint Staff assessment, oversight, and coordination of system architectural analysis and requirements to ensure JV2010 supportability and will establish a standard Joint Staff and CINC tool for SATCOM resource visibility, tracking and management, and automated workflow.

Total Transfers

14,573

Program Increases:

- ISLAND SUN - Increase due to realignment of funds from procurement appropriation to operations and maintenance to support increased operations and maintenance and circuit leasing requirements associated with the Planning and Decision Aid System (PDAS). 3,529
  
- Joint Staff Information Network - The Joint Staff's computer networks and the resident information on them, represent lucrative targets to potential adversaries or simple hackers with malicious intent. Information assurance initiatives begun by the Joint Staff in FY 1999 must be vigilantly continued and, in fact, grow in tandem with increased external communication and collaboration capabilities which will be fielded on both networks in the next 2 years. The JSIN classified network is considered "mission critical" as it 3,273

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provides automated distribution of AUTODIN message traffic, rapid electronic staffing of proposed advice to the NCA, operational planning, and resource allocation decisions. The era of "knowledge management" has arrived at the Joint Staff and prototype systems must be developed to ensure rapid sharing of knowledge at optimum times to support senior decision-makers and staff officers. This is an explosive area with great potential that JSIN must support. Increased collaboration with commands, Services, departments, and agencies and timely interaction with staff counterparts throughout commands worldwide will continue to grow in both the classified and unclassified domains. JSIN will be the primary system enabling the Joint Staff to achieve great efficiency and operational effectiveness through collaboration

Joint Warfare System - additional funding develops key C3IR enhancements to the Joint Warfare System (JWARS). This increase provides sufficient funding to maintain the current Joint Data System (JDS) and funds JDS support for future Quadrennial Defense Reviews. The JWARS will be the campaign simulation used to assess the impact of C3ISR on battle outcomes and JDS will manage the data. 2,800

Metro Facility Entrance - For security purposes the Pentagon metro entrance will be re-constructed. Additional funding supports the construction of the Pentagon metro facility entrance. 2,000

Analysis Support- increase provides critical funding needed to support analytic study efforts for the Quadrennial Defense Review strategies, war-gaming simulations, and Chairman-sponsored Joint Warfighting Capabilities Assessment team analysis. 1,634

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Commissary Rebate - The National Defense Authorization Act prohibits DeCA from paying costs for services provided by DoD or any other federal agency that exceeds the price at which the service could be procured in full and open competition. As a result, the Joint Staff received additional funding because of DeCA rebates. 1,300

Joint Training System - Joint training is requirements-based and mission-focused-the right approach. The increase in funding provides for the revision, additions, and improvements to the Joint Training System (JTS). The increased funding will also provide for the support and implementation of PDD-56 and Public Law 103-62 by providing the following: Support in developing and conducting the "Discovery Series" of simulations and war games designed to assist in determining the required features (Interagency Doctrine, Interagency Task List, Interagency Training System) of an Interagency Training System (ITS) patterned after the JTS; and support in leading an interagency working group with the mission of building an ITS compatible with the JTS and an Interagency Task List patterned after the Universal Joint Task List. The increased funding provides for the development of a new Universal Joint Task List based on JV 2010 Desired Operational Capabilities (DOCs) no later than FY 2002 and will assist JV 2010 with the implementation of learning/training technologies developed through the President's initiative on Advanced Distributed Learning (ADL). 520

The JTS provides guidance and tools for planning, executing, and assessing training. CINC/CSA JTS Requirements: Joint/Agency Mission Essential Task List development-due annually from CINCs/CSAs; Joint/Agency Training Plan development-due annually from CINCs/CSAs; Joint After Action Reports...due at conclusion of each joint exercise; Joint Universal Lessons Learned...database updated as a result of after action report input; Joint Training Master Schedule-input due annually from CINCs/CSAs; Training Proficiency Assessment Data Management-data used by CINCs/CSAs to update Training Plans and Mission Essential Task Lists; Joint Exercise Life Cycle Management-a cycle within a cycle (planning, preparation, execution, and post-exercise and evaluation



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phases); CINC/CSA Readiness Assessment-created new requirement and codified old requirement; Remedial Action Program-data used to improve warfighting capabilities. The JTS improves readiness through quality training.

Joint Doctrine - Fulfills responsibilities of the Chairman under US Code, Title 10, to develop joint doctrine for the employment of the Armed Forces. Includes development, revision, printing, and distribution. FY 00 was the first year of full funding for the Joint Doctrine program. CJCS has set the course for the future of doctrine: innovative use of information technology to improve its usefulness, quality, and accessibility. The increase in funding is critical to sustain the following ongoing programs, which includes the joint electronic library on CD-ROM. 1) All doctrine, CJCS instructions, selected Service doctrine, and joint force briefings have been consolidated into a single disc. This disc replaces over 200 publications at a fraction of the cost and includes an electronic search capability to speed user research. This program is consistent with the SECDEF initiative to reduce printing. 2) The joint doctrine worldwide web site. It has become the preferred method for distributing doctrine, saving both time and money. 3) The joint electronic information system. This will be a doctrine database with hyperlinks to all related material (e.g., universal joint task list, lessons learned, war plans, history). The system will include electronic staffing of doctrine as well as establish a "one stop shop" for doctrine--a reference library available 24 hours a day. 4) A doctrine networked education and training (DOCNET) system of which 7 of 32 modules are complete. DOCNET will be an Internet-based education system designed to teach doctrine to the entire military community - formal schools, quick reaction joint task forces, and Reserve Components. This initiative will save travel and classroom time, improve the knowledge level of the total force using a common joint baseline, and yield better prepared joint forces. 5) Develop and revise approximately 110 joint publications. 6) Administrative support for the Joint Doctrine Working Party

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(semiannual conference for CINCs and Services). 7) Maintain Joint Electronic Library (JEL), master terminology database, and conduct research. 8) Develop and sustain CJCS joint doctrine products. 9) Incorporate future operational concepts that will evolve from JV 2010.

National Military Command Center (NMCC) Operations Systems Support (JOPES Support)- Additional contractor support is needed to address JOPES challenges and contributes to improving the warfighters' ability to deploy and execute National Command Authorities (NCA) directives. JOPES is the Nation's crisis management deployment system. Increased contractor support will help to respond to the many new operational challenges in synchronizing OPSEC concerns with external IT systems, in developing and achieving CJCS mandated 72-hour TPPD standard, in evaluating and adjudicating requests by CINCs for release of information and technologies to foreign governments, and in radically altering the JOPES Crisis Action Procedures (CAP) within the first several days of a crisis to better support the NCA. Factors jeopardizing ability to keep up with all critical aspects of JOPES include: JOPES 2000 redesign requirements, J4 Deployment Division initiatives, USJFCOM Deployment Process Owner implications, and Advanced Concept Technical Demonstrations (ACTD) proliferation.

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Other Program Increases - includes minor adjustments to several programs. 758  
For example this increase: 1) supports the purchase of Automatic Identification Equipment in support of daily USCENTCOM supply operations and the Joint Logistics Warfighting Initiative. This equipment will be used to provide total transit visibility of supplies coming into the CENTCOM AOR, down to the receiver level. 2) and provides contractor support to examine DOD processes for fielding synchronized, interoperable C4 capabilities and optimizing Joint Task Force operations, regardless of mission or theater.

Total Program Increases 16,554

Program Decreases:

- Joint Multi-Dimensional Education and Analysis System (JMEANS) - program was a -4,000 one-time add by Congress in FY 2000.
- Pentagon Renovation and Maintenance Revolving Fund - decrease adjusts Joint Staff account for basic cost of services, secure secretarial support facility and administrative costs. -2,882

Total Program Decreases -6,882

FY 2001 Budget Request: 159,640\*

\* Budget Activity (BA) totals do not agree with amounts reported in the O-1 exhibit as a result of minor realignments of funds between BA after funding levels for the O-1 had been established.

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

The Joint Staff is responsible for providing support to the Chairman of the Joint Chiefs of Staff in his role as the principal military adviser to the President, the National Security Council, and the Secretary of Defense. In this capacity, the Joint Staff supports the accomplishment of all DOD corporate goals.

It is difficult to quantify the results of staff actions, however. For example, the impact of a newly developed joint doctrine on an exercise or operation is not readily measured. Yet, the successful rescue of Capt. Scott O'Grady in Bosnia was a joint operation that fully exercised the newly published joint search and rescue doctrine. This guidance proved that the synergy provided by a joint force is far superior to the separate Service efforts of the past.

Accomplishment of the DOD corporate goals and successful employment of US and coalition forces worldwide depends upon a number of programs and actions provided by the Joint Staff. Development, enrichment, and deployment of joint policy, procedures, doctrine, and training methodologies are critical. Military engagement throughout the world on issues such as humanitarian law in armed conflict, maritime affairs, treaty compliance activities, security assistance matters, and international negotiations associated with these activities remains a priority. Analysis through modeling, simulations, war games, and analytical studies for department assessments such as the Quadrennial Defense Review (QDR) and Joint Warfighting Capabilities Assessments (JWCA) must be accomplished to ensure efficient organizations and effective use of scarce resources. Development and evaluation of war plans and preparation of strategy, planning guidance, and policy for operations, logistics, C4, organizational issues, politico-military affairs, and international negotiations are crucial for improvements in department operations. Examples of the Joint Staff's accomplishments in these areas include:

- Coordinated, managed, and allocated 90 Joint Staff Integrated Vulnerability Assessments (JSIVAs) for FY 1999. Military and civilian directorate personnel participated in the 90 JSIVAs, which assessed DOD installations in the area of physical

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security, counter-operations, intelligence/ counterintelligence, operational readiness, structural engineering, and infrastructure engineering. CONUS JSIVAs give greater emphasis to antiterrorism and force protection (AT/FP) programs and procedures, the conduct of in-depth reviews of installation threat warning processes, and the ability to effectively transition to higher THREATCONS. OCONUS JSIVAs give greater emphasis to installation infrastructure and technical improvements of physical measures designed for the protection of large population centers and the prevention of mass casualties. JSIVA team assessments provide combatant commanders, Service Chiefs, and installation commanders with an expert assessment of their vulnerability to terrorist attack, options to enhance their AT/FP programs, and feedback to the CJCS on his AT/FP initiatives. The Joint Staff developed and maintained a database on the trends and analysis developed from the JSIVAs to be used as a tool to enhance AT/FP at the installation level.

- Completed development and deployed the Joint Staff Integrated Vulnerability Assessment (JSIVA) Information System (JIS). JIS version 1.2 provides the Joint Staff sponsored Defense Threat Reduction Agency (DTRA) JSIVA Teams a tool to enter information which builds out-briefing slides and the final report, as well as update the main database with observations and findings. The database is used to extract trends, best practices, and other analytical information. Version 2.0 will incorporate the tool into the Internet for worldwide use.

- The Best Practices Study was initiated to achieve the Chairman's vision of US forces, throughout the world, being premier in combating terrorism. The study examines USEUCOM, the United Kingdom, and Israel within the four basic research areas of : vigilance, awareness/coordination, AT/FP deterrence and technology integration. The finding will be presented at the Worldwide Antiterrorism Conference. US forces will incorporate best practices derived from the study as they increase their proficiency in combating terrorism.

- Developed a Antiterrorism/Force Protection Weapons of Mass Destruction Planning Template Annex. This annex provides installation commanders and DOD antiterrorism/force protection planners a tool to assess threats and measure risk regarding incidents

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involving Weapons of Mass destruction (WMD) utilizing an interactive CD-ROM. This tool complements the AT/FP Installation Planning Template, which assists in the overall development of antiterrorism/force protection plans.

- Conducted three Joint Staff Antiterrorism/Force Protection Executive Seminars, with CINC/Service/agency general officer, flag officer, and other senior level representatives in attendance. The seminar goal is to expose senior leadership to the increasing emphasis on antiterrorism in an effort to help institutionalize our commitment to develop a premier force protection capability.
- Conducted the FY 1999 Force Protection Equipment Demonstration (FPED). The focus of the FPED was to showcase commercial-off-the-shelf force protection equipment to commanders, senior decision-makers within DOD, the inter-agencies, and congressional members. The FPED purpose was to identify useful COTS items that can be readily obtained and put to use in a force protection role. The FPED showcased force protection equipment from 366 vendors and over 4,050 participants attended.
- Joint Operation Planning and Execution System (JOPES) documents that define planning and execution procedures for the nation's deployment management system were staffed and published. Three published reference documents provided critical operational planning parameters. Two other documents were totally rewritten and are in the staffing process now with CINCs, Services, agencies, and the Joint Staff. One organizes the JOPES database and provides business rules; the other defines planning policies and procedures for JOPES. These documents enhanced joint capabilities of the US Armed Forces and improved force management procedures.
- In December 1997, established a Counterproliferation Division to handle operational counterproliferation (CP) and OCONUS consequence management (CM) issues. This new division has: developed and published the CJCS instruction on Military Support to Foreign Consequence Management Operations. Executed Operation AUBURN ENDEAVOR to retrieve highly enriched uranium from Tbilisi, Georgia. AUBURN ENDEAVOR was a cooperative operation, performed under the guidance of a Joint Interagency Task Force

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(JIATF). Conducted two counterproliferation war games with the geographic combatant commands concerning flexible deterrent options, as well as three senior-level CP interdiction policy games. Received and reviewed the individual combatant commands' CONPLANS 0400 (Counterproliferation) Strategic Concept (STRATCON). CJCS approval of these STRATCONs led to the plan writing phase for each CINC. Received and currently reviewing the individual combatant commands' CONPLAN 0400.

- All doctrine, CJCS instructions, selected Service doctrine, and joint force briefings have been consolidated into a joint electronic library on CD-ROM. This single disc, which includes electronic search capability, replaces over 200 publications at a fraction of the cost.
- The recently developed joint doctrine worldwide web site is within the top five in all DOD for popularity (over 100,000 accesses per week). It has become the preferred method for distributing doctrine, saving both time and money.
- The joint electronic information system is under development. This will be a database of all doctrine that will be hyper-linked to all related material (e.g., universal joint task list, lessons learned, war plans, history). The system will include electronic staffing of doctrine as well as establish a "one stop shop" for doctrine--a reference library available 24 hours a day.
- A doctrine networked education and training (DOCNET) system is being developed. It will be an internet-based education system designed to teach doctrine to the entire military community - formal schools, quick reaction joint task forces, and Reserve components. This initiative will save travel and classroom time, improve the knowledge level of the total force, and yield better prepared joint forces.
- Examined the Nation's ability to mobilize the National Guard and Reserves and identified shortcomings in the mobilization planning processes.
- Developed and coordinated USG policy regarding anti-personnel landmines (APL) and mixed antitank munitions that resulted in the statement of US APL policy in PDD-64 (Anti-

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Personnel Landmines: Expanding Upon and Strengthening US Policy (U)). Preserved US military interests to retain the option to use these weapons to protect US forces while committing to seek suitable alternatives that would enable the US Government to sign the Ottawa Convention by 2006.

- Assisted transition of USEUCOM/USCENTCOM responsibilities in their expanded area of responsibilities of Western Slavic/Caucasus and Central Asia.
- Organized and managed the information exchange mechanisms for the CFE Treaty Implementation that guided USEUCOM and Services through the complex data exchange processes for the CFE Treaty and Global Exchange of Military Information (GEMI). Developed and packaged detailed numerical analyses to support Joint Staff positions in the policy formulation process of CFE Treaty Adaptation.
- Assisted in the formulation of a positive vision of the broader arms control regime (Article V) of the Dayton Accords.
- Assisted in the effort to develop militarily sound and significant confidence and security building measures in the ongoing international effort to revise and update the Vienna Document 1994--the widest CSBM regime in Europe.
- Supported Anti-Ballistic Missile (ABM) Treaty-mandated meetings of the Standing Consultative Commission that lead to successfully negotiating with Belarus, Russia, Ukraine, and Kazakhstan, and implementation details for Confidence Building Measures Agreement (CBMA) from ABM/TMD Demarcation Agreements.
- Supported Intermediate Range Nuclear Forces (INF) Treaty-mandated meetings of the Special Verification Commission that successfully broke a 3-year delay on how to address INF inspection rights at Votkinsk, Russia.
- Developed multi-agency support team (MAST) concept as operational link to PDD-56 (USG Policy on Managing Complex Contingency Operations (U)) politico-military planning process.



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- Served as the Joint Staff representative on delegation to Rome negotiating creation of permanent UN International Criminal Court (ICC) and successfully defended against treaty provisions that would have made US forces vulnerable to politically motivated prosecutions as war criminals.
- Published Joint Planning Document (JPD), Joint Strategic Review (JSR), National Security Strategy (NSS) Document, Contingency Planning Guidance (CPG), Joint Strategic Capabilities Plan (JSCP), European Posture Review (EPR), Unified Command Plan (UCP), and Theater Engagement Planning (TEP) Documents and associated annexes.
- Served as the Joint Staff lead for USG policy on space control and the use of lasers in space as a result of the mid-range chemical infrared laser anti-satellite test.
- Served as the Joint Staff representative to the Nuclear Weapons Council working level groups and participated in the development of the Nuclear Weapons Stockpile Memorandum, Nuclear Stockpile Certification Report, Nuclear Weapons Stockpile Plan, Nuclear Weapons Deployment Plan, and the Nuclear Weapons Surety Report. Served as the Joint Staff lead to monitor Nuclear Stockpile Stewardship Program.
- Developed and implemented anthrax vaccine policy/plan.
- Represented the Joint Staff on NBC Defense Policy Counterproliferation Council and published Joint Pub 3-11 (Joint NBC Operations) and drafted CJCS 3110.07 (NBC Defense).
- Established Information Assurance Assessments (IA) to provide uniform CINC Joint Monthly Readiness Review (JMRR) reporting. Conducted zero-based review of DOD's IA Program to assess current requirements and programmatic efforts to date. Identified IA priorities, shortfalls, and issues from review of vulnerability assessments.
- Developed the Joint Program Analysis Tool (JPAT) to compare PPBS databases. This software tool is expected to dramatically improve the critical analysis of POM data and OSD/Services' budget actions. By allowing the analyst to create user-defined views of

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DoD PPBS data, JPAT will enhance the ability to identify fiscal changes and trends impacting the DOD's future readiness and modernization efforts.

- Initiated a rewrite of the Master Positioning, Navigation, and Timing Plan, CJCSI 6130.01A. This is the DOD's plan for use, sustainment, and modernization of positioning, navigation, and timing (PNT) systems to meet operational requirements. This plan implements the CJCS's joint systems responsibilities - it provides the policy and planning basis for DOD PNT requirements.

- Revised CJCSI 6212.01, "Compatibility, Interoperability, Integration, and Supportability of Command, Control, Communications, and Computers", and completed initial staffing review. C4 Interoperability checklists were updated to include interoperability Key Performance Parameter (KPP), and Information Exchange Requirements (IERS) assessment procedures. This revision also adds Joint Staff supportability certification procedures for C4I Support Plans and establishes the DISA Joint C4I Program Assessment Tool (JCPAT) as the document review insertion point.

- Continued work in the Joint Deployment Process Improvement (JPDI) effort to enhance interoperable joint deployment process and capability to support the Joint Force Commander. A Campaign Plan, outlining relationships among DOD organizations and their independent process improvement initiatives, is in the final stages of development.

- Initiated a study to review and evaluate what the Joint Simulation System (JSIMS) has the ability to display from initial Operational Configuration through Final Operational Configuration. The study models the Defense Transportation System as it relates to wholesale logistics distribution. The study will identify Advanced Concept Technology Demonstrations that could be integrated into JSIMS to enhance future Joint Staff, CINC and Joint Task Force ability to conduct logistical planning. The study will enhance joint logistic decision making tools by providing increased visibility on the availability and distribution of critical logistic requirements.

- Supported the Focused Logistics War-game (FLOW), an assessment tool used to evaluate the capability of joint, combined and interagency logistics to support the

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warfighter. FLOW is the only war-game within the Department of Defense that concentrates specifically on joint logistics capability assessment. FLOW examines joint logistics over a full spectrum of operations and assesses the capability to support JV 2010. The game provides a mechanism for applying and evaluating technological breakthroughs, joint logistic doctrine and desired operational capabilities to implement the JV 2010 tenet of Focused Logistics.

- Sponsored a study to assess the Aerocraft, a Lockheed Martin proprietary design concept with promising military applications and the potential to revolutionize strategic mobility. The objective of the study is to provide a range of options for baseline objectives and defense features that will be most beneficial to the Department of Defense. Specific operations research studies will be conducted to evaluate Aerocraft features of interest such as requirements to transport specific military equipment, detailed airfield operating concepts, range, payload and refueling options and how Aerocraft might compliment existing cargo capabilities.

- Initiated an assessment of the JNBC Defense POM to assess the Joint NBC Defense Program - specifically current and future material development and RDT&E -- to ensure that CINC CP Warfighting Requirements are adequately addressed. This assessment will recommend actions to address CINC CP priorities via the POM.

- Initiated a study of Joint Training System Interagency Education and Training. The objectives of this study are to conduct an analysis of current training programs and their relationship, current or potential, to the Universal Joint Task List, analyze the appropriated methodologies to integrate the agencies, and construct a way ahead roadmap with metrics to achieve the recommended roadmap.

- Overhauled procedures and resources to improve the management and analytical rigor of Joint Staff studies. Designed, tested, and implemented new processes for the Joint Staff Resource Management Council to assess study requirements and allocate limited study resources. Designed and published guidebooks for Joint Staff action officers to assist them in knowledgeably building a study effort and in writing a well-structured

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statement of work. Designed and implemented a prototype management information system to help plan, resource, and track the status of Joint Staff studies.

- Established worldwide user connectivity to an information base containing bibliographic information on Joint Staff studies, identification of joint subject matter experts, and descriptions of selected joint analytical tools and methodologies. Study planners and directors use the information base to quickly research past efforts or find additional sources of help (people and tools).

- Conducted a comparative analysis of various aircraft fleet composition and staging options to meet transportation requirements of the Commanders-in-Chief of the Unified Commands. This analysis was instrumental in validating requirements and costing out alternatives in response to a congressional enquiry.

- Developed and deployed a World Wide Web-based collaborative tool to assist the joint warfighting community with conducting a major departmental study on mobility requirements. The tool facilitates near-real-time collaboration among geographically separated authors, editors, and reviewers and allows them to more quickly develop and validate analytical findings and recommendations.

- Evaluated selected state-of-the-art analytical technologies to determine their potential to improve the accuracy and responsiveness of joint warfighting capability assessments, joint resource allocation, and force structure analyses. Developed prototype visualization tools that can generate new insights and permit greater interactivity with decision-makers in the areas of joint air-to-ground combat identification and strike operations. Developed a large-scale resource allocation model that can assess the impact of information flows on operational outcomes and force structure costs.

- Initiated research to gather and organize information concerning the details of smaller scale contingencies to determine the commonalties and differences among them. Follow-on efforts will use the resulting data and database to analyze these operations and their impacts on the structure of the supporting forces.

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- Provided technical support to the joint warfighting community to quantify the benefits, scope the resource requirements and define operational concepts for implementing an open-source analytical capability to support combatant command and joint task force staffs during real-world operations.
- Assessed Joint Staff analytical capabilities and processes for supporting the Quadrennial Defense Review. Examined alternative analysis data structures and technical capabilities required to support the senior decision-makers during the next QDR.
- Continued the development of the initial operational capability (IOC) version of the Joint Warfare System (JWARS). JWARS will be the next-generation, theater-level campaign analysis tool. Supporting JWARS activities included: verification and validation (V&V) planning and execution; test and evaluation (T&E) planning; research into challenging representation problems (e.g., environment, communications, and weapons of mass destruction); and research into enhancing software performance. The Joint Data System (JDS) (the central authoritative source of verified, validated, and certified (VV&C) data and information for use in the JAMIP suite of models and simulations) provided information on availability of data and actual data for JWARS development; continued to provide data for two major DoD studies (Experiment in Modeling Focused Logistics and Mobility Requirements Study 2005); and improved upon and released on a regular basis the detailed US force, unit, and equipment data in the Conventional Forces Database. The Joint Staff also managed and maintained the current suite of models (implemented three new versions of existing models; inducted four new tools into suite; retired eight tools). In preparation for the assumption of responsibilities for JWARS field support and configuration management the Joint Staff/J-8 has implemented a help desk with a dedicated web site, and published a Help Desk Guide. In addition, the Joint Staff/J-8 has prepared and coordinated the Configuration Management Plan, Fielding Plan, Beta Test Plan, participated in use site surveys, and assisted user sites and the JWARS Office to meet hardware and supporting software requirements. J-8 has also prepared and

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coordinated Memorandums of Agreement between the JWARS development Office, JDS, the Joint Staff, and each of the twelve Beta test sites.

- Significant improvements were made to the reliability, capability, survivability, and security of the Joint Staff Information Network (JSIN). Secure information flow between the Joint Staff and external agencies via JSIN increased drastically, without any incidents of intrusion, as we improved the capability of Cyber-shield, Netranger, and firewall security components. Defense Messaging System (DMS) implementation began, providing writer to reader messaging services on a limited basis via the unclassified network. The Joint Staff Action Processing system was improved by integrating the user interface with the JSIN e-mail client, providing a consolidated inbox for all staff actions. A robust, real-time JSIN network backup capability was installed at an alternate offsite location, and validated during Y2K contingency testing. Obsolete equipment was disposed of or updated and redistributed maximizing utilization and return on investment. New generation secure telephone equipment (STE) was placed on order to upgrade the Joint Staff secure communications capabilities.

- Finally, in FY99, the Joint Staff received a one-time add to support Y2K compliance efforts for the CINCs and the Joint Staff. Additional funding ensured that critical warfighting missions were evaluated in joint operational environments under simulated Y2K conditions. Additional funding was used for contractor support and Y2K program management, as well as software, hardware and other computer enhancements.

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V. Personnel Summary:

	Actuals			Change
	<u>FY 1999</u>	<u>FY 2000</u>	<u>FY 2001</u>	<u>FY 2000/2001</u>
Active Military End Strength				
Officer	811	807	805	-2
Enlisted	284	283	273	-10
TOTAL	1,095	1,090	1,078	-12
Civilian End Strength				
USDH	215	212	207	-5
TOTAL	215	212	207	-5
Military Average Strength				
Officer	811	807	805	-2
Enlisted	284	283	273	-10
TOTAL	1,095	1,090	1,078	-12
Civilian FTEs				
USDH	192	204	203	-1
TOTAL	192	204	203	-1

The reduction in military and civilian billets reflects the second of a 5-year phase out plan to reduce Joint Staff manpower by 12 percent. A total of 87 billets will be reduced over the 5 years. FY 1999 FTEs are low due to the 9-month lag in hiring driven by the requirement for security clearances.

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**VII. Summary of Price & Program Changes:**

		<u>Change FY 1999/FY 2000</u>						
	<u>FY 1999</u>	<u>Price</u>	<u>Program</u>	<u>FY 2000</u>	<u>Price</u>	<u>Program</u>	<u>FY 2001</u>	
	<u>Program</u>	<u>Amount</u>	<u>Growth</u>	<u>Program</u>	<u>Amount</u>	<u>Growth</u>	<u>Program</u>	
CIVILIAN PERSONNEL COMP								
101	Ex., Gen & Spec Sched	15,955	766	-508	16,213	600	17,378	
103	Wage Board	35	2	-1	36	1	37	
199	Total Civ Pers Comp.	15,990	768	-509	16,249	601	17,415	
	TRAVEL	0	0	0	0	0	0	
308	Travel of Persons	5,173	62	50	5,285	79	5,474	
399	Total Travel	5,173	62	50	5,285	79	5,474	
INDUSTRIAL FUND PURCHASES								
672	Pentagon Reservation							
	Maintenance Revolving Fund	7,454	-60	2,016	9,410	141	35,528	
699	Total Industrial Fund Purchases	7,454	-60	2,016	9,410	141	35,528	
771	Commercial Transportation	60	1	3	64	1	64	
799	Total Transportation	60	1	3	64	1	64	
OTHER PURCHASES								
912	Rental Payments to GSA	352	4	15	371	6	378	
913	Purchased Utilities (non-WCF)	845	10	435	1,290	21	1313	
914	Purchased Commun. (non-WCF)	1,881	23	-105	1,799	27	1901	
915	Rents (non-GSA)	245	3	301	549	8	557	
917	Postal Services (U.S.P.S.)	97	1	-1	97	0	97	
920	Supplies & Materials (non-WCF)	4,859	58	903	5,820	87	5,894	
921	Printing and Reproduction	537	6	-175	368	6	577	
922	Equipment Maint by Contract	9,627	116	141	9,884	148	13,293	
923	Fac Maint by Contract	726	9	5	740	11	754	
925	Equipment Purchases (non-WCF)	14,401	173	-7,076	7,498	112	2,807	
932	Mgt & Professional Spt Svs	8,297	100	3,353	11,750	176	13,291	
933	Studies, Analysis & Evaluations	20,587	247	-5,211	15,623	234	15,897	
934	Cntrct Eng & Tech Svs	8,346	100	5,276	13,722	206	7,985	
987	Other Intra Gov't Purch	26,518	318	1,006	27,842	418	31,175	
989	Other Contracts	2,550	31	2,101	4,682	70	5,240	
999	Total Other Purchases	<u>99,868</u>	<u>1,199</u>	<u>968</u>	<u>102,035</u>	<u>1,530</u>	<u>101,159</u>	
9999	TOTAL	128,545	1,970	2,528	133,043	2,352	159,640	