

OFFICE OF THE SECRETARY OF DEFENSE

FISCAL YEAR (FY) 2011 BUDGET ESTIMATES



February 2010

VOLUME I

Justification for FY 2011

Operation and Maintenance, Defense-Wide

U.S. Court of Appeals for the Armed Forces

Office of the Inspector General

Cooperative Threat Reduction

Overseas Humanitarian, Disaster and Civic Aid

Support for International Sporting Competitions

Overseas Contingency Operations

Errata dated February 25, 2010

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OPERATION AND MAINTENANCE, DEFENSE-WIDE

\$ in thousands	FY 2009 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2010 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2011 <u>Estimate</u>
O&M,D-W	33,106,740	442,162	-5,352,329	28,196,573	501,117	1,886,206	30,583,896

The FY 2009 includes \$2,649 million of the FY 2009 Bridge Funding Appropriations (PL 110-252) and \$5,636 of the FY 2009 Supplemental Appropriations Act (PL 111-32). The FY 2010 Estimate column excludes \$7,491 enacted in the FY 2010 Defense-Wide Overseas Contingency Operations Appropriation (P.L. 111-118).

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

Budget/Program Highlights

Overview Changes between FY 2010 and FY 2011 include (dollars in millions):

28,357	FY 2010 column of the FY 2011 Budget Request
-160	One-time net Congressional decreases in FY 2010
28,197	Adjusted FY 2010
+1,088	Net program changes in Defense Agencies (unclassified)
+252	Net pricing changes in Defense Agencies (unclassified)
<u>+1,047</u>	Price and program growth in classified programs
30,584	FY 2011 President's Budget Request

Classified Programs Major Changes

Significant growth in classified programs, totaling \$1,047 million, is primarily in the National Intelligence Programs (\$249 million for pricing changes and \$798 million for program changes.) Increases support the Comprehensive National Cybersecurity initiative, commercial imagery equipment purchases, and civilian compensation and contractor insourcing.

Other Defense Agencies Programs FY 2011 Highlights

Highlights of Other Defense Agencies FY 2011 funding include:

- \$+30.2 million (NDU): Increases provide funding for the additional training requirements as a result of hiring personnel for the acquisition workforce under the Defense Acquisition Workforce Development Fund
- \$+184.0 million (DHRA): Increased funding supports numerous programs and system development and enhancements. These include the regional transformation efforts for training and expanding the Reserve Officer Training Corps (ROTC) grants, new television advertising promoting military service, joint efforts with the Veterans Administration for technology interoperability, and upgrades to numerous personnel systems.
- \$+97.5 million (DISA): Increase in funding provides service support for the Global Information Grid with network operations, Information Assurance compliance reviews, and the Comprehensive National Cyber Security.
- \$+179.7 million (DoDDE): Increased funding provides for family advocacy programs that include the Prevention and New Parent Support program, the Counseling and Military One Source program, and the Korea Tour Normalization.
- \$+73.8 million (DTRA): Increases fund combat and warfighter support capabilities, activities, and tasks as they respond to situations that include chemical, biological, radiological, nuclear and high-yield explosive weapons. This increase also provides funding for critical support to the national strategic priorities in the United States.
- \$+342.6 million (USSOCOM): Increases in funding will strengthen the core capabilities, sustain equipment, improve persistent Intelligence Surveillance and Reconnaissance (ISR) capabilities, and increase training and communication capabilities. Many of the initiatives will enhance USSOCOM's flexibility and effectiveness, which include the Non-Standard Aviation (NSAV) platforms; one additional Army Special Forces battalion at the US Army Special Forces Command; sustainment of the new 27th Air Force Special Operations Wing at Cannon Air Force Base; civilian manpower for the 1st Air Force Special Operations Wing at Hurlburt Field; increased IRS capabilities; additional sustainment of communication systems, equipment and services; enhanced tactical site exploitation; and classified military intelligence enhancements.

OP-32A	FY 2009	Price	Program	FY 2010	Price	Program	FY 2011
BTA	170,401	2,287	(56,092)	116,596	1,756	25,089	143,441
CMP	129,308	1,552	16,150	147,010	2,058	6,975	156,043
DAU	118,949	2,254	(10,899)	110,304	2,193	33,399	145,896
DCAA	443,163	10,240	4,148	457,551	6,518	22,074	486,143
DCMA	1,097,600	24,450	(65,097)	1,056,953	15,647	40,249	1,112,849
DFAS	0	0	0	0		1,593	1,593
DHRA	555,282	7,765	68,064	631,111	9,061	183,981	824,153
DISA	1,365,094	18,288	(96,428)	1,286,954	16,266	81,230	1,384,450
DLA	394,222	4,692	(22,138)	376,776	5,328	65,939	448,043
DLSA	107,472	1,783	(66,794)	42,461	624	(681)	42,404
DMA	236,334	3,114	13,796	253,244	3,563	(929)	255,878
DoDDE	3,040,115	57,053	(762,397)	2,334,771	44,925	134,841	2,514,537
DPMO	16,561	277	3,806	20,644	387	3,124	24,155
DSCA	1,443,490	18,262	(841,201)	620,551	9,416	53,886	683,853
DSS	450,524	6,004	40,497	497,025	7,133	14,585	518,743
DTRA	360,076	5,272	19,461	384,809	6,036	72,677	463,522
DTSA	36,425	943	(3,101)	34,267	575	2,782	37,624
NDU	83,736	1,358	18,141	103,235	1,451	(7,053)	97,633
OEA	160,252	1,836	(36,412)	125,676	1,764	(76,629)	50,811
OSD	1,957,779	25,545	66,634	2,049,958	29,183	166,159	2,245,300
SOCOM	6,239,847	31,517	(2,669,623)	3,601,741	122,097	220,492	3,944,330
TJS	358,881	403	63,432	422,716	(11,921)	10,145	420,940
WHS	509,603	194	81,728	591,525	(21,731)	34,336	604,130
Other	13,831,626	217,073	(1,118,004)	12,930,695	248,788	797,942	13,977,425
Total	33,106,740	442,162	(5,352,329)	28,196,573	501,117	1,886,206	30,583,896
The FY 2009 includes \$2,649 million of the FY 2009 Bridge (P.L. 110-252) and also includes \$5,636 million of the FY 2009 Supplemental (P.L. 111-32).							
The FY 2010 column excludes \$1.059 million in prior year carry over amounts for DSCA Coalition Support Funds.							

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Fiscal Year 2011 Budget Estimates Business Transformation Agency (BTA)



February 2010

BUSINESS TRANSFORMATION AGENCY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2011 Budget Estimate Submission

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**BUSINESS TRANSFORMATION AGENCY
 Operation and Maintenance, Defense-Wide
 Fiscal Year (FY) 2011 Budget Estimate Submission**

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

	<u>FY 2009 Actuals</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2010 Estimate</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2011 Estimate</u>
BTA	170,401	+2,287	-56,092	116,596	+1,756	+25,089	143,441

I. Description of Operations Financed: The Business Transformation Agency (BTA) leads and coordinates business transformation efforts across the Department of Defense (DoD). The BTA also directly supports the mission of the Warfighter through the Task Force to Improve Business and Stability Operations (TFBSO) in Iraq, support for which is funded through the Army. The Task Force is reviewing and assessing the DoD business enterprise processes and associated systems in Iraq affecting contracting, logistics, funds distribution, and financial management. The Task Force focuses on providing systems solutions to support theatre commander's goals for reconstruction and economic development.

The BTA recognizes that the DoD business enterprise must be closer to its warfighting customers than ever before. Joint military requirements drive the need for greater commonality and integration of business and financial operations. Changes in the nature of military operations place increased pressure on the business infrastructure to provide mission-driven, adaptive and agile services and information. To support this transition, Defense business operations must be as nimble, adaptive and accountable as any organization in the world.

To achieve concrete outcomes and to make further progress in transforming the Department's business operations, the BTA has identified the following six guiding principles as the foundation of business transformation efforts, and the concepts around

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which results can be measured.

- **Strategic Alignment** of DoD's approach to optimizing its business mission area must be achieved throughout the organization.
- **Standardize** essential operational data, processes, and business rules in order to significantly improve the Department's ability to process and share information throughout the enterprise.
- **Simplify** the Department's overly complex business rules that complicate operations, lead to expensive and risk-filled solutions, and inhibit breakthrough performance improvement.
- **Streamline** the Department's core end-to-end business processes to eliminate non-value added activities and achieve significant improvements in the efficiency and effectiveness of business operations.
- Eliminate **Stovepipe** operations; optimize end-to-end processes.
- Deploy **Systems and Services** rapidly and cost effectively with a conscious focus on sound requirements management and comprehensive risk mitigation to achieve improved efficiency and effectiveness throughout the entire DoD enterprise.

As the single agency responsible for DoD Enterprise business transformation functions, the BTA is establishing and enforcing requirements, principles, standards, systems, procedures, and practices governing business transformation. Defense business operations are being streamlined so that DoD can more effectively deliver warfighting capabilities, deal with growing pressures on resources and benefit from economies of scale. Better integration reduces costs by improving information quality, minimizing system

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customization, and allowing DoD to leverage commercial best practices in implementing business systems.

The BTA vision is to be the champion for driving and accelerating improvements to business operations across the Department of Defense. The BTA vision supports consolidation and streamlining of the various DoD business transformation activities, increasing efficiency, and strengthening acquisition oversight of business transformation initiatives and systems, eliminating redundancy and overhead.

The Business Enterprise Architecture (BEA) is the blueprint for the consolidation of business systems across the Department. The BEA provides the architectural framework and an information infrastructure for the Department, including business rules, requirements, data standards, system interface requirements, and the depiction of policies and procedures. The DoD Architecture Framework (DoDAF) products, including operational, technical, system, and All View products, provide this framework. The BEA, using the DoD Tiered Accountability concept, reflects key Business Enterprise Priorities within the Core Business Mission areas of the Department. Through this concept, a DoD Component is responsible for defining an enterprise architecture associated with their own tier of responsibility, while complying with the policy and BEA at the DoD Enterprise-level.

The Department's business objectives include improved requirements management, a single face to industry (our suppliers and vendors), and expanded use of business intelligence to achieve improved performance and greater cost efficiencies across the Department. Further, the Department will define and implement policies, procedures, standards, and interface requirements that improve the preparation of a general ledger. This will ultimately lead to improved asset visibility and accountability across the Department and submission of an auditable financial statement.

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The BTA's eight operating directorates focus on delivering meaningful and measurable progress toward defense business system modernization and transformation:

- Defense Business Systems Acquisition Executive (DBSAE)
- Chief of Staff
- Enterprise Planning and Investment
- Transformation Priorities and Requirements - Finance
- Transformation Priorities and Requirements - Supply Chain
- Transformation Priorities and Requirements - Human Resources/Medical
- Enterprise Integration
- Warfighter Requirements

Defense Business Systems Acquisition Executive (DBSAE): The DBSAE develops, coordinates, and integrates programs, systems, and initiatives providing Enterprise-wide business capabilities to the Warfighter. The Defense Business Systems Management Committee (DBSMC) established the DBSAE within the BTA to directly oversee designated enterprise-level business systems.

Chief of Staff: The Chief of Staff provides centralized support across the BTA for programming, policy, financial management, administrative services, pay and personnel, travel, training, facilities and space management, security, and property accountability.

Enterprise Planning and Investment (EP&I): The EP&I will transform and ensure the rapid delivery of business capabilities to the Warfighter. The EP&I will provide an enterprise-wide framework for informed decision-making for managing business transformation, built on the foundations of tiered accountability and federation. The Business Enterprise Architecture (BEA) team develops, maintains, and coordinates architecture content and updates; implements policies; aligns the architecture with the Core Business Missions (CBMs), Components, and the Federal Enterprise Architecture (FEA); and conducts testing of the architecture. The Enterprise Transition Plan (ETP) team

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maintains and coordinates content, format, and revisions; collects, maintains and reports on enterprise program metrics; and provides updates to the document as necessary.

Transformation Priorities & Requirements (TP&R): TP&R is made up of three directorates: Finance, Supply Chain, and Human Resource/Medical. Each directorate is the primary link to the Principal Staff Assistants (functional business requirement owners) within the Office of the Secretary of Defense. The TP&R identifies enterprise-level business capability gaps and specific needs for enterprise-level capabilities and business priorities. TP&R focuses on establishing Enterprise Standards for processes, data (common vocabularies), integration and implementation.

Enterprise Integration (EI): The EI ensures DoD ERP implementation initiatives leverage best practices, ensures rapid adoption of DoD-wide information and process standards as defined in the Business Enterprise Architecture (BEA), and eliminates burdensome processes that hinder successful, rapid deployment of ERP capabilities within the components. The EI promotes the adoption of best practices for the implementation of Enterprise Resource Planning (ERP) systems across the DoD Enterprise, through collaborative engagement and participation in the acquisition process.

Warfighter Requirements Office: The Warfighter Requirements Office (WRO) addresses immediate business process and system challenges that adversely affect current operations. WRO delivers near-term value by connecting the Department's business mission to the Warfighter and identifying and addressing frontline opportunities. The WRO has an externally facing customer focus, carrying the Business Mission Area forward to the Warfighting Mission Area.

Please go to website for more information: <http://www.bta.mil/1P8T5E1/home.html>

Enterprise-level Business Priority Areas

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The Department's integrated transformation plan, detailed in the Enterprise Transition Plan (ETP), addresses six of the DoD-wide Business Enterprise Priorities (BEP). These priorities cover a broad range of the Department's personnel, logistics, real property, purchasing, and financial management requirements. The following paragraphs describe the DoD BEP and highlight the benefits essential in meeting the agency's goals and objectives.

Personnel Visibility: Personnel Visibility (PV) is the fusion of accurate human resources (HR) information, and secure interoperable technology. PV includes military service members, civilian employees, military retirees, contractors (in theater), and other U.S. personnel across the full spectrum - during peacetime and war, through mobilization and demobilization, for deployment and redeployment, while assigned in a theater of operation, at home base, and into retirement. This includes ensuring timely and accurate access to compensation and benefits for DoD personnel and their families and ensuring that Combatant Commanders have access to the timely and accurate data on personnel and their skill sets. System used to support PV: Defense Travel System

Common Supplier Engagement (CSE): The primary goal of Common Supplier Engagement (CSE) is to simplify and standardize the methods that DoD uses to interact with commercial and government suppliers in the acquisition of catalog, stock, and made-to-order and engineer-to-order goods and services. CSE is the alignment and integration of the policies, processes, data, technology and people to provide a consistent experience for suppliers and DoD stakeholders to ensure reliable and accurate delivery of acceptable goods and services to support the Warfighter. CSE also provides the associated visibility of supplier-related information to the Warfighting and Business Mission Areas. The systems used to support the CSE: Electronic Document Access, Standard Procurement System and Wide Area Work Flow.

Please go to website for more information: <http://www.bta.mil/1P8T5E1/home.html>

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Materiel Visibility (MV): Materiel Visibility (MV) will provide users with timely and accurate information on the location, movement, status, and identity of unit equipment, materiel, and supplies, greatly improving overall supply chain performance. The MV Business Enterprise Priority will improve the delivery of war fighting capability to the Warfighter as measured in terms of responsiveness, reliability, and flexibility. The system used to support the (MV) Goals: Item Unique Identification

Please go to website for more information: <http://www.bta.mil/1P8T5E1/home.html>

Financial Visibility (FV): Financial Visibility provides immediate access to accurate and reliable financial information (planning, programming, budgeting, accounting, and cost information) to improve financial accountability and efficient and effective decision making throughout the Department in support of the missions of the Warfighter. The goal of FV is to effect changes in financial management aimed at reducing investment and operating costs. Systems used to support the (FV) Goals: Defense Agencies Initiative and Electronic Funds Distribution.

Please go to website for more information: <http://www.bta.mil/1P8T5E1/home.html>

Real Property Accountability: Real Property Accountability (RPA) provides the Warfighter and Core Business Missions (CBM) access to near-real-time secure, accurate, and reliable information on real property assets, and environment, safety and occupational health sustainability. The Real Property Installations Lifecycle Management CBM will provide the warfighter and other CBMs with continuous access to Installations and Environment (I&E) information.

II. Force Structure Summary: Not required

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III. Financial Summary (\$ in Thousands)

BA Subactivities	FY 2009 <u>Actuals</u>	Budget <u>Request</u>	FY 2010 Congressional Action			<u>Current Estimate</u>	FY 2011 <u>Estimate</u>
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
Business Transformaton Agency							
Program Management	1,197	1,826			1,826	1,826	1,908
Enterprise Planning and Investment (EP&I)	1,642	3,833			3,833	3,833	921
Enterprise Integration (EI)	119						500
Transformation Priorities & Requirements (TPR)	9,484	14,437			14,437	14,437	13,898
Warfighter Requirements Office (WRO)	2,472	2,266			2,266	2,266	4,005
Chief of Staff (CoS)	23,605	26,272			26,272	26,272	28,404
Defense Business System Acquisition Executive Office (DBSAE)	6,092	4,320			4,320	4,320	6,061
Business Enterprise Information System Portfolio (BEIS)	14,223	2,061			2,061	2,061	9,900
Capital Asset Management System - Military Equipment (CAMS-ME)	7,101						
Central Contractor Registration (CCR)	3,404						
Contractor Performance Assessment and Reporting (CPARS)	1,766						
Defense Agencies Initiative (DAI)	276	361			361	361	371
Defense Integrated Military Human Resources System (DIMHRS)	16,797	25,450	-22,983	-90.3	2,467	2,467	1,600

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BA Subactivities	FY 2009 Actuals	Budget Request	FY 2010 Congressional Action			Current Estimate	FY 2011 Estimate
			Amount	Percent	Appropriated		
Defense Information System for Security (DISS)							10,600
Defense Travel System (DTS)	8,206	9,619			9,619	9,619	9,496
Electronic Document Access (EDA)	3,912	3,578			3,578	3,578	
Electronic Funds Distribution (EFD)	304						
Integrated Acquisition Environment (Federal Programs IAE)	10,409						
Global Exchange (GEX)	3,961	3,971			3,971	3,971	3,677
Intragovernmental Value Added Network (IVAN)							4,504
Item Unique Identification (IUID)	1,472	1,496			1,496	1,496	
Lean Six Sigma (LSS)	1,705	9,123			9,123	9,123	10,365
Past Performance Information Retrieval System Past Performance Information Retrieval System (PPIRS)	1,805						
Standard Procurement System (SPS)	17,723	21,301			21,301	21,301	20,075
Wide Area Work Flow (WAWF)	4,326	5,658			5,658	5,658	5,309
Vitual Interactive Processing System (VIPS)		4,007			4,007	4,007	11,847
Iraqi Task Force	28,400						
BTA TOTAL	170,401	139,579	-22,983	-16.5	116,596	116,596	143,441

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<u>B. Reconciliation Summary</u>	<u>Change</u> <u>FY 2010/FY 2010</u>	<u>Change</u> <u>FY 2010/FY 2011</u>
Baseline Funding	139,579	116,596
Congressional Adjustments (Distributed)	-22,750	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-233	
Subtotal Appropriated Amount	116,596	
Fact-of-Life Changes (CY to CY Only)		
Subtotal Baseline Funding	116,596	
Anticipated Supplemental Reprogrammings		
Price Changes		1,756
Functional Transfers		
Program Changes		25,089
Current Estimate	116,596	143,441
Less: Wartime Supplemental		
Normalized Current Estimate	116,596	

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<u>C. Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2010 President's Budget Request (Amended, if applicable)		139,579
1. Congressional Adjustments		-22,983
a. Distributed Adjustments	-22,750	
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions		
1) Sec 8101 - Economic Assumptions	-174	
e. Congressional Earmarks - Sec 8037 Mitigation of Environmental Impacts	-59	
FY 2010 Appropriated Amount		116,596
2. War-Related and Disaster Supplemental Appropriations		0
3. Fact of Life Changes		0
FY 2010 Baseline Funding		116,596
4. Reprogrammings (requiring 1415 Actions)		
Revised FY 2010 Estimate		116,596
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		
FY 2010 Normalized Current Estimate		116,596
6. Price Change		1,756
7. Fact of Life Changes		
8. Program Increases		36,473
a. Annualization of New FY 2010 Program		
b. One-Time FY 2011 Increases		
c. Program Growth in FY 2011		
1) BTA Program Management - The increase for FY11 is the result of increased demand for some of BTA's primary service offerings. These include: increased demand for support from BTA's Enterprise Integration team by the program implementations of Enterprise Resource		
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<u>C. Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
<p>Planning (ERP) systems within the Military Departments; and, increased demand for BTA's recently developed Enterprise Risk Assessment Methodology (ERAM), which supports the Milestone Decision Authority assess risk and mitigation plans at critical decisions points in the life cycle of large-scale business system implementations from across the Department. Finally, the increase is needed to cover a portion of Base Closure and Realignment Commission (BRAC)-related expenses not covered by the BRAC Fund.</p>		
<p>2) DBSAE Executive Office - Funding is primarily for increased number of personnel to staff the Acquisition Center of Excellence (ACE) which will enhance the capabilities of the office of the acquisition executive in areas of strategic planning, human capital management, and Defense Acquisition Workforce Improvement Act (DAWIA) training. The increase will further enhance/expand existing capabilities to correct deficiencies in areas such as systems engineering and milestone decision coordination.</p>	1,662	
<p>3) IVAN - Comptroller financial visibility initiatives, associated with the IVAN programs that are under development or in production at the Business Transformation Agency (BTA), exceed the requirements and capabilities of the IVAN program core capabilities and must have additional funding to develop and operate the Comptroller driven enhancements. The funding increase is for the ongoing development of the enterprise financial visibility programs.</p>	4,304	

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<u>C. Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
4) VIPS - Funds are required to initiate and operate hosting of the VIPS operating environment. During FY11, there will be a partial transition from MEPCOM's Integrated Resource System (MIRS) (the legacy system) to VIPS with both environments running simultaneously. Additional funds are also required to roll-out support of initial VIPS capabilities across the sixty-five (65) Military Entrance Processing Sites. Some software maintenance will be required in FY11 to support software procured in FY10.	7,437	
5) DISS - Funds are required for the operations and maintenance of the Electronic Adjudication Case Management System and the Automated Record Check System as these systems move into the production phase of their program life cycle. In addition, funds are required to enable program hosting and portal operations. DISS will initiate Continuity of Operations implementation to include hardware and facility failover site.	10,129	
6) EI - Events surrounding the BRAC Move (Site and Equipment). Build-out and operation of the SCIF (Security Facility). Software and Hardware maintenance fees for Enterprise Resource Planning (ERP) Center of Excellence (COE).	478	
7) WRO - The increase in Operation and Maintenance (O&M) funding is required to support the current and projected mission of the Warfighter Requirements (WR) Directorate. In the past, WR would work primarily with the Warfighter in the development stages of business systems, but as the mission has evolved it	1,662	

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<u>C. Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
is apparent that there is a need to focus more on gaps with existing systems that are in the maintenance and sustainment phase; thus, requiring an increase in O&M funding. WR is currently supporting a major initiative to improve and better integrate end-to-end business systems in the Central Command (CENTCOM) Area of Responsibility.		
8) COS - BTA requires additional funding to cover costs associated with short-term facilities issues, and to support personnel and staffing related expenses. In the near term, BTA's lease on the Crystal Plaza 5 building is not being renewed so the vendor can demolish the structure. Consequently, BTA will incur an increase in rent, build-out and other relocation cost associated with the move to the temporary Crystal Plaza 6 facility. Furthermore, additional space in the Crystal Mall 3 building, required due to the CP5 forced relocation, is being obtained through a transfer of some ninth floor space from Defense Finance Accounting Service (DFAS) to BTA which will result in additional rent and build-out costs.	2,037	
9) BEIS Comptroller financial visibility initiatives, associated with the BEIS program that are under development or in production at the Business Transformation Agency (BTA), exceed the requirements and capabilities of the BEIS program core capabilities and require additional funding to develop and operate the Comptroller driven enhancements. The funding increase is for the ongoing development of the enterprise financial visibility programs.	7,490	

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<u>C. Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
10) DAI - Changes based on revised requirements.	10	
11) LSS - The LSS deployment strategy is to develop an organic capability within the Department to train, mentor and complete projects. This requires the skill set of a Master Black Belt (MBB). The Master Black Belt skills are much like other high demand, low density skills in the Services. Like the SOF, intelligence or linguist skills, there is a multi-year training pipeline to produce an individual with significant utility. Similarly, it is extremely rare to produce a Master Black Belt in less than 5 years. The LSS program requires additional funding to address higher than expected demand for the services provided.	1,187	
9. Program Decreases		-11,384
a. Annualization of FY 2011 Program Decreases		
b. One-Time FY 2011 Decreases		
c. Program Decreases in FY 2011		
1) GEX - Reduced requirement for sustainment and hosting costs.	-294	
2) COS - Human Resources In-sourcing Initiative. BTA will achieve the total In-sourcing target FTE contractor to government conversions in FY10; therefore, there are no additional savings for FY11		
3) DIMHRS - Reduced due to delays in fielding DIMHRS, O&M fund requirements to support operational sustainment of the program have been reduced.	-867	
4) SPS - It was determined that SPS has additional RDT&E requirements that resulted in a reduced requirement for Operation and Maintenance (O&M).	-1,226	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
5) IUID - This program will either be eliminated or moved to sustainment in an organization with a Defense Working Capital Fund.	-1,496	
6) DTS - Reduction is primarily due to reduced requirement to provide program office support that is now being accomplished by the DBSAE Executive Office.	-123	
7) EDA - This program will either be eliminated or moved to sustainment in an organization with a Defense Working Capital Fund.	-3,578	
8) EPI - Reflects a reduction in funding for FY10 non-recurring software purchases. Additionally, the Enterprise Transition Plan (ETP) was hosted on-line, which saves over \$100K per year.	-2,912	
9) TPR - Supply Chain Management. As systems transition out of DBSAE for operational deployment, services provided by SCM must shift from sustainment requirements development (O&M) to new capability requirements development (RDT&E).	-539	
10) WAWF - Funding reduced to reflect a change in requirement.	-349	
FY 2011 Budget Request		143,441

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IV. Performance Criteria and Evaluation Summary

The Agency is currently working with other DoD representatives to develop performance metrics by Business Enterprise Priorities (BEP). The Office of Management and Budget (OMB) 300 exhibits and recent update to the Enterprise Transition Plan provide some measures of performance, although they may have Defense-wide applicability and cross multiple appropriations.

(1) **Personnel Visibility -**

DISS	FY09		FY10	
	Baseline	Actual	Target	Goal
Clearance Processing Time - In Days	72	72	20	20
Electronic Adjudication - Actions in thousands	8	100	100	100
Processing Time for Initial Investigations - In Days	80.75	80.75	40	40

DTS	FY07		FY08	FY09	FY10	
	Baseline	Actual	Actual	Actual	Target	Goal
Voucher Payment Time - Days to be reimbursed	7.3	7.3	7.8	6.3	6.1	6.1
Temporary Duty (TDY) Vouchers Processed - Percent	52%	52%	60%	70%	75%	95%
Reservation Model Usage - Percentage	84%	84%	85%	86%	85%	85%

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(2) **Common Supplier Engagement** - a) measure to capture customer service support, including trouble tickets written up by the SPS Help Desk during a normal work day; and b) length of time it takes an SPS Help Desk analyst to troubleshoot the Authorized Caller's Service Request.

(3) **Materiel Visibility** - a) assertion reports 97% accurate regarding number of assets and allocation of assets to programs; and b. Availability of Capital Asset Management System - Military Equipment (CAMS-ME).

(4) **Financial Visibility** -

	FY06	FY07	FY08	FY09	FY10	
	Actual	Actual	Actual	Target	Target	Goal
SFIS Compliant Business Systems - Number of Systems	2	3	16	29	42	58

	FY09			FY10 Target
	Baseline	Q3 Actual	Q4 Target	Q1
DAI Transactions for Self - Days to post contract action as financial obligation	2.7	2.7	1.8	1.0

(5) **Real Property Accountability** - a) Environmental reports to Congress submitted on time; and b) Office of the Secretary of Defense (OSD) information available on time, enabling OSD oversight of Component Program Objective Memorandum(POM), budget, program execution, and environmental liability information.

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(6) **Acquisition Visibility** - a) Yearly percentage of unclassified Selected Acquisition Reporting (SAR) data provided to Congressional committees and other Departments through automated access to and electronic presentation; and b) Quarterly percentage of each of the following acquisition information requirements: Defense Acquisition Executive Summary (DAES) Reporting to include Unit Cost Reporting (UCR); Program Deviation Reporting; Earned Value Management; and other future delineated acquisition information available from the Army, Navy and Air Force.

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V. <u>Personnel Summary</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2009/ FY 2010</u>	<u>FY 2010/ FY 2011</u>
<u>Active Military End Strength</u>					
<u>(E/S) (Total)</u>					
Officer	4	7	7	3	0
Enlisted					
<u>Civilian End Strength (Total)</u>					
U.S. Direct Hire	239	255	283	16	28
Foreign National Direct Hire					
Total Direct Hire	239	255	283	16	28
<u>Active Military Average Strength (Total)</u>					
Officer	4	7	7	3	0
Enlisted					
<u>Civilian FTEs (Total)</u>					
U.S. Direct Hire	217	241	271	24	30
Foreign National Direct Hire					
Total Direct Hire	217	241	271	24	30
Foreign National Indirect Hire					
Memo: Military Technician Included					
Memo: Reimbursable Civilians Included					
Average Annual Civilian Salary (\$)	107,376	143,895	121,031	36,519	-22,864

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

<u>OP 32 Line</u>	<u>FY 2009</u> <u>Actuals</u>	<u>Change</u>		<u>FY 2010</u> <u>Estimate</u>	<u>Change</u>		<u>FY 2011</u> <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
<u>CIVILIAN PERSONNEL COMPENSATION</u>							
Exec, Gen and Spec Schedules	30,516	610	13,287	44,413	888	-3,280	42,021
Travel of Persons	2,411	29	-430	2,010	24	-24	2,010
Commercial Transportation	376	5	-381	0	0	0	0
Rental Payments to GSA (SLUC)	6,471	78	-858	5,691	68	-68	5,691
Purchased Utilities (Non-Fund)	49	0	0	49	1	2	52
Purchased Communication (Non-Fund)	240	3	-10	233	2	-3	232
Supplies & Materials (Non-Fund)	1,827	22	-877	972	12	-12	972
Training	1,261	15	-208	1,068	13	-13	1,068
Equip Maintenance by Contract	8,422	101	-8200	323	4	-4	323
Facility Maintenance by Contract	5,069	61	-4,706	424	5	-5	424
Equipment Purchases (Non-Fund)	1,617	19	5,645	7,281	87	-87	7,281
Contract Consultants	30,622	367	-27,609	3,380	41	-41	3,380
Mgmt & Professional Support Services	42,019	504	-33,060	9,463	114	12,911	22,488
Studies, Analysis, & Evaluation	5,745	69	-1,741	4,073	49	-49	4,073
Engineering & Technical Services	21,453	257	-11,695	10,015	120	14,728	24,863
Other Intra-govt Purchases	6,031	72	-5,727	376	6	-7	375
Other Contracts	6,272	75	20,478	26,825	322	546	27,693
Other Costs		0	0	0		495	495
TOTAL	170,401	2,287	-56,092	116,596	1,756	25,089	143,441

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Fiscal Year 2011 Budget Estimates United States Court of Appeals for the Armed Forces



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U.S. Court of Appeals for the Armed Forces, Defense

<u>FY 2009</u> <u>Actuals</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2010</u> <u>Estimate</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2011</u> <u>Estimate</u>
12,641	263	1,010	13,914	206	-52	14,068

I. Description of Operations Financed: This appropriation provides for the salaries of five civilian judges and a staff of 54 other civilian positions. It finances all customary expenses required to operate a government activity, such as salaries, benefits, travel costs, rent, communications services, purchase of equipment, contractual IT support and security services, and the expense of printing opinions and decisions of the Court.

The United States Court of Appeals for the Armed Forces is an Article I Court established by the Uniform Code of Military Justice (10 USC 941). The Court exercises appellate jurisdiction over cases arising under the Uniform Code of Military Justice, on a broad range of legal issues. Decisions by the Court are subject to direct review by the Supreme Court of the United States.

II. Force Structure Summary: N/A

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III. Financial Summary (\$ in thousands)

	FY 2009 <u>Actuals</u>	Budget <u>Request</u>	FY 2010		<u>Appropriated</u>	<u>Current Estimate</u>	<u>FY 2011 Estimate</u>
			<u>Congressional Action</u>				
A. <u>BA Subactivities</u>			<u>Amount</u>	<u>Percent</u>			
Total	12,641	13,932	-18	0.1	13,914	13,914	14,068

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 Fiscal Year (FY) 2011 President's Budget

III. Financial Summary (\$ in thousands)

<u>B. Reconciliation Summary</u>	<u>Change</u> <u>FY 2010/FY 2010</u>	<u>Change</u> <u>FY 2010/FY 2011</u>
Baseline Funding	13,932	13,914
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-18	
Subtotal Appropriated Amount	13,914	
Fact-of-Life Changes (CY to CY Only)		
Subtotal Baseline Funding	13,914	
Anticipated Supplemental Reprogrammings		
Price Changes		206
Functional Transfers		
Program Changes		-52
Current Estimate	13,914	14,068
Less: Wartime Supplemental		
Normalized Current Estimate	13,914	

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2010 President's Budget Request (Amended, if applicable)		13,932
1. Congressional Adjustments		-18
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions		
1) Sec 8097 - Economic Assumptions	-18	
e. Congressional Earmarks - Indian Lands Environmental Impact		
FY 2010 Appropriated Amount		13,914
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		
FY 2010 Baseline Funding		13,914
4. Reprogrammings (requiring 1415 Actions)		
Revised FY 2010 Estimate		13,914
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		0
FY 2010 Normalized Current Estimate		13,914
6. Price Change		206
7. Functional Transfers		
8. Program Increases		
a. Annualization of New FY 2010 Program		
b. One-Time FY 2011 Increases		
c. Program Growth in FY 2011		
9. Program Decreases		-52
a. Annualization of FY 2010 Program Decreases		

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
b. One-Time FY 2010 Increases		
c. Program Decreases in FY 2011		
1) Decrease in Other Intra-Government Purchases - to address higher priority items. (FY 2009 Baseline: \$2,904)	-52	
FY 2011 Budget Request		14,068

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IV. Performance Criteria and Evaluation Summary

The Court reviews cases from all of the Armed Forces which, primarily come from the Uniformed Services Courts of Criminal Appeals. The Court addresses cases involving a broad range of legal issues, including constitutional law, criminal law, evidence, administrative law, and national security law. The Court continually meets its goal of deciding each case accepted by reviewing authorities, thereby serving its function as defined in the Uniform Code of Military Justice (10 USC 941).

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V. <u>Personnel Summary</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	Change FY 2009/ FY 2010	Change FY 2010/ FY 2011
<u>Civilian End Strength (Total)</u>					
U.S. Direct Hire	59	59	59	0	0
Foreign National Direct Hire					
Total Direct Hire	59	59	59	0	0
Foreign National Indirect Hire					
 Civilian FTEs (Total)					
U.S. Direct Hire	59	59	59	0	0
Foreign National Direct Hire					
Total Direct Hire	59	59	59	0	0
Foreign National Indirect Hire					
Average Annual Civilian Salary (\$ in thousands)	107	116	120	9	4

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

<u>OP 32 Line</u>	FY 2009 <u>Estimate</u>	Change <u>FY 2009/FY 2010</u>		FY 2010 <u>Estimate</u>	Change <u>FY 2010/FY 2011</u>		FY 2011 <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	7,538	187	346	8,071	125	0	8,196
107 Voluntary Sep Incentives	24	0	1	25	0	0	25
199 Total Civ Compensation	7,562	187	347	8,096	125	0	8,221
308 Travel of Persons	64	1	0	65	1	0	66
399 Total Travel	64	1	0	65	1	0	66
673 Def Fin & Accounting Svc	45	0	9	54	0	0	54
680 Building Maint Fund Purch	10	0	0	10	0	0	10
699 Total Purchases	55	0	9	64	0	0	64
912 GSA Leases	1,232	31	0	1,263	18	0	1,281
913 Purch Util (non fund)	0	0	771	771	11	0	782
914 Purch Communications	50	1	0	51	1	0	52
917 Postal Svc (USPS)	3	0	0	3	0	0	3
920 Supplies/Matl (non fund)	313	4	0	317	4	0	321
921 Print & Reproduction	0	0	0	0	0	0	0
925 Eqt Purch (non fund)	0	0	0	0	0	0	0
925 Other Intra-Govt Purchases	2,738	32	134	2,904	41	-52	2,893
989 Other Contracts	612	7	-251	368	5	0	373
998 Other Costs	12	0	0	12	0	0	12
999 Total Other Purchases	4,960	76	653	5,689	80	-52	5,717
Total	12,641	263	1010	13,914	206	-52	14,068

Fiscal Year 2011 Budget Estimates Civil Military Programs (CMP)



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

Budget Activity (BA)4: Administrative and Service-wide Activities

	<u>FY 2009</u>	<u>Price</u>	<u>Program</u>	<u>FY 2010</u>	<u>Price</u>	<u>Program</u>	<u>FY 2011</u>
	<u>Actuals</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
CMP	129,308	1,552	16,150	147,010	2,058	6,975	156,043

I. Civil Military Programs: DoD Civil Military Programs encompass outreach/service programs identified as: 1) the National Guard Challenge Program authorized under 32 U.S.C. 509; 2) the DoD Innovative Readiness Training Program authorized under 10 U.S.C. 2012; and 3) the DoD STARBASE Program currently authorized under 10 U.S.C. 2193.

The National Guard Youth Challenge Program (32 U.S.C. 509) is a youth development program managed by the Assistant Secretary of Defense, Reserve Affairs, and operated by the National Guard Bureau. The goal of this program is to improve the life skills and employment potential of participants by providing military-based training and supervised work experience, together with the core program components of assisting participants to receive a high school diploma or its equivalent, leadership development, promoting fellowship and community service, developing life coping skills and job skills, and improving physical fitness, health and hygiene. The amount of DoD funds provided may not exceed 75 percent of the costs of operating a Youth Challenge program. The program is currently operating in 28 states and one territory, in accordance with agreements between the National Guard Bureau, the Governors, and Adjutant Generals of those locations. The eighteen-month program consists of a 22-week residential phase that includes a two-week pre-Challenge phase and a 12-month post-residential phase.

As part of the Administration's government-wide initiative to strengthen program evaluation, the request includes funds for a study of the effects of psychological well-

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being, specifically "locus of control", on ChalleNGe program outcomes. This study is one of 23 evaluation proposals specifically approved by the Office of Management and Budget for FY 2011 to strengthen the quality and rigor of Federal program evaluation.

The Innovative Readiness Training Program (IRT) The Innovative Readiness Training Program (IRT) (10 U.S.C. 2012) is managed by the Assistant Secretary of Defense, Reserve Affairs. IRT provides realistic combat support and combat service support training in a multi-service environment for National Guard and Reserve members. This pre and post-deployment readiness training (engineering, health care, diving and transportation) provides hands on mission essential training while simultaneously providing renewal of infrastructure and health care to underserved communities throughout the United States and US territories. The program provides unique training opportunities that can seldom be had under any conditions other than combat. Previous projects have included road construction in rural Alaska, health care to Native Americans in the Southwest, and for the first time since 1938, Navy and Army divers raised a sunken submarine in Providence Rhode Island.

The DoD STARBASE Program (10 U.S.C. 2193) is managed by the Assistant Secretary of Defense, Reserve Affairs, and operated by the military services. The program is designed to raise the interest and improve knowledge and skills of students in kindergarten through twelfth grade in science, technology, engineering and mathematics (STEM). The program targets "at risk" (minority and low socio-economic) students and utilizes instruction modules specifically designed to meet specific STEM objectives. The program currently operates in 34 states, District of Columbia and Puerto Rico. The Air Force, Air National Guard, Air Force Reserve, Navy, Navy Reserve, and Marine Corps participate in the program.

II. Force Structure Summary: None

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III. Financial Summary (\$ in thousands)

	FY 2009 <u>Actuals</u>	Budget <u>Request</u>	FY 2010			Current <u>Estimate</u>	FY 2011 <u>Estimate</u>
			<u>Congressional Action</u>				
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
A. <u>BA Subactivities</u>							
1. National Guard Youth Challenge	91,521	92,231	14,779	16.0	107,010	107,010	120,087
2. Innovative Readiness Training	19,071	20,000			20,000	20,000	20,000
3. STARBASE	18,716	20,000			20,000	20,000	15,956
Total	129,308	132,231	14,779	11.0	147,010	147,010	156,043

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III. Financial Summary (\$ in thousands)

<u>B. Reconciliation Summary</u>	<u>Change FY 2010/FY 2010</u>	<u>Change FY 2010/FY 2011</u>
Baseline Funding	132,231	147,010
Congressional Adjustments (Distributed)	15,000	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-221	
Subtotal Appropriated Amount	147,010	
Fact-of-Life Changes (CY to CY Only)		
Subtotal Baseline Funding	147,010	
Anticipated Supplemental Reprogrammings		
Price Changes		2,058
Functional Transfers		
Program Changes		6,975
Current Estimate	147,010	156,043
Less: Wartime Supplemental		
Normalized Current Estimate	147,010	

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2010 President's Budget Request (Amended, if applicable)		132,231
1. Congressional Adjustments		14,779
a. Distributed Adjustments	15,000	
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions		
1) Sec 8097 Economic Assumptions	-165	
e. Congressional Earmarks - Sec 8037 Indian Lands Environmental Impact	-56	
FY 2010 Appropriated Amount		147,010
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		
FY 2010 Baseline Funding		147,010
4. Reprogrammings (requiring 1415 Actions)		
Revised FY 2010 Estimate		147,010
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		
FY 2010 Normalized Current Estimate		147,010
6. Price Change		2,058
7. Functional Transfers		0
8. Program Increases		11,579
a. Annualization of New FY 2010 Program		
b. One-Time FY 2011 Increases		
c. Program Growth in FY 2011		
1) National Guard Youth Challenge Program - Supports President's initiative to address High School drop out crisis. The budget supports an increase in the government's cost or program share of operating the program. The budget also supports OMB's new initiative to conduct rigorous evaluations.	11,579	
9. Program Decreases		-4,604

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
a. Annualization of FY 2010 Program Decreases		
b. One-Time FY 2009 Increases		
c. Program Decreases in FY 2011		
1) Innovative Readiness Training-funding realigned to support National Guard Youth Challenge Program.	-280	
2) DoD STARBASE Program - funding is realigned to FY 2009 baseline level and will be reviewed during execution.	-4,324	
 FY 2011 Budget Request		 156,043

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IV. Performance Criteria and Evaluation Summary

The Office of the Assistant Secretary of Defense, Reserve Affairs has policy oversight and control over the Department of Defense Civil Military Programs. Control and management of the DoD Civil Military Programs is maintained through the establishment of policies, directives, and funding controls. Evaluation of the program is made by the Secretary, Deputy Secretary, the Under Secretary of Defense (Personnel and Readiness) and the Assistant Secretary of Defense (Reserve Affairs).

Challenge Youth Program Target Enrollment by Fiscal Year:

STATE	FY 2009	FY 2010	FY 2011
Alabama	0	0	0
Alaska	250	250	250
Arkansas	200	200	200
Arizona	140	145	145
California (2)	550	550	550
District of Columbia	50	50	50
Florida	250	250	250
Georgia (2)	600	600	600
Hawaii	200	200	200
Illinois	660	660	660
Indiana	200	200	200
Kentucky	180	180	180
Louisiana (3)	1,070	1,070	1,070
Maryland	200	200	200
Michigan	255	255	255
Mississippi	400	400	400
Montana	160	170	170

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IV. Performance Criteria and Evaluation Summary

<u>STATE</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
New Jersey	200	200	200
New Mexico	200	200	200
North Carolina	200	200	200
Oklahoma	200	200	200
Oregon	200	200	200
Puerto Rico	200	200	200
South Carolina	200	200	200
Texas	200	200	200
Virginia	250	250	250
Washington	100	100	100
Wisconsin	200	200	200
West Virginia	180	180	180
Wyoming	100	100	100
Missouri	0	0	100
TOTALS	7,795	7,810	7,910

STARBASE Program Sites by Fiscal Year: Supports President's initiative to enhance Science Technology Engineering and Math (STEM) learning.

	<u>Number of Sites Service</u>		
	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
USAF/AFR/ANG	46	46	46
Navy/Navy Reserve/Marine Corps	14	14	14
TOTALS	60	60	60

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<u>V. Personnel Summary</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	Change FY 2009/ FY 2010	Change FY 2010/ FY 2011
<u>Active Military End Strength (E/S)</u>					
(Total)					
Officer					
Enlisted					
<u>Reserve Drill Strength (E/S) (Total)</u>					
Officer					
Enlisted					
<u>Reservists on Full Time Active Duty (E/S)</u>					
Officer					
Enlisted					
<u>Civilian End Strength (Total)</u>					
U.S. Direct Hire					
Foreign National Direct Hire					
Total Direct Hire					
Foreign National Indirect Hire					
Memo: Military Technician Included Above					
Memo: Reimbursable Civilians Included					
Memo: Additional Military Technicians Assigned to USSOCOM					
<u>Active Military Average Strength (A/S)</u>					
(Total)					
Officer					
Enlisted					
<u>Reserve Drill Strength (A/S) (Total)</u>					
Officer					

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<u>V. Personnel Summary</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	Change FY 2009/ FY 2010	Change FY 2010/ FY 2011
Enlisted					
<u>Reservists on Full Time Active Duty (A/S)</u>					
(Total)					
Officer					
Enlisted					
 Civilian FTEs (Total)					
U.S. Direct Hire					
Foreign National Direct Hire					
Total Direct Hire					
Foreign National Indirect Hire					
Memo: Military Technician Included					
Memo: Reimbursable Civilians Included					
Average Annual Civilian Salary (\$ in thousands)					

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

<u>OP 32 Line</u>	FY 2009	Change		FY 2010	Change		FY 2011
	<u>Actuals</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
988 Grants							
National Guard Youth							
Challenge	91,521	1,098	14,391	107,010	1,498	11,579	120,087
Innovative Readiness Training	19,071	229	700	20,000	280	-280	20,000
STARBASE	18,716	225	1,059	20,000	280	-4,324	15,956
Total Other Purchases	129,308	1,552	16,150	147,010	2,058	6,975	156,043
Total	129,308	1,552	16,150	147,010	2,058	6,975	156,043

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Fiscal Year 2011 Budget Estimate Cooperative Threat Reduction Program



February 2010

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DEFENSE THREAT REDUCTION AGENCY
Cooperative Threat Reduction Program
Fiscal Year (FY) 2011 Budget Estimates

I. Description of Operations Financed (Continued):

Cooperative Threat Reduction: (\$ in Thousands):

Defense Threat Reduction Agency	FY 2009 <u>Actuals</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2010 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2011 <u>Estimate</u>
	433,244	4,766	-14,450	423,560	5,930	93,022	522,512

CTR did not receive FY 2009 Emergency Supplemental or Bridge funding.

I. Description of Operations Financed: The Cooperative Threat Reduction (CTR) Program's overarching mission is to partner with willing countries to reduce the threat from weapons of mass destruction (WMD) and related materials, technologies, and expertise, including provision of the safe destruction of Soviet-era WMD, associated delivery systems and related infrastructure. The CTR Program focuses on eliminating, securing, or consolidating WMD, related materials, and associated delivery systems and infrastructure at their source in partner countries. The Department of Defense (DoD) has:

- Expanded the strategic focus of the CTR Program to support the new "National Strategy to Counter Biological Threats" and the President's effort to secure all vulnerable nuclear material;
- Increased Biological Threat Reduction (BTR) activities to consolidate and secure pathogens and to build threat agent detection and response (TADR) systems that provide early warning of a bio-attack;
- Established a program in coordination with other Federal agencies to enable non-Russian Former Soviet Union (FSU) states to detect and capture WMD crossing their borders. Other agencies include:
 - o Department of State (DoS),

DEFENSE THREAT REDUCTION AGENCY
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I. Description of Operations Financed (Continued):

- o Department of Energy (DoE), and
- o Department of Homeland Security including the U.S. Coast Guard; and
- Expanded the CTR Program outside the FSU as called for in the FY 2008 NDAA.

The CTR Program is partnering with willing countries to prevent the proliferation of WMD and related materials, technology, and expertise. While legacy efforts in the FSU remain important, including elimination of associated delivery systems and related infrastructure in Russia, CTR is being redefined to address emerging security realities and urgent threats in other regions of the world. The CTR program supports the President's goal of securing all vulnerable nuclear material and the new "National Strategy for Countering Biological Threats" which call for action against these realities and threats. The first priority action remains to secure or confine WMD at the source whether through destruction, improved security or early detection and response. Unlike nuclear or chemical threats, biological threats may derive from either nature or deliberate/inadvertent release. Since especially dangerous pathogens (EDPs) are able to infect persons/animals and spread quickly, early detection and response is critical to preventing pandemics and the potential for significant loss of life and economic impact. Countering this threat requires a system to detect, diagnose and report disease outbreaks quickly and reliably.

The Biological Threat Reduction program partners with willing countries to provide safe and secure EDP storage and research and builds accurate detection, diagnostic and reporting capability. In close coordination with DoE, CTR is improving the border control capabilities of non-Russian FSU states through the WMD Proliferation Prevention Initiative. CTR facilitates defense and military contacts to build relationships in new

DEFENSE THREAT REDUCTION AGENCY
Cooperative Threat Reduction Program
Fiscal Year (FY) 2011 Budget Estimates

I. Description of Operations Financed (Continued):

regions. A new program area, Global Nuclear Lockdown, has been established to track DoD's support for the President's effort to secure all vulnerable weapons usable nuclear materials. Guidelines are in place to enhance interagency planning and coordination.

To maximize effectiveness and efficiency, the CTR Program requires recipient state cooperation on common program objectives. Implementing Agreements with recipient states are required before a project can begin or enter a new phase and are written with an "up to" cost limit so that CTR Program resources are not irrevocably committed to an uncooperative recipient state. Each phase of a project has exit criteria, many of which are tied to the recipient state's cooperation. If the project phase's exit criteria are not met, DoD can terminate a project. Additionally, all project acquisition strategies take into account the possibility that the recipient state's objectives or level of cooperation may change. This flexibility in CTR program management enables DoD to target resources on the most cooperative partner countries. If a recipient state is not cooperative in developing, implementing, or absorbing a CTR threat reduction project, the law permits the CTR Program to shift resources to another high priority partner state or CTR Program upon notification to Congress. This approach ensures that the CTR long-term goal of minimizing WMD threats is maintained even when resources are directed to another country or project.

The CTR Program objectives and related assistance activities are:

A. Dismantle threat WMD associated infrastructure:

The potential proliferation of WMD, delivery systems, and related technologies is a serious threat to U.S. and international security. The DoD, through the CTR Program,

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I. Description of Operations Financed (Continued):

seeks to reduce this threat by providing assistance to dismantle WMD and associated delivery systems and infrastructure.

The DoD, through the CTR Program, assists Russia to dismantle intercontinental ballistic missiles (ICBMs); ICBM silo launchers and road-mobile ICBM launchers; submarine launched ballistic missiles (SLBMs), SLBM launchers, and the associated strategic nuclear submarine; Spent Naval Fuel Disposition; and WMD infrastructure. DoD also assists Ukraine to store and eliminate ICBM rocket motors from dismantled SS-24 ICBMs.

As a State Party to the Chemical Weapons Convention, Russia has agreed to eliminate its stockpile of chemical weapons. The U.S. and other Group of Eight countries funded construction of a chemical weapons destruction facility (CWDF) near Planovy for organophosphorus (nerve) agent-filled artillery munitions. Since CW destruction operations began in March 2009, DoD is funding technical support of CWDF and other CWD activities with FY 2009 and prior year funds. The Planovy chemical weapons storage facility contains approximately 47 percent of Russia's nerve agent-filled artillery munitions (estimated at 5,460 metric tons in nearly two million rocket and tube artillery warheads/projectiles).

B. Consolidate and secure threat WMD and related technology and materials:

The CTR Program encourages nuclear warhead dismantlement and provides enhanced security for strategic, non-strategic or tactical nuclear weapons, and provides sustainment for 5 rail transfer points, and shares the costs at 19 of the 24 nuclear weapons storage areas throughout Russia. The CTR Program assists in the secure transport of an estimated 1,500 nuclear warheads per year to dismantlement or secures storage facilities and continues to procure new nuclear weapons transport railcars with security and monitoring systems to

DEFENSE THREAT REDUCTION AGENCY
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I. Description of Operations Financed (Continued):

support this effort. The CTR Program coordinates closely with the DoE Materials Protection, Control and Accounting assistance program.

The CTR Program consolidates dangerous viral and bacterial pathogens into safe and secure central reference laboratories or central repositories and enhances threat agent detection and response systems to provide early warning of biological outbreaks. This assistance helps prevent the theft, diversion, or accidental release of dangerous biological pathogens and strengthens DoD's ability to detect and diagnose outbreaks. Additionally, CTR Program assistance determines the causes of these outbreaks (natural or terrorist); provides access to real-time, unfiltered medical information; consolidates pathogen collections into central laboratories; modernizes diagnostic capabilities; and develops a network of trained, ethical recipient state scientists equipped to respond to and contain a biological release.

C. Increase transparency and encourage higher standards of conduct:

Cooperative biological research (CBR) projects primarily focus on mapping locations of especially dangerous pathogens (EDPs) and identify the transmittal vectors. This program permits increased transparency at biological research facilities. The research projects enhance epidemiological and diagnostic capacity and advance DoD's understanding of endemic EDPs. The CTR Program secures the transfer of dangerous pathogens to the U.S. to improve diagnostics and therapeutics and for force health protection and forensics reference. This program encourages higher standards of openness, ethics, and conduct by scientists and gains transparency into research laboratories that work with especially dangerous pathogens. Due to the Russian government's unwillingness to cooperate on human biological threat reduction and without a bilateral agreement for such cooperation, DoD

DEFENSE THREAT REDUCTION AGENCY
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I. Description of Operations Financed (Continued):

has refocused its engagement in Russia to partner with the U.S. Department of Agriculture and the Ministry of Agriculture.

D. Support defense and military cooperation with the objective of preventing proliferation:

The WMD-Proliferation Prevention Initiative (WMD-PPI) enhances the capability of non-Russian FSU states and other partner countries to detect, report, and interdict illicit trafficking of WMD and related materials across state borders. DoD provides assessments, equipment, infrastructure, logistics support, and related training to enhance national and regional capabilities that prevent the proliferation of WMD, components, and related materials to terrorists, rogue states, or organized crime groups. DoD is currently pursuing proliferation prevention projects in Azerbaijan, Kazakhstan, and Ukraine. The WMD-PPI program coordinates with the DoD International Counter-Proliferation Program and other U.S. Government border security programs in non-Russian FSU states.

The CTR Program also supports expanded contacts between defense establishments to support relationship building opportunities. Future events will be expanded to support the advanced mission of the CTR Program as directed in the FY 2010 National Defense Authorization Act.

The New Initiatives program was established with additional funding in the FY 2008/2009/2010 Defense Appropriations Acts and DoD completed an assessment of where CTR assistance would best support the effort to counter the threat from WMD transiting or in potential partner countries. Potential nuclear, chemical and biological threats were assessed. Pakistan, Afghanistan and select countries in Asia and Africa have been identified as high priority partners. Based on the countries' willingness to partner,

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I. Description of Operations Financed (Continued):

DoD will conduct BTR assessments and projects, which will identify existing capabilities and constraints relative to BTR requirements. As part of the President's effort to secure all vulnerable nuclear material, some of these funds may be used to provide nuclear security "best practices" to countries/regions outside the FSU.

E. Other program support:

Other Assessments/Administrative Support funds the Audit and Examination (A&E) program provided for in the CTR agreements with recipient states and overall program management and administration costs. The A&E program is a means to ensure that DoD-provided equipment, services, and related training are fully accounted for and used effectively and efficiently for their intended purpose. Other activities include CTR Program travel, translator/interpreter support, agency support services, and administrative and advisory support. CTR Program personnel assigned to Embassy offices in six FSU countries also are supported with these funds.

Program management and support costs are funded by the individual CTR Program areas and include contract logistic support, contract transportation support, administrative and advisory support, and travel.

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II. Force Structure Summary:

A. Strategic Offensive Arms Elimination (SOAE):

DoD assists Russia with equipment and services and oversees destruction of strategic weapons delivery systems in accordance with the SOAE Implementing Agreement and relevant arms control agreements. Although Russia has taken responsibility for many associated costs, such as transportation, the DoD contracts to destroy or dismantle intercontinental ballistic missiles, submarine-launched ballistic missiles, ICBM silo launchers, ICBM road-mobile launchers, SLBM launchers, and some WMD infrastructure.

Solid Propellant ICBM/SLBM and Mobile Launcher Elimination

This project eliminates SS-25 and SS-N-20 solid propellant missile systems. Activities include a fee for service at Russian missile disassembly and elimination facilities and mobile launcher elimination facilities, and transportation of SS-25 missiles and solid rocket motors in and out of a temporary storage facility.

Liquid Propellant Intercontinental Ballistic Missile/Submarine Launched Ballistic Missile and Silo Elimination

This project deactivates, dismantles, and eliminates SS-18 and SS-19 ICBM silos and associated launch control center (LCC) silos and destroys SS-18 and SS-19 ICBMs.

Submarine Launched Ballistic Missile Launcher Elimination/SSBN Dismantlement

This project eliminates SLBM launchers from *Delta* class and *Typhoon* class Russian nuclear ballistic missile submarines (SSBNs) and provides the infrastructure required to defuel the SSBNs. The launcher section is eliminated, the reactor section removed, and with Canadian assistance the spent naval fuel placed in casks for long-term storage.

DEFENSE THREAT REDUCTION AGENCY
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II. Force Structure Summary (Continued):

B. Strategic Nuclear Arms Elimination:

One active project assists Ukraine to store and eliminate SS-24 solid rocket motors (SRMs) from dismantled ICBMs.

C. Chemical Weapons Destruction:

This program supports the Agreement with Russia for the Safe, Secure, and Ecologically Sound Destruction of Chemical Weapons and prevents the proliferation of chemical weapons to rogue states and terrorist groups. Using the experience from program efforts in Russia, this program is able to support emerging CWD requirements.

Chemical Weapons Destruction Facility

This project provides technical support with FY 2009 and prior year funds for the CWDF as it destroys chemical weapons and other CWD activities in Russia.

D. Nuclear Weapons Storage Security:

These CTR Program activities are undertaken with Russia pursuant to the Nuclear Weapons Storage Security Implementing Agreement.

Site Security Enhancements

This project improves security and safety at Russia's MOD nuclear weapons storage sites. These sites include both national stockpile and operational storage sites of the Russian Air Force, Strategic Rocket Forces and temporary storage locations at road-to-rail transfer points. The DoD and DoE have worked closely with the MOD to provide comprehensive security enhancements. DoD, DoE and MOD-R are sustaining this installed

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II. Force Structure Summary (Continued):

equipment at required levels during a transition period until MOD-R builds a cadre of expertise and assumes full responsibility.

Security Assessment and Training Center

This project expands the existing DoD-provided SATC facility at Abramovo Base to serve as a regional training and sustainment center. The SATC expansion will complement the Far East Training Center (FETC) and the DoE provided Kola and Siberian Technical Centers to provide training, depot-level maintenance and repair, and spare parts storage for all branches of MOD-R involved with WMD security and sustainment of nuclear weapons storage sites distributed across Russia. Specifically the project will provide a classroom building, student dormitory, maintenance and repair workshop, warehouse, garage, and associated equipment for MOD-R.

E. Nuclear Weapons Transportation Security:

These CTR Program activities are undertaken with Russia pursuant to the Nuclear Weapons Transportation Security Implementing Agreement. This program supports U.S. proliferation prevention objectives by enhancing the security, safety, and control of nuclear weapons during shipment and provides railcar maintenance and procurement.

Nuclear Weapons Transportation

This project assists Russia to transport nuclear warheads safely and securely to storage and dismantlement facilities.

Railcar Maintenance and Procurement

This project supports the certification of a required set of MOD nuclear weapons transport railcars through preventive and depot maintenance and production of up to 100

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II. Force Structure Summary (Continued):

safe and secure weapons transport cars with security and monitoring systems. Russia will eliminate two older weapons transport cars for each new transport car provided.

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II. Force Structure Summary (Continued):

F. Biological Threat Reduction:

This program with partner countries provides assistance to secure and consolidate collections of especially dangerous pathogens (EDPs) and their associated research into a minimum number of secure health and agricultural laboratories or related facilities; enhances partner country/region's capability to prevent the sale, theft, diversion, or accidental release of biological weapons-related materials, technology, and expertise by improving biological safety and security (BS&S) standards and procedures; enhances partner country/region's capability to detect, diagnose, and report endemic and epidemic, man-made or natural EDPs, bioterror attacks, and potential pandemics; and ensures the developed capabilities are designed to be sustainable within each partner country/region's current operating budget.

Biosecurity and Biosafety and Threat Agent Detection and Response

This project consolidates and secures a partner country/region's dangerous pathogen collections into safe, centralized facilities to prevent unauthorized acquisition of biological weapons materials. The project improves biosafety and biosecurity; enhances partner country/region's capabilities to detect, diagnose, and report bioterror attacks and potential pandemics; and ensures the safe and secure storage and handling of especially dangerous pathogens used for peaceful research to prevent accidental release, theft, and exposure. DoD, with partner countries and other U.S. Government departments, is developing a network of disease monitoring and diagnostic centers with trained staff throughout each country linked to a safe, secure centralized laboratory and pathogen/data repository. It is envisioned that these individual country networks will be linked with regional partners to enhance disease surveillance, reporting, and containment and ensure early warning of potential bioattacks. The DoD created training modules to elevate the diagnostic and epidemiological capabilities of the scientific and technical staff and to

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II. Force Structure Summary (Continued):

promote bioethics, nonproliferation, biological safety, and biological security to ensure sustainment, effectiveness of program investment, and strategic relevance. This project promotes sustained transparency and the formation of strategic health partnerships in the war on bioterrorism.

Cooperative Biological Research

This project increases transparency, improves scientists' standards of conduct, and leverages the extensive expertise of former Soviet biological weapons scientists and epidemiologists to address DoD's bio-defense needs in force protection, medical countermeasures, counter-terrorism, and disease surveillance. U.S. researchers are currently collaborating with former Soviet biological weapons research institutes, working with counterparts on DoD/interagency projects. Using New Initiative funds this program also will begin projects with scientists outside the FSU.

G. Weapons of Mass Destruction Proliferation Prevention Initiative:

This program enhances the capability of partner countries to detect, report, and interdict illicit trafficking in WMD or related materials. Equipment, infrastructure, and operations and maintenance training will be provided to border guards, customs officials, and MOD military for defined roles in WMD proliferation prevention. The DoD assistance will complement ongoing counter-proliferation assistance provided by the DoE Second Line of Defense, the DoS Export Control and Related Border Security programs, and the DoD International Counter-Proliferation Program.

Land Border and Maritime Proliferation Prevention (Ukraine)

This project assists development of a comprehensive capability to detect and interdict WMD and related materials transiting the Moldovan and other land borders, Ukraine's

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II. Force Structure Summary (Continued):

maritime border, adjacent coastal waters of the Black Sea and Sea of Azov, and key seaports. Ukraine will achieve these capabilities by improving WMD detection, surveillance, interdiction, communications/data storage, training, maintenance, and sustainment. The land border project is closely coordinated with DoE's Second Line of Defense effort to place portal monitors at the ports of entry.

Caspian Sea Maritime Proliferation Prevention (Azerbaijan)

This project supports development of a comprehensive capability to detect and interdict WMD and related materials along Azerbaijan's maritime border on the Caspian Sea. It provides maritime surveillance equipment and procedures; repair and upgrade of existing vessels; equipment for boarding crews, including devices to detect WMD; the construction, repair, and upgrade of command and control, maintenance, and logistics facilities; and the construction of an operating location along the Azerbaijan southern coast to improve the on-station time and expand the patrol areas of the State Border Service - Coast Guard.

Fissile and Radioactive Material Proliferation Prevention (Kazakhstan)

This project secures radiological materials.

Expanded Proliferation Prevention

Enhance the WMD detection and interdiction capabilities of other partner countries and conduct project assessments for future land border and maritime efforts.

H. Global Nuclear Lockdown:

This new program supports the President's goal to secure all vulnerable nuclear material within 4 years and to sustain upgrades and transition enduring responsibilities to

DEFENSE THREAT REDUCTION AGENCY
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II. Force Structure Summary (Continued):

respective countries by 2014. The CTR program will seek a determination for specific countries and, working with DoE and the Interagency, plans to establish Centers of Excellence for Nuclear Security. The purpose of these regional centers, which are not located at material or weapons storage sites, will be to assess equipment and manpower, provide material security training, and demonstrate enhanced security procedures and processes. The centers would provide lessons learned without direct site access. Additionally, ongoing nuclear security and non-proliferation efforts in Russia and Kazakhstan will continue.

I. Defense and Military Contacts:

This project improves cooperation between the U.S. and foreign military establishments through increased bilateral contacts such as high-level visits and specialists' exchanges between DoD and the respective Ministry of Defense (MOD). These bilateral activities have engaged military and defense officials to promote demilitarization of excess infrastructure, defense reform and further counter-proliferation efforts. The FY 2010 and FY 2011 funds will be used to support specific relationship-building opportunities in new geographic areas.

J. New Initiatives:

This program will expand the CTR WMD proliferation prevention efforts outside of the FSU. This program also will begin cooperative biological research projects with scientists outside the FSU.

DEFENSE THREAT REDUCTION AGENCY
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II. Force Structure Summary (Continued):

K. Other Assessments/Administrative Support:

Audits and Examinations

This project enables the U.S. Government to examine the serviceability of the CTR Program-provided equipment and evaluate whether the provided equipment, services, and training are being used for the intended purposes of the CTR Program.

Program Management/Administration

This project provides program administrative and general support costs, project development costs, an advisory and assistance services contract, Defense Threat Reduction Agency infrastructure support, and travel. This project funds six permanent full-time Defense Threat Reduction Embassy offices (DTROs) in Azerbaijan, Georgia, Kazakhstan, Russia, Ukraine, and Uzbekistan.

DEFENSE THREAT REDUCTION AGENCY
Cooperative Threat Reduction Program
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II. Force Structure Summary (Continued):

Program	Project	FY 2009	FY 2010	FY 2011
Strategic Offensive Arms Elimination		\$38,985	\$66,385	\$66,732
	Solid Propellant ICBM/SLBM and Mobile Launcher Elimination - Russia	\$15,451	\$27,267	\$34,880
	Liquid Propellant ICBM/SLBM and Silo Elimination - Russia	\$13,495	\$13,063	\$20,756
	SLBM Launcher Elimination/SSBN Dismantlement - Russia	\$10,039	\$26,055	\$11,096
Strategic Nuclear Arms Elimination		\$6,400	\$6,800	\$6,800
	SS-24 Missile Disassembly, Storage, and Elimination - Ukraine	\$6,400	\$6,800	\$6,800
Chemical Weapons Destruction		\$28,000	\$3,000	\$3,000
	Chemical Weapons Destruction Facility - Russia	\$26,000	\$2,000	
	Chemical Weapons Production Facility - Russia	\$2,000		
	Emerging Chemical Weapons Destruction Requirements		\$1,000	\$3,000
Nuclear Weapons Storage Security		\$16,210	\$22,090	\$9,614
	Site Security Enhancements - Russia	\$7,728	\$3,605	\$3,365
	Security Assessment and Training Center - Russia	\$8,482	\$18,485	\$6,249
Nuclear Weapons Transportation Security		\$58,800	\$45,867	\$45,000
	Nuclear Weapons Transportation - Russia	\$19,487	\$18,126	\$26,534
	Railcar Maintenance and Procurement - Russia	\$39,313	\$27,741	\$18,466
Biological Threat Reduction		\$177,463	\$152,132	\$209,034
	Biosecurity, Biosafety, Threat Agent Detection and Response	\$171,747	\$133,255	\$184,746
	Cooperative Biological Research	\$5,716	\$18,877	\$24,288
WMD Proliferation Prevention Initiative		\$69,286	\$83,886	\$79,821
	Land Border and Maritime Proliferation Prevention - Ukraine	\$21,657	\$27,262	\$26,527
	Caspian Sea Maritime Proliferation Prevention - Azerbaijan	\$6,016		
	Fissile and Radioactive Material Proliferation Prevention - Kazakhstan	\$41,613	\$50,052	\$53,126
	Expanded Proliferation Prevention		\$6,572	\$168
Global Nuclear Lockdown				\$74,471
	Spent Naval Fuel/Fissile Material Disposition - Russia			\$16,571
	Site Security Enhancements - Russia			\$11,500
	Automated Inventory Control and Management System - Russia			\$16,400
	Nuclear Security Centers of Excellence			\$30,000
Defense and Military Contacts		\$8,000	\$5,000	\$5,000
	Defense and Military Contacts	\$8,000	\$5,000	\$5,000
New Initiatives		\$10,000	\$17,000	
	New Initiatives	\$10,000	\$17,000	
Other Assessments/Administrative Support		\$20,100	\$21,400	\$23,040
	Audits and Examinations	\$500	\$500	\$500
	Program Management/Administration	\$19,600	\$20,900	\$22,540
CTR Program Total		\$433,244	\$423,560	\$522,512

Numbers may not add due to rounding

CTR 803

DEFENSE THREAT REDUCTION AGENCY
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III. Financial Summary (\$ in Thousands):

	FY 2009 Actuals	Budget Request	FY 2010 Congressional Action		Appro- priated	Current Estimate	FY 2011 Estimate
			Amount	Percent			
A. <u>BA Subactivities</u>							
1. Strategic Offensive Arms Elimination	38,985	66,385			66,385	66,385	66,732
2. Strategic Nuclear Arms Elimination	6,400	6,800			6,800	6,800	6,800
3. Chemical Weapons Destruction	28,000		3,000		3,000	3,000	3,000
4. Nuclear Weapons Storage Security	16,210	15,090			15,090	22,090	9,614
5. Nuclear Weapons Transportation Security	58,800	46,400	-533	-1	45,867	45,867	45,000
6. Biological Threat Reduction	177,463	152,132			152,132	152,132	209,034
7. WMD Proliferation Prevention Initiative	69,286	90,886			90,886	83,886	79,821
8. Global Nuclear Lockdown							74,471
9. Defense and Military Contacts	8,000	5,000			5,000	5,000	5,000
10. New Initiatives	10,000		17,000		17,000	17,000	
11. Other Assessments/Administrative Support	20,100	21,400			21,400	21,400	23,040
Total	433,244	404,093	19,467		423,560	423,560	522,512

CTR did not receive FY 2009 Emergency Supplemental or Bridge funding.

DEFENSE THREAT REDUCTION AGENCY
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III. Financial Summary (\$ in Thousands) (Continued):

B. Reconciliation Summary:

	<u>Change</u> <u>FY 2010/2010</u>	<u>Change</u> <u>FY 2010/2011</u>
Baseline Funding	404,093	423,560
Congressional Adjustments (Distributed)	20,000	-
Congressional Adjustments (Undistributed)	-	-
Adjustments to meet Congressional Intent	-	-
Congressional Adjustments (General Provisions)	-533	-
Subtotal Appropriated Amount		423,560
Fact-of-Life Changes (CY to CY Only)	-	-
Subtotal Baseline Funding	423,560	423,560
Anticipated Wartime Supplemental	-	-
Reprogrammings	-	-
Price Changes	-	5,930
Functional Transfers	-	-
Program Changes	-	93,022
Current Estimate	423,560	522,512
Less: Wartime Supplemental	-	-
Normalized Current Estimate	423,560	

DEFENSE THREAT REDUCTION AGENCY
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III. Financial Summary (\$ in Thousands) (Continued):

	Amount	Totals
C. <u>Reconciliation of Increases and Decreases</u>		
FY 2010 President's Budget Request (Amended, if applicable)		404,093
1. Congressional Adjustments		19,467
a. Distributed Adjustments	20,000	
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions- Sec 8097 - Economic Assumptions	-533	
e. Congressional Earmarks - Indian Lands Environmental Impact		
FY 2010 Appropriated Amount		423,560
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		
FY 2010 Baseline Funding		423,560
4. Reprogrammings (requiring 1415 Actions)		
Revised FY 2010 Estimate		423,560
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations		
FY 2010 Normalized Current Estimate		423,560
6. Price Change		5,930
7. Functional Transfers		
8. Program Increases		130,345
a. Annualization of New FY 2010 Program		
b. One-Time FY 2011 Increases		
c. Program Growth in FY 2011		
1) Biological Threat Reduction (FY 2010 Base: \$152,132). Provides additional funding for CRL construction in Kazakhstan and Ukraine.	54,534	
2) Global Nuclear Lockdown (FY 2010 Base \$0). Supports securing vulnerable fissile material by the end of 2012.	74,471	

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III. Financial Summary (\$ in Thousands) (Continued):

C. <u>Reconciliation of Increases and Decreases</u>	Amount	Totals
3) Other Assessments/Administrative Support. Funds additional support costs associated with the Defense Threat Reduction Embassy Offices in partner countries (FY 2010 Base: \$21,400).	1,340	
9. Program Decreases		-37,323
a. Annualization of FY 2010 Program Decreases		
b. One-Time FY 2011 Increases		
c. Program Decreases in FY 2011		
1) Strategic Offensive Arms Elimination. Reduction in SS-N-20 eliminations (FY 2010 Base: \$66,385).	-582	
2) Strategic Nuclear Arms Elimination. Storage facilities and utilities costs decrease (FY 2010 Base: \$6,800).	-95	
3) Chemical Weapons Destruction (FY 2010 Base: \$3,000). Construction of CWDF in Russia completed.	-42	
4) Nuclear Weapons Storage Security. SATC construction completed (FY 2010 Base: \$22,090).	-12,786	
5) Nuclear Weapons Transportation Security. Cargo railcar procurement completed (FY 2010 Base: \$45,867).	-1,509	
6) WMD Proliferation Prevention Initiative. Decreased funding for Fissile and Radioactive Material Proliferation Prevention (FY 2010 Base: \$83,886).	-5,239	
7) Defense and Military Contacts. Up to 2 fewer defense and military exchanges (FY 2010 Base: \$5,000).	-70	
8) New Initiatives. No additional funding until additional refinement of this activity is complete (FY 2010 Base: \$17,000).	-17,000	

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III. Financial Summary (\$ in Thousands) (Continued):

C. Reconciliation of Increases and Decreases

Amount Totals

FY 2011 Budget Request

522,512

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IV. Performance Criteria and Evaluation Summary:

The CTR Program was identified in 2006 as one of the DoD programs to participate in the Program Assessment Rating Tool (PART), a diagnostic tool used to assess the performance of Federal programs. The Office of Management and Budget concurred with the DoD Assessment Rating of "Effective" for the CTR Program, the highest rating achievable under PART. To achieve maximum effectiveness and greatest efficiency, the CTR Program requires cooperation on common objectives from partner countries receiving assistance. The CTR Program's flexibility in program management and acquisition strategy enables it to target its efforts on the most cooperative partner countries. The full PART review can be viewed at <http://www.whitehouse.gov/omb/>.

The CTR Program annual targets for performance measures are presented in the table below. The table represents many of the programs and activities but is not inclusive. Summary accomplishments/targets for the prior years and the full FYDP period can be found in the Cooperative Threat Reduction Annual Report to the Congress FY 2011.

CTR PERFORMANCE MEASURES ANNUAL TARGETS			
Calendar Year	2009	2010	2011
WMD Means of Delivery Elimination	60	126	177
Cumulative Eliminations	3,720	3,846	4,023
New Railcars to Transport Nuclear Weapons	18	18	18
Cumulative Railcar Deliveries	47	65	83
Biological Zonal Diagnostic Laboratories	3	13	5
Cumulative	19	32	37

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IV. Performance Criteria and Evaluation Summary (Continued):

	(\$ in Thousands)		
	FY 2009	FY 2010	FY 2011
A. <u>Strategic Offensive Arms Elimination:</u>	38,985	66,385	66,732

FY 2009 funds:

Eliminate 2 SS-18 ICBMs and 8 SS-19 ICBMs;
 Decommission 6 and dismantle 21 SS-18 ICBM silo launchers and LCCs;
 Eliminate 10 SS-25 ICBMs;
 Eliminate 30 SS-25 road-mobile launchers;
 Decommission 2 SS-25 regiments;
 Dismantle 1 *Delta III*-class SSBN and eliminate 16 SLBM launchers;
 Conduct repairs at the liquid propellant ICBM elimination facility; and
 Provide logistical and administrative and advisory support.

FY 2010 funds will:

Eliminate 8 SS-19 ICBMs;
 Dismantle 9 SS-18 ICBM silo launchers and LCCs;
 Decommission 10 and dismantle 11 SS-19 ICBM silo launchers and LCCs;
 Eliminate 11 SS-N-20 SLBMs;
 Eliminate 30 SS-25 ICBMs;
 Eliminate 30 SS-25 road-mobile launchers;
 Initiate dismantlement of 1 *Typhoon*-class SSBN and eliminate 20 SLBM launchers;
 Dismantle 1 *Delta III*-class SSBN and eliminate 16 SLBM launchers;
 Conduct repairs at liquid propellant ICBM elimination facility; and
 Provide logistical and administrative and advisory support.

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IV. Performance Criteria and Evaluation Summary (Continued):

FY 2011 funds will:

- Eliminate 8 SS-19 ICBMs;
- Decommission 20, dismantle 22, and eliminate 33 SS-19 ICBM silo launchers and LCCs;
- Eliminate 40 SS-25 ICBMs;
- Eliminate 36 SS-25 road-mobile launchers;
- Decommission 2 SS-25 regiments;
- Complete dismantlement of 1 *Typhoon*-class SSBN; and
- Provide logistical and administrative and advisory support.

(\$ in Thousands)

FY 2009	FY 2010	FY 2011
6,400	6,800	6,800

B. Strategic Nuclear Arms Elimination:

FY 2009 funds:

- Store 160 SS-24 SRMs;
- Transport SRMs to the propellant removal facility;
- Assist Ukraine by making payments for 10 empty SRM cases;
- Continue maintenance and repair of SRM storage facilities; and
- Provide administrative and advisory support.

FY 2010 funds will:

- Store 156 SS-24 SRMs;
- Transport SRMs to the propellant removal facility;
- Assist Ukraine by making payments for 45 empty SRM cases;
- Continue maintenance and repair of SRM storage facilities; and
- Provide administrative and advisory support.

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IV. Performance Criteria and Evaluation Summary (Continued):

FY 2011 funds will:

Store 105 SS-24 SRMs;

Transport SRMs to the propellant removal facility;

Assist Ukraine by making payments for 45 empty SRM cases;

Continue maintenance and repair of SRM storage facilities; and

Provide administrative and advisory support.

(\$ in Thousands)

C. Chemical Weapons Destruction:

FY 2009	FY 2010	FY 2011
28,000	3,000	3,000

FY 2009 funds:

Provide technical support of CWDF operations to destroy chemical weapons and other CWD activities in Russia.

FY 2010 and FY 2011 funds will:

Support emerging CWD requirements.

(\$ in Thousands)

D. Nuclear Weapons Storage Security:

FY 2009	FY 2010	FY 2011
16,210	22,090	9,614

FY 2009 funds:

Continue sustainment for 19 nuclear weapons storage sites, 5 Rail Transfer Points (RTPs) and 2 regional centers (Security Assessment and Training Center [SATC] and

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IV. Performance Criteria and Evaluation Summary (Continued):

Far East Training Center [FETC]) including training, maintenance, repair, and limited spare parts;
 Initiate design and construction to expand the regional training and sustainment center at the SATC; and
 Provide logistical and administrative and advisory support.

FY 2010 funds will:

Continue sustainment for 19 nuclear weapons storage sites, (on site sustainment costs are transitioning to MOD-R) 5 RTPs, and 2 regional centers (SATC FETC) including training, maintenance, repair, and limited spare parts;
 Continue construction to expand the SATC; and
 Provide logistical and administrative and advisory support.

FY 2011 funds will:

Continue sustainment for 19 nuclear weapons storage sites, (on site sustainment costs are transitioning to MOD-R) 5 RTPs, and 2 regional centers (SATC FETC) including training, maintenance, repair, and limited spare parts;
 Complete construction at the SATC; and
 Provide logistical and administrative and advisory support.

E. Nuclear Weapons Transportation Security:

(\$ in Thousands)		
<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
58,800	45,867	45,000

FY 2009 funds:

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IV. Performance Criteria and Evaluation Summary (Continued):

Transport approximately 48 trainloads of deactivated nuclear warheads (1,000 to 1,500) from deployed locations to enhanced security storage sites and to dismantlement facilities and from storage to dismantlement;
Procure 31 additional cargo railcars;
Retrofit 7 DoD-provided guard railcars with RCSS;
Provide 14 satellite communication transmitters and antennas as part of an off-train communications and monitoring system;
Provide maintenance/certification for MOD nuclear weapons transport railcars; and
Provide logistical and administrative and advisory support.

FY 2010 funds will:

Transport approximately 42 trainloads of deactivated nuclear warheads (1,000 to 1,500) from deployed locations to enhanced security storage sites or dismantlement and from storage to dismantlement facilities;
Procure 10 additional cargo railcars;
Retrofit 3 DoD provided guard railcars with RCSS;
Develop and implement a sustainment program for including training, maintenance, and sparing;
Provide maintenance/certification for MOD nuclear weapons transport railcars; and
Provide logistical and administrative and advisory support.

FY 2011 funds will:

Transport approximately 48 trainloads of deactivated nuclear warheads (1,000 to 1,500) from deployed locations to enhanced security storage sites or dismantlement and from storage to dismantlement facilities;

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IV. Performance Criteria and Evaluation Summary (Continued):

Complete a sustainment program for RCSS including training, maintenance, and sparing;

Provide maintenance/certification for MOD nuclear weapons transport railcars; and

Provide logistical and administrative and advisory support.

(\$ in Thousands)

F. Biological Threat Reduction:

<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
177,463	152,132	209,034

FY 2009 funds:

Provide for 14 CBR projects (4 in Azerbaijan, 3 in Georgia, 4 in Kazakhstan, and 3 in Ukraine);

Complete initial assessment of Armenian BTRP requirements;

Provide training in laboratory diagnostic techniques, epidemiology, clinical sample collection, outbreak surveillance, laboratory and health system management, biosafety bioethics/nonproliferation;

Continue to develop and deploy EIDSS in Azerbaijan, Georgia, Kazakhstan, Russia, Ukraine, and Uzbekistan;

Continue construction and equipment installation of Secured Pathogen Repositories to include: complete construction of 1 CRL in Georgia, continue construction oversight of 1 CRL in Azerbaijan, enhance security at a central veterinary facility in Russia, renovate an interim CRL in Ukraine, and perform design adaptation for 1 permanent CRL in Ukraine;

Establish 11 ZDLs (9 in Azerbaijan, 1 in Georgia and 1 in Uzbekistan);

Sustain 23 ZDLs (2 in Azerbaijan, 5 in Georgia, 4 in Kazakhstan, 2 in Ukraine, and 10 in Uzbekistan);

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IV. Performance Criteria and Evaluation Summary (Continued):

Provide the Russian International Science and Technology Center (ISTC) with staff support, training, workshops, travel, and management oversight for BTRP projects; and
Provide logistical and administrative and advisory support.

FY 2010 funds will:

Provide for 15 CBR projects (3 in Azerbaijan, 2 in Armenia, 2 in Georgia, 3 in Kazakhstan, 3 in Ukraine, and 2 in Uzbekistan);
Implement initial biosecurity, biosafety, and training enhancements in Armenia;
Provide training in laboratory diagnostic techniques, epidemiology, clinical sample collection, outbreak surveillance, laboratory and health system management, and biosafety bioethics/nonproliferation;
Continue to develop and deploy EIDSS in Armenia, Azerbaijan, Georgia, Kazakhstan, Russia, Ukraine, and Uzbekistan;
Continue construction and equipment installation of Secured Pathogen Repositories to include: oversight of 1 CRL in Azerbaijan, begin construction of 1 CRL in Kazakhstan, complete 2 repository upgrades in Kazakhstan, complete 1 repository upgrade in Russia, and Commission 1 CRL in Georgia;
Establish 6 ZDLs (3 in Armenia, 1 in Georgia and 2 in Uzbekistan);
Sustain 34 ZDLs (11 in Azerbaijan, 6 in Georgia, 4 in Kazakhstan, 2 in Ukraine, and 11 in Uzbekistan) and 1 CRL in Georgia;
Initiate Threat Agent Detection and Response (TADR) pilot project with Russian Ministry of Agriculture;
Provide the Russian ISTC with staff support, training, workshops, travel, and management oversight for BTRP projects; and
Provide logistical and administrative and advisory support.

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IV. Performance Criteria and Evaluation Summary (Continued):

FY 2011 funds will:

Provide for 20 CBR projects (1 in Pakistan, 3 in Azerbaijan, 4 in Armenia, 2 in Georgia, 3 in Kazakhstan, 3 in Ukraine, and 4 in Uzbekistan);

Initiate minimal biosecurity upgrades and develop a CBR program and implement projects in Pakistan and select areas of Asia and Africa;

Provide training in laboratory diagnostic techniques, epidemiology, clinical sample collection, outbreak surveillance, laboratory and health system management, and biosafety bioethics/nonproliferation;

Continue to develop and deploy EIDSS in Armenia, Azerbaijan, Georgia, Kazakhstan, Russia, Ukraine, and Uzbekistan and initiate EIDSS implementation in Pakistan and select areas of Asia and Africa;

Continue construction and outfitting of Secured Pathogen Repositories to include: oversight of 1 CRL in Azerbaijan, continue construction of 1 CRL in Kazakhstan, complete 1 repository upgrade in Russia, and continue construction of 1 CRL in Ukraine;

Establish 4 ZDLs (3 in Ukraine and 1 in Uzbekistan);

Sustain 40 ZDLs (11 in Azerbaijan, 2 in Armenia, 7 in Georgia, 4 in Kazakhstan, 3 in Ukraine, and 13 in Uzbekistan) and 1 CRL in Georgia;

Provide the Russian ISTC with staff support, training, workshops, travel, and management oversight for BTRP projects; and

Provide logistical and administrative and advisory support.

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IV. Performance Criteria and Evaluation Summary (Continued):

	(\$ in Thousands)		
	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
G. <u>WMD Proliferation Prevention Initiative:</u>	69,286	83,886	79,821

FY 2009 through FY 2011 funds provide material and non-material solutions to improve WMD command and control, communications, surveillance, detection and interdiction capabilities, and sustainment. Specific assistance will be based on effectiveness of previous efforts and includes:

FY 2009 funds:

Ukraine: Increase WMD command and control, communications, surveillance, detection and interdiction capabilities, and sustainment along the Moldova/Transnistria border, the Black Sea/Sea of Azov border, and the Chernobyl Exclusion Zone, continue project assessments and support efforts at state ports of entry (POE) and inland clearing stations (ICS) and upgrade additional international and state POE and ICS;

Enhance WMD command and control, communications, surveillance, detection and interdiction capabilities, and sustainment on the Black Sea and Sea of Azov maritime borders;

Azerbaijan: Enhance WMD command and control, communications, surveillance, detection and interdiction capabilities, and sustainment along the Caspian Sea maritime border;

Kazakhstan: Install additional security measures at the former Semipalatinsk test site; and

Provide logistical and administrative and advisory support.

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IV. Performance Criteria and Evaluation Summary (Continued):

FY 2010 funds will:

Ukraine: Increase WMD command and control, communications, surveillance, detection and interdiction capabilities, and sustainment along the Moldova/Transnistria border, the Black Sea/Sea of Azov border, and the Chernobyl Exclusion Zone, continue project assessments and support efforts at state POE and ICS and upgrade additional international and state POE and ICS;

Enhance WMD command and control, communications, surveillance, detection and interdiction capabilities, and sustainment on the Black Sea and Sea of Azov maritime borders;

Kazakhstan: Install additional security measures at the former Semipalatinsk test site;

Extended Areas: Conduct project assessments for future land border and maritime efforts that enhance the WMD command and control, communications, surveillance, detection and interdiction capabilities, and sustainment of material and non-material solutions to identified capability gaps; and

Provide logistical and administrative and advisory support.

FY 2011 funds will:

Ukraine: Increase WMD command and control, communications, surveillance, detection and interdiction capabilities, and sustainment along the Moldova/Transnistria border, continue project assessments and support efforts at state POE and ICS and upgrade additional international and state POE and ICS;

Kazakhstan: Install additional security measures at the former Semipalatinsk test site;

Extended Areas: Conduct project assessments for future land border and maritime efforts that enhance the WMD command and control, communications, surveillance,

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IV. Performance Criteria and Evaluation Summary (Continued):

detection and interdiction capabilities, and sustainment of material and non-material solutions to identified capability gaps; and
Provide logistical and administrative and advisory support.

(\$ in Thousands)

H. Global Nuclear Lockdown:

<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
		74,471

FY 2011 will:

Secure nuclear materials considered weapons-usable. This includes consolidation of fissile materials (Spent Naval Fuel) removed from Russian Federation Submarines; proper disposition of these materials; fabrication of containers and railcars, and other measures to improve the security of these fissile materials;
Provide hardware and software for additional AICMS field facilities, training on the AICMS system, and one year of warranty support for AICMS;
Provide Small Arms Training Systems and other guard force support;
Renovate and equip a central nuclear storage site monitoring center;
Provide sustainment to include training, maintenance, and depot support at MOD nuclear weapons storage sites, a Unified Operations Center, and a technological refresh of the Center for Technological Diagnostics;
Provide Mobile Repair Vehicles and on site repair points to maintain installed physical protection systems at nuclear storage sites;
Provides for, in coordination with the Interagency, country/regional security "centers of excellence" outside the FSU; and
Provide logistical and administrative and advisory support.

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IV. Performance Criteria and Evaluation Summary (Continued):

	(\$ in Thousands)		
	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
I. <u>Defense and Military Contacts:</u>	8,000	5,000	5,000

FY 2009 funds approximately 248 defense and military exchanges.
FY 2010 and FY 2011 funds will support specific relationship-building opportunities in new geographical areas.

	(\$ in Thousands)		
	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
J. <u>New Initiatives:</u>	10,000	17,000	0

FY 2009 and FY 2010 funds will:
Expand the CTR Program with countries outside the FSU that include Pakistan, Afghanistan, and select countries in Asia and Africa; and
Conduct initial biological threat reduction assessments for new countries.
Initiate cooperative biological research projects with scientists outside the FSU.

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IV. Performance Criteria and Evaluation Summary (Continued):

	(\$ in Thousands)		
	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
K. <u>Other Assessments/Administrative Cost:</u>	20,100	21,400	23,040

FY 2009 through FY 2011 funds support approximately 8-12 Audits and Examinations per year and provide agency support services as well as contractor administrative and advisory support. Funds provide Embassy support for six DTRA/CTR offices within the FSU.

V. Personnel Summary: N/A

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VI. OP32 Line Items as Applicable (Dollars in Thousands):

<u>Line Item</u>	<u>Description</u>	<u>FY 2009 Estimate</u>	<u>Changes from FY 2009 / FY 2010</u>		<u>FY 2010 Estimate</u>	<u>Changes from FY 2010 / FY 2011</u>		<u>FY 2011 Estimate</u>
			<u>Price Growth</u>	<u>Program Growth</u>		<u>Price Growth</u>	<u>Program Growth</u>	
308	Travel of Persons	3,848	42	-187	3,703	52	-42	3,713
399	Total Travel	3,848	42	-187	3,703	52	-42	3,713
920	Supplies and Material	5	0	-5	0	0	0	0
932	Management & Professional Support	10,085	111	2,452	12,648	177	9	12,834
934	Engineering Technical Services	35,403	389	-7,640	28,152	394	20	28,566
987	Other Intra-governmental Purchases	81,432	896	-42,440	39,888	558	1,115	41,561
998	Other Costs	302,471	3,328	33,370	339,169	4,749	91,920	435,838
999	Total Other Purchases	429,396	4,723	-14,262	419,857	5,878	93,064	518,799
9999	GRAND TOTAL	433,244	4,766	-14,450	423,560	5,930	93,022	522,512

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Fiscal Year 2011 Budget Estimates Defense Acquisition University



February 2010

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DEFENSE ACQUISITION UNIVERSITY
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Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
Budget Activity 3: Recruitment and Training

	<u>FY 2009</u> <u>Actuals</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2010</u> <u>Estimate</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2011</u> <u>Estimate</u>
DAU	118,949	2,254	-10,899	110,304	2,193	33,399	145,896

I. Description of Operations Financed:

The Defense Acquisition University (DAU) (<http://www.dau.mil>) is a "corporate" university of the Department of Defense, Office of the Under Secretary of Defense (Acquisition, Technology, and Logistics) (DoD USD (AT&L)). Its mission is to provide practitioner training, career management, and services to enable the AT&L community to make smart business decisions and deliver timely and affordable capabilities to the warfighter. The DAU's vision is to enable the over 127,000 Department of Defense acquisition employees to achieve the right acquisition outcomes. The DAU offers a full range of certification training (required for all Department of Defense acquisition employees across 14 career fields to qualify for advancement), tailored training, consulting, continuous learning opportunities, knowledge sharing, and research. The DAU provides travel and per diem funding for Service and other Department of Defense students to attend courses at the various DAU campuses. Recognized nationally as a "Best in Class" corporate university with numerous awards:

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Mission Success

- Chief Learning Officer (CLO) Vanguard Award for Gaming and Simulation (2009)
- Chief Learning Officer Learning Team Award (2009)
- Earned reaffirmation of accreditation in 2008 with three commended areas.
- Seven distance-learning awards.
- Ranked #1 Corporate University in America—American Society of Training and Development (2004).
- Ranked #1 Organization in the Government for Leadership and Development (2007, 2006, 2005).
- Best Overall Corporate University—Corporate University Best-in-Class (2006 & 2002).
- Best Mature Corporate University—Corporate University Best-in-Class (2006).
- Best Virtual Corporate University—Corporate University Best-in-Class (2006 & 2002).
- Corporate University Leader of the Year—Corporate University Best-in-Class (2006 & 2002).
- *Computerworld* 21st Century Achievement Award (2007).

The DAU continues to provide increased training opportunities for the Defense Acquisition Workforce with an average annual growth in students trained of 18% between FY 2003 and FY 2009 while incrementally reducing the cost per student over the same period. The Council on Occupational Education, a national institutional accrediting agency, accredits the DAU.

As the primary learning assets provider for the Defense Acquisition Workforce, the DAU is a strategic enabler. The DAU enables the right acquisition outcomes by fully engaging its students, both in the classroom and on the job. Through a virtual, continuous presence with the workforce, DAU products and services enhance workplace performance, promote mission effectiveness, and help reshape the Defense Acquisition Workforce to meet future

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challenges. DAU wants to be fully integrated into its learners' careers from the time they enroll in their first DAU course until they retire, helping them provide the very best weapons systems, equipment, and services for our nation's warfighters.

DAU's Strategic Plan is aligned with the goals of the:

- **Nation:** as established in the President's Management Agenda and National Security Strategy;
- **Defense Department:** as set forth in the National Defense Strategy, National Military Strategy, and Quadrennial Defense Review;
- **Under Secretary of Defense (Acquisition, Technology & Logistics (AT&L)):** as stated in the Source Document, Strategic Goals Implementation Plan, and the Defense Acquisition Workforce appendix to the DoD Human Capital Strategic Plan.

Given the rapid pace of change with learning concepts and enabling technologies, the DAU must constantly improve the ways it helps its students learn and achieve the right acquisition outcomes by delivering the right knowledge and skills at the point of need.

The AT&L Performance Learning Model (PLM) is primarily performance-based. It ensures that all learning activities are focused on enhancing job performance and workplace capability through:

- **Training Courses:** Web-enabled and classroom courses with case-based instruction aimed at developing critical thinkers;
- **Mission Assistance:** Rapidly delivered program and business solutions offered to the Defense Acquisition Workforce through onsite consulting, targeted training, and rapid-deployment training;
- **Continuous Learning:** Self-paced, relevant training modules, available 24/7, to help meet continuous learning requirements and improve job performance;

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- **Knowledge Sharing:** AT&L Knowledge Sharing System and Acquisition Community Connection to provide connection with experts, peers, and acquisition resources
The university has continued to evolve this learning strategy and has rapidly changed the traditional training paradigm of instruction limited to the classroom, to one that provides learning solutions around the clock - - providing the right training at the right time. With implementation of the PLM, the over 127,000 workforce members now have more control over their career-long learning opportunities.

AT&L Performance Learning Model (PLM):

Certification and Assignment-Specific Training: The DAU offers more than 100 certification and executive/leadership support courses (1,600 offerings per year) spanning 14 career fields, delivering this training through an appropriate mix of classroom, web-based, and hybrid offerings. As a result, students can take many of their courses online, reducing their time away from the job and home, and avoiding travel costs. The DAU provided 6.4 million hours of classroom and online training in FY 2009.

Continuous Learning: The AT&L workforce to operate as a continuous learning community. Members of the workforce are required to have 80 continuous learning points every two years. The DAU's Continuous Learning Center contains over 200 self-paced continuous learning modules online that are always available to help meet continuous learning requirements and improve job performance. The DAU provided 1.8 million hours of continuous learning in FY 2009.

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

DAU provides performance support services to DoD and other government agencies to help them resolve individual projects and agency-level acquisition problems. DAU also provides immediate training on new policy initiatives. At the end of each consulting

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effort, the customer provides feedback. Following each targeted training event, students respond to an online course survey similar to the one used for DAU certification and assignment-specific courses. The university reviews the results for both consulting and targeted training efforts and incorporates improvements. In FY 2009 the DAU provided 176 performance support efforts, totaling over 335,000 hours--all working with our customers in their workplaces; 307 targeted/tailored training events totaling 432,233 contact hours.

Knowledge Sharing: AT&L Knowledge Sharing System, Acquisition Community Connection, and Virtual Library The DAU develops, operates and maintains the DoD AT&L Knowledge Management System for OSD, as a major vehicle for online job support for the Acquisition Workforce.

The "System" consists of Knowledge Repositories; Collaborative Tools; Knowledge Document Gateways; Process Performance and Learning Tools; and an Advanced Search capability; all closely integrated together as a "system of systems".

The present major subsystems include the AT&L Knowledge Sharing System, the Acquisition Community Connection, the Best Practices Clearinghouse, and the ACQUIRE search and discovery system.

The AT&L Knowledge Sharing System (AKSS) provides the AT&L community with a single entry point to acquisition resources. This site contains links to mandatory and discretionary reference material, performance support tools, "Ask a Professor," Acquisition Events, and related web resources. AKSS contact hours totaled 615,007 in FY 2009.

The AKSS links to the Acquisition Community Connection (ACC), which contains numerous Communities of Practice (CoP) and Special Interest Areas (SIA) in career fields or business processes. These communities offer a forum for connecting individuals from various organizations who are facing similar problems and issues. This ready access to peers, expert help, and lessons learned provides fertile ground for workforce innovation and fosters the transfer of best business practices across the DoD AT&L workforce. In

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FY 2009, ACC contact hours totaled 531,657 hours. (For more information go to: <https://dap.dau.mil>).

Building Compelling Evidence of Results for DAU Stakeholders:

The DAU has been able to meet successfully its challenge of serving significantly increasing numbers of students who are in need of certification training with no real increase in budget. The university has improved in many areas. Since 1998 the university has increased students trained from 33,000 to over 172,000 per year while at the same time civilian faculty/staff authorizations have decreased from 643 to 616 and student travel costs from \$31M to \$18M per year.

Over this time, the average training cost per student has declined over 75%. In FY 2009, the latest total annual data available, the average cost per student was \$689. This has allowed reprioritization of resources into e-learning initiatives, curricula modernization, and other efforts. Even as the university has decreased its cost per student, its current faculty has continued to receive high marks from students and their supervisors in response to survey questions.

The DAU's continued increase in capacity and throughput have not come at the expense of learner satisfaction. DAU customers consistently give top ratings to the DAU's learning assets and to the outstanding faculty who deliver them.

DAU uses the four-level Kirkpatrick training assessment model to evaluate student perceptions, learning outcomes, job performance, and impact on organization. Even as DAU's cost per student has been dramatically reduced, DAU has consistently received high marks (85% and above) from students in response to survey questions (85% in FY 2009).

Congressional mandates outlined in recent legislation clearly define the importance for improving acquisition training even further. The Defense Acquisition Workforce

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Development Fund (DAWDF) was established to grow the acquisition workforce by 20,000 by FY 2015. The FY 2011 budget was increased over \$31 million to finance the cost of employees who will transition out of the DAWDF (two to three years) and who now become the responsibility of the DAU. During FY 2011, 151 FTEs will transition from the DAWDF.

The university has embraced five strategic goals with measures for FYs 2009-2011 to guide mission efforts:

- Provide a fully integrated learning environment in concert with other talent management initiatives to engage the learner at the point of need.
- Continuously improve DAU mission/support processes and management.
- Support transformation in acquisition, technology, and logistics through thought leadership, innovation, and workforce support.
- Ensure the DAU is a great place to work by providing an environment valuing achievement, growth, diversity, and career-long learning to enhance job performance.
- Listen to and learn from customers and stakeholders to exceed their expectations.

On September 29, 2009, DAU President Frank J. Anderson, Jr. interviewed General David H. Petraeus, Commander, U.S. Central Command and former Commanding General, Multi-National Force-Iraq (MNF-I). The interview included a variety of questions on the topics of acquisition and leadership. Video of General Petraeus' remarks from the acquisition portion of the interview will be incorporated into DAU courses to give students a better understanding of how their duties ultimately impact the warfighter. His comments on leadership will be added to DAU's Leadership Living Library, a forum for leaders to share experiences and lessons learned. They will also be used in DAU's executive courses.

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II. Force Structure Summary:

The DAU main campus is located at Ft. Belvoir, Virginia where the university maintains a staff for centralized academic oversight, a robust curriculum development center, and an e-learning and technology development directorate. The university has five regional campuses strategically located in areas where there is a high concentration of DoD AT&L workforce members. The five regional campuses are as follows:

- **Capital and Northeast** - Fort Belvoir, Virginia (serves workforce of 32,000). The Defense Systems Management College-School of Program Managers is also located at Ft. Belvoir for executive and international training
- **Mid-Atlantic** - Patuxent River, Maryland (serves workforce of 21,000)
- **Midwest** - Wright Patterson Air Force Base, Ohio (serves workforce of 19,000)
- **South** - Huntsville, Alabama (serves workforce of 28,000)
- **West** - San Diego, California (serves workforce of 25,000)

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III. Financial Summary (\$ in thousands)

	FY 2010						
	FY 2009* <u>Actuals</u>	Budget <u>Request</u>	<u>Congressional Action</u>			Current <u>Estimate</u>	FY 2011 <u>Estimate</u>
<u>Amount</u>			<u>Percent</u>	<u>Appropriated</u>			
A. Budget Activity (BA) 3							
<u>Recruitment and Training (\$000s)</u>							
Teaching	75,690	73,086	-3,304	-4.5%	69,782	69,782	104,632
Curriculum Development	15,116	14,117	-660	-4.7%	13,457	13,457	13,703
Performance Support	15,805	15,403	-690	-4.5%	14,713	14,713	14,983
Knowledge Sharing	8,589	6,521	-375	-5.8%	6,146	6,146	6,258
Research	1,260	1,149	-55	-4.8%	1,094	1,094	1,114
Acquisition Workforce	2,489	5,221	-109	-2.1%	5,112	5,112	5,206
Total BA 3	118,949	115,497	-5,193	-4.5%	110,304	110,304	145,896

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III. Financial Summary (\$ in thousands)

<u>B. Reconciliation Summary</u>	<u>Change FY 2010/FY 2010</u>	<u>Change FY 2010/FY 2011</u>
Baseline Funding	115,497	110,304
Congressional Adjustments (Distributed)	-5,000	
Congressional Adjustments (Undistributed)	-193	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	110,304	
Fact-of-Life Changes (CY to CY Only)		
Subtotal Baseline Funding	110,304	
Anticipated Supplemental Reprogrammings		
Price Changes		2,193
Functional Transfers		0
Program Changes		33,399
Current Estimate		145,896
Less: Wartime Supplemental		
Normalized Current Estimate	110,304	

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2010 President's Budget Request (Amended, if applicable)		115,497
1. Congressional Adjustments		-5,193
a. Distributed Adjustments	-5,000	
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions		
1) Sec 8097 - Economic Assumptions	-144	
e. Congressional Earmarks - Sec 8037 Indian Lands Environmental Impact	-49	
FY 2010 Appropriated Amount		110,304
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		
FY 2010 Baseline Funding		110,304
4. Reprogrammings (requiring 1415 Actions)		
Revised FY 2010 Estimate		110,304
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		
FY 2010 Normalized Current Estimate		110,304
6. Price Change		2,193
7. Functional Transfers		0
8. Program Increases		36,005
a. Annualization of New FY 2010 Program		
b. One-Time FY 2011 Increases		
c. Program Growth in FY 2011		
1) Defense Acquisition Workforce Development Fund (DAWDF) sustainment costs: Civilian pay sustainment costs for 151 FTEs (FY 2010 Baseline: \$63,497K, Teaching)	26,804	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
2) Defense Acquisition Workforce Development Fund (DAWDF) sustainment costs: Travel of Persons (FY 2010 Baseline: \$19,563K, Teaching)	2,757	
3) Defense Acquisition Workforce Development Fund (DAWDF) sustainment costs: Purchased Communications (non IF) (FY 2010 baseline: \$521K, Teaching)	255	
4) Defense Acquisition Workforce Development Fund (DAWDF) sustainment costs: Supplies and Materials (non SF) (FY 2010 baseline: \$1,047K, Teaching)	555	
5) Defense Acquisition Workforce Development Fund (DAWDF) sustainment costs: Equipment Purchases (non SF) (FY 2010 baseline: \$1,873K, Teaching)	540	
6) Defense Acquisition Workforce Development Fund (DAWDF) sustainment costs: Equipment Maintenance (FY 2010 baseline: \$742K, Teaching)	244	
7) Defense Acquisition Workforce Development Fund (DAWDF) sustainment costs: Other Contracts (FY 2010 baseline: \$18,721K, Teaching)	726	
8) Civilian Pay: Responding to increasing workload, this funds a critical shift of 23 FTEs from staff to faculty. (FY 2010 baseline: \$63,497K, Teaching)	972	
9) Defense Publication and Printing Services: Increased student throughput (185K to \$213K in FY 2010 and FY 2011, respectively) and upgrades in course content fuels this request. (FY 2010 baseline: \$1,475K, Teaching)	723	
10) Other Contracts: DAU has increased online training offerings and requires continual enhancement and training for IA skills to include technology, threats, and infuse IA awareness and concepts throughout the DAU community. DAU's efforts in this area include developing and disseminating computer-based and web-based training, and maintaining a web portal and robust database used by DAU's customers. These factors have elicited the request for five more Information Assurance contractor personnel. (FY 2010 baseline: \$18,721K, Base)	803	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
11) Facilities Maintenance: The increasing maintenance required for circa 1929 buildings at the Ft. Belvoir, VA, campus as well as facilities at DAU's other four campuses nation-wide requires this increase. (FY 2010 baseline: \$3,525K, Base)	1,626	
9. Program Decreases		-2,606
a. Annualization of FY 2010 Program Decreases		
b. One-Time FY 2010 Increases		
1) Facilities Maintenance by Contract: As a result of circa 1929 buildings at Ft. Belvoir, VA, facility maintenance was required over and above our normal recap for these issues at the Ft. Belvoir campus. (FY 2010 baseline: \$3,525K, Base)	-1,626	
2) Equipment Purchases (non SF): Uninterruptible Power Supply (UPS) units at each Regional campus to insure power back-up capability for continuing operations as well as other one-time equipment buys. (FY 2010 baseline: \$1,873K, Base)	-518	
c. Program Decreases in FY 2011		
1) Equipment Purchases (non SF)- FY 2010 baseline: \$1,873K, Base)	-462	
FY 2011 Budget Request		145,896

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IV. Performance Criteria and Evaluation Summary

	Workload Actual FY 2009	Workload Estimate FY 2010	Workload Estimate FY 2011
Number of Students Trained			
Classroom	33,867	34,400	38,250
Web-based	138,706	150,500	174,750
Total	172,573	184,900	213,000

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

Number of Students Trained

Army	50,391	53,980	62,180
Navy	39,830	42,680	49,160
Air Force	39,053	41,840	48,200
DoD	20,761	22,250	25,630
Other	22,538	24,150	27,830
Total	172,573	184,900	213,000

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IV. Performance Criteria and Evaluation Summary

Budget Activity #3: Training and Recruitment (\$000)	FY 2009 Actuals	Estimate FY 2010	Estimate FY 2011
Average Cost per Student	689	597	624
Year-over-Year Change (FY08: \$680)	9	-92	+27
Change from FY 2009		-92	-65

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

The DAU's continued increase in capacity and throughput have not come at the expense of learner satisfaction. DAU customers consistently give top ratings to the DAU's learning assets and to the outstanding faculty who deliver them.

DAU uses the four-level Kirkpatrick training assessment model to evaluate student perceptions, learning outcomes, job performance, and impact on organization. Even as DAU's cost per student has been dramatically reduced, DAU has consistently received high marks (85% and above) from students in response to survey questions (85% in FY09).

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IV. Performance Criteria and Evaluation Summary

Category	FY08		FY09		FY08-09 Delta	
	Score	Count	Score	Count	Score	Count
Overall	85%	120,918	85%	154,425	0.0%	27.7%
Classroom	90%	33,086	90%	35,662	0.0%	7.8%
Online	82%	84,222	83%	114,916	1.0%	36.4%
Facilitated On-Line	86%	3,005	87%	2,508	1.0%	-16.5%
Follow Up Student	77%	62,013	75%	39,538	-2.0%	-36.2%
Follow Up Manager	78%	401	78%	397	0.0%	-1.0%
Continuous Learning	81%	322,436	81%	502,267	0.0%	55.8%
Targeted Training	87%	2,166	88%	1,821	1.0%	-15.9%
Consulting	89%	87	87%	25	-2.0%	-71.3%
Rapid Deployment	0%	0	91%	41	NaN	NaN

***does not include Continuous Learning, Targeted Training, Consulting, nor Rapid Deployment. Numbers may not add due to cross-category factors.**

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<u>V. Personnel Summary</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	Change FY 2009/ FY 2010	Change FY 2010/ FY 2011
<u>Active Military End Strength (E/S)</u>					
(Total)					
Officer	49	49	49	0	0
Enlisted	13	3	3	-10	0
<u>Civilian End Strength (Total)</u>					
U.S. Direct Hire	469	479	477	+10	-2
<u>Active Military Average Strength (A/S)</u>					
(Total)					
Officer	49	49	49	0	0
Enlisted	13	3	3	-10	0
Civilian FTEs (Total)					
U.S. Direct Hire	465	465	616	0	0
Foreign National Direct Hire					
Total Direct Hire	465	465	616	0	0
Foreign National Indirect Hire					
Memo: Military Technician Included					
Memo: Reimbursable Civilians Included					
Average Annual Civilian Salary (\$ in thousands)	\$137.545	\$140.007	\$153.159	+\$2.502	+\$13.112

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

	FY 2009 <u>Actuals</u>	<u>Change from</u> <u>FY 2009 to FY 2010</u>		FY 2010 <u>Estimate</u>	<u>Change from</u> <u>FY 2010 to FY 2011</u>		FY 2011 <u>Estimate</u>
		<u>Price</u> <u>Growth</u>	<u>Program</u> <u>Growth</u>		<u>Price</u> <u>Growth</u>	<u>Program</u> <u>Growth</u>	
101 Executive, General and Special Schedules	63,170	1,567		64,737	1,440	27,776	93,953
103 Wage Board	376	9		385	8		393
106 Benefits to Former Employees							
199 TOTAL CIVILIAN PERSONNEL COMPENSATION	63,546	1,576		65,122	1,448	27,776	94,346
308 Travel of Persons	20,976	252	-1,665	19,563	313	2,757	22,633
399 TOTAL TRAVEL	20,976	252	-1,665	19,563	313	2,757	22,633
633 Defense Publication and Printing Services	1,997	12	-207	1,802	54	723	2,579
699 TOTAL PRINTING & PUBLICATION SERVICES	1,997	12	-207	1,802	54	723	2,579
912 Rental Payment to GSA (SLUC)	1,894	47		1,941	27		1,968
914 Purchased Communications (non IF)	758	9	-79	688	11	255	954
915 Rents (non GSA)	318	4	-33	289	5		294
920 Supplies and Materials (non SF)	1,668	20	-674	1,014	16	555	1,585
922 Equipment Maintenance by Contract	733	9		742	12	244	998
923 Facilities Maintenance by Contract	1,073	13	-112	974	16		990
925 Equipment Purchases (non SF)	3,274	39	-1,570	1,743	28	-440	1,331
989 Other Contracts	22,712	273	-6,559	16,426	263	1,529	18,218
999 TOTAL OTHER PURCHASES	32,430	414	-9,027	23,817	378	2,143	26,338
9999 TOTAL	118,949	2,254	-10,899	110,304	2,193	33,399	145,896

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Defense Contract Audit Agency (DCAA)



February 2010

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

Budget Activity (BA) 4: Administrative and Service-wide Activities

	FY 2009 <u>Actuals</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2010 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2011 <u>Estimate</u>
DCAA	443,163	10,240	4,148	457,551	6,518	22,074	486,143

* The FY 2009 Actual column includes \$5,000 thousand (and 32 FTEs) of Overseas Contingency Operations Bridge Funding Appropriations for FY 2009 (PL 110-252) and \$9,800 thousand (and 80 FTEs) of FY 2009 Overseas Contingency Operations Supplemental Appropriations Act funding (PL 111-32).

* The FY 2010 Estimate column excludes \$13,908 thousand (and 86 FTEs) of funding in the FY 2010 Defense-Wide Overseas Contingency Operations Budget PL 111-118, and \$8,800 thousand (and 58 FTEs) of funding in the FY 2010 Defense-Wide Overseas Contingency Operations Supplemental Request.

* The FY 2011 Estimate column excludes \$27,000 thousand (and 193 FTEs) of funding requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

I. Description of Operations Financed: www.dcaa.mil The Defense Contract Audit Agency (DCAA) is responsible for providing audit services and financial advice to all Department of Defense (DoD) acquisition officials to assist them in achieving fair and reasonable contract prices and assuring compliance with contractual terms and conditions. The DCAA responds to specific acquisition official requests for services across the entire spectrum of contract financial and business matters as well as fulfilling recurring audit work required to monitor cost performance and approve contract payments. The DCAA provides contract audit support to all DoD components as part of the military operations and reconstruction effort in Iraq and Afghanistan. The DCAA also supports the Iraq and Afghanistan effort of other Federal Agencies such as U.S. AID on a reimbursable basis.

Significant changes between FY 2010 and FY 2011 include additional workyears to ensure execution of contract audits with the highest auditing standards. Recent GAO reports have voiced concerns regarding DCAA's lack of adherence to Generally Accepted Government Auditing Standards (GAGAS). DCAA takes the GAO findings very seriously. DCAA and the Department have taken decisive actions to address the GAO findings and continue to improve compliance with professional standards. Significant actions included:

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I. Description of Operations Financed:

- Reducing the size of field audit offices and increasing supervisory staff to ensure audits are properly supervised,
- Revamping procedures for performing annual quality reviews,
- Eliminating performance measures which the GAO felt were driving the wrong behavior,
- Implementing new performance measures focused on the quality of audits, and
- Establishing an Ombudsman program and anonymous website to ensure employees have an avenue to report inappropriate management actions.

To assist DCAA, the Under Secretary of Defense (Comptroller) has established an Oversight Committee comprised of the Auditor Generals from the three Service audit agencies, AT&L, and the General Counsel's office, to review DCAA's corrective action plans and offer future improvements.

The DCAA continues to return savings to the Government that exceeded the cost of its operations. The DCAA in FY 2009 audited \$72 billion of costs incurred on contracts and reviewed 7,004 forward pricing proposals amounting to \$218 billion. Approximately \$2.6 billion in net savings were reported because of the audit findings. **The return on taxpayers' investment was approximately \$5.10 for each dollar invested** (\$500 million in FY 2009, including reimbursables).

DCAA's workload originates primarily from the effort required to audit and monitor DoD acquisitions of equipment, materials, and/or services from civilian contractors and universities by expenditure of Procurement and Research, Development, Test and Evaluation (RDT&E) funds appropriated by Congress each year. Other factors affecting contract audit workload are:

- (i) DoD procurement policies,

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I. Description of Operations Financed:

- (ii) the implementation of existing Cost Accounting Standards (PL 100-679),
- (iii) audits performed for the military departments in connection with the Foreign Military Sales (FMS) Program,
- (iv) the interest by DoD officials and the Congress in the nature of costs charged to defense contracts,
- (v) requests for contract audit support from the Defense investigative agencies and U.S. attorneys as they conduct investigations and prosecute the perpetrators of contract fraud, and
- (vi) military operations and reconstruction in Iraq and Afghanistan.

Projected staffing requirements correspond to planned changes in DoD procurement levels and required effort to complete audits of prior year contract expenditures. The DCAA workload is divided into the major functional categories described below:

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

a. Price Proposal Audits. The DCAA performs these audits to determine the reasonableness of contractors' price proposals submitted in anticipation of negotiating Government contracts. Contracting officers request these audits, which must be accomplished within a short period to avoid delaying the procurement process. The DCAA

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I. Description of Operations Financed:

has no control over the number or timing of price proposal audits and must respond to each audit request as top priority.

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

c. Audits of Parts of Proposals and Agreed Upon Procedures. Audits of parts of proposals are audits of only specific cost elements within a proposal (e.g., only proposed material or labor costs, or overhead rates). Applications of agreed-upon procedures include cost realism reviews and all reviews of information other than cost or pricing data submitted in support of a price proposal. The DCAA provides these services to meet the specific needs of contracting officers.

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

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I. Description of Operations Financed:

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

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

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

4. **Special Audits.** The contracting officer normally requests these audits that include reviews of termination claims, progress payment requests, equitable adjustment claims, and contractor financial capability. They must be accomplished within a short period to avoid adverse effects such as additional claims for interest on amounts due or contractor

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I. Description of Operations Financed:

financial failure. The DCAA has little control over the number or timing of these reviews and must respond to all such requests as a priority. The special audits category also includes audits of contractor earned value management systems which DCAA performs as part of a team lead by the Defense Contract Management Agency.

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

6. **Cost Accounting Standards (CAS).** Contracts and subcontracts that do not qualify for an exemption are subject to CAS coverage as a condition of Government contracting. The FAR assigns DCAA responsibility for reviewing contractors' implementation and compliance with the CAS rules and regulations.

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

a. **Financial Liaison.** The DCAA maintains liaison advisors, as appropriate, at major procuring and contract administration offices. The primary functions of financial liaison advisors are to: (i) facilitate effective communication and coordination between

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procurement officers and auditors; (ii) provide DCAA management with information regarding specific awards, trends in type and volume of awards, and other data impacting on immediate or long range DCAA responsibilities; and (iii) provide DCAA management with information on the adequacy, responsiveness and timeliness of audit services rendered to procurement and contract administration offices.

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

c. Negotiation Conferences. A fundamental requirement of DCAA's mission is to provide contract audit services and to be the principal accounting and financial advisor to contracting officials. Many times, audit results involve complex accounting issues and/or quantitative analyses that dispute contractors' cost estimates or representations. On these occasions, the best interests of the Government are served by having auditors present at negotiations to further explain the audit position, perform analyses of additional contractor data presented at the negotiation table, and provide any other accounting and/or financial assistance the contracting officer may require during the negotiation process.

d. External Audit Interface. The DCAA develops information and comments on reports from the GAO, DoD IG, and other government inspector general offices. This

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I. Description of Operations Financed:

activity also includes effort related to discussions and conferences, and any interface involving any other government audit organization.

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

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

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

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

b. Defense Contract Audit Institute (DCAI). The DCAI develops and delivers training for approximately 4,000 contract auditors and is an affiliated member of the Defense Acquisition University. The DCAI directs and controls the development and delivery of classroom courses, seminars, computer based self-study courses, and internet-

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I. Description of Operations Financed:

based, instructor-led courses. The DCAI has program management responsibility for training and career development in the DCAA. It assures that programs of instruction, courses, and training materials meet DoD standards, Generally Accepted Government Auditing Standards (GAGAS), and National Association of State Boards of Accountancy (NASBA) standards. The DCAI provides policy guidance to the regional offices and field audit offices, where appropriate, regarding training and education, and provides overall monitoring and evaluation of Agency training not conducted by the Institute. The DCAI ensures training materials are up-to-date and develops new courses when required by the changing audit environment. The DCAI, located on the south campus of the University of Memphis, also serves as a meeting center for various Agency groups. The Institute is co-located with the DCAA Information Technology Division and Technical Audit Services Center in Memphis, Tennessee.

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

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

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e. Field Administrative Support. Field administrative support personnel provide administrative and resource management services to the Field Detachment, the Defense Contract Audit Institute, and the Defense Legal Services staff assigned to DCAA.

f. Defense Legal Service. This category includes personnel from the Defense Legal Service assigned to DCAA.

9. **Headquarters.** The DCAA Headquarters performs the work normally associated with the central office of a professional organization. It develops policy and promulgates instructions and operating directives needed to perform the Agency mission. It performs oversight reviews of regional and field office operations and audit quality, and advises regional offices on resource management matters, including recruitment and financial management. Headquarters personnel also interface with other DoD components and other Government agencies and Congressional committees on contract audit matters.

II. Force Structure Summary: Not Applicable.

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III. Financial Summary (\$ in thousands)

	FY 2010						
	FY 2009 <u>Actuals</u>	Budget <u>Request</u>	<u>Congressional Action</u>			Current <u>Estimate</u>	FY 2011 <u>Estimate</u>
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
A. <u>BA Subactivities (BA) 4</u>							
1. Defense Contract Audit Agency	443,163	458,316	-765	-0.2%	457,551	457,551	486,143
DCAA Operations	418,937	432,779	-765	-0.2%	432,014	432,014	460,879
DCAA Communications	3,519	5,203	-	-	5,203	5,203	4,930
DCAA Major Headquarters	20,707	20,334	-	-	20,334	20,334	20,334
Memo: Audit Institute	6,874	6,783	-	-	-	6,967	7,065
DCAA Operations	6,862	6,773	-	-	-	6,955	7,053
DCAA Communications	12	10	-	-	-	12	12
DCAA Major Headquarters	-	-	-	-	-	-	-
Memo: Audit Operations	436,289	451,533	-	-	-	450,584	479,078
DCAA Operations	412,075	426,006	-	-	-	425,059	453,826
DCAA Communications	3,507	5,193	-	-	-	5,191	4,918
DCAA Major Headquarters	20,707	20,334	-	-	-	20,334	20,334

* The FY 2009 Actual column includes \$5,000 thousand (and 32 FTEs) of Overseas Contingency Operations Bridge Funding Appropriations for FY 2009 (PL 110-252) and \$9,800 thousand (and 80 FTEs) of FY 2009 Overseas Contingency Operations Supplemental Appropriations Act funding (PL 111-32).

* The FY 2010 Estimate column excludes \$13,908 thousand (and 86 FTEs) of funding in the FY 2010 Defense-Wide Overseas Contingency Operations Budget PL 111-118, and \$8,800 thousand (and 58 FTEs) of funding in the FY 2010 Defense-Wide Overseas Contingency Operations Supplemental Request.

* The FY 2011 Estimate column excludes \$27,000 thousand (and 193 FTEs) of funding requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

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III. Financial Summary (\$ in thousands)

<u>B. Reconciliation Summary</u>	<u>Change</u> <u>FY 2010/FY 2010</u>	<u>Change</u> <u>FY 2010/FY 2011</u>
Baseline Funding	458,316	457,551
Congressional Adjustments (Distributed)	-	-
Congressional Adjustments (Undistributed)	-	-
Adjustments to Meet Congressional Intent	-	-
Congressional Adjustments (General Provisions)	-765	-
Subtotal Appropriated Amount	457,551	-
Fact-of-Life Changes (CY to CY Only)	-	-
Subtotal Baseline Funding	457,551	-
Anticipated Supplemental	13,908	-
Reprogrammings	-	-
Price Changes	-	6,518
Functional Transfers	-	-
Program Changes	-	22,074
Current Estimate	471,459	486,143
Less: Wartime Supplemental	-13,908	-
Normalized Current Estimate	457,551	-

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	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2010 President's Budget Request (Amended, if applicable)		458,316
1. Congressional Adjustments		-765
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provision (Section 8097 Economic Assumptions)	-571	
e. Congressional Earmarks (Section 8037 Environmental Impacts)	-194	
FY 2010 Appropriated Amount		457,551
2. War-Related and Disaster Supplemental Appropriations	13,908	
3. Fact of Life Changes		
FY 2010 Baseline Funding		471,459
4. Reprogrammings (requiring 1415 Actions)		
Revised FY 2010 Estimate		471,459
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		-13,908
FY 2010 Normalized Current Estimate		457,551
6. Price Change		6,518
7. Functional Transfers		
8. Program Increases		22,506
a. Annualization of New FY 2010 Program		
b. One-Time FY 2011 Increases		
c. Program Growth in FY 2011		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
1) Increase of 140 direct workyears to ensure that the Department's audits are conducted to the highest auditing standards. These additional workyears are comprised of approximately 33 workyears associated with employees transitioning out of Defense Acquisition Workforce Development Fund (DAWDF) beginning in FY 2011 and additional supervisory and management support positions as a result of the increase in the number of Defense Acquisition Workforce Development Funded employees on-board at DCAA since managers and supervisors needed to support the auditor interns cannot be hired using the DAWDF as a source of funds. Using the DAWDF, DCAA plans to hire 700 auditors by end of FY 2011. (FY 2010 Base: \$386,023K).	15,026	
2) Travel, supplies and equipment for 140 direct workyears (FY 2010 Base: \$24,383K).	731	
3) Anticipated increase in overtime requirements to maintain an adequate level of contract audit services to DoD customers (FY 2010 Base: \$4,105K).	500	
4) Increase in PCS relocation requirements to align existing staffing with workload requirements (FY 2010 Base: \$4,117K).	1,613	
5) Increase in relocation bonuses for hard to fill areas and to align existing staffing with workload (FY 2010 Base: \$266K).	500	
6) Anticipated increase for GSA Rent, associated in part with standing up of new offices. (FY 2010 Base: \$11,445K).	1,175	
7) Increase in training tuition requirements (FY 2010 Base: \$2,234K).	167	
8) Increase in mission travel to meet workload demands (FY 2010 Base: \$15,570K).	1,051	
9) Increase in supplies, equipment, furniture - new offices (FY 2010 Base: \$8,813K).	873	
10) Increase in payments to State Department for litigation support - Iran Claims (FY 2010 Base: \$2,100K).	570	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
11) Increase in Information Technology requirements (FY 2010 Base: \$7,890K).	300	
9. Program Decreases		-432
a. Annualization of FY 2010 Program Decreases		
b. One-Time FY 2010 Increases		
c. Program Decreases in FY 2011		
1) Communications cost decrease related to conversion to DoD NetWorx contract (FY 2010 Base: \$5,203K).	-346	
2) Other program decreases associated with equipment maintenance contract savings (FY 2010 Base \$261 thousand) of \$46 thousand, and DFAS Support (FY 2010 base: \$4,056K) decrease of \$40 thousand.	-86	
FY 2011 Budget Request		486,143

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IV. Performance Criteria and Evaluation Summary

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

<u>Execution of Workyears</u>	<u>(1)</u> <u>FY 2009</u>	<u>(2)</u> <u>FY 2010</u>	<u>(3)</u> <u>FY 2011</u>
Forward Pricing	993	1,073	1,073
Incurring Cost Effort:			
Regular Incurred Cost	1,330	1,318	1,514
CAS Compliance Audits	86	147	120
Total Incurred Cost	1,416	1,465	1,634
Operations Audits	35	24	35
Special Audits	484	530	558
Postaward Audits	51	113	117
Cost Accounting Standards:	120	150	150
Disclosure Statements, Cost Impact Audits, Etc.			
Other Direct Audit Effort:			
Procurement Support	236	251	251
Audit Support & Planning	314	344	362
Total Other Direct	550	595	613
Field Support:			
Regional Offices	249	295	300
Field Support	115	130	133
Total Field Support	364	425	433
Headquarters	113	141	144
Total Workyears	4,126	4,516	4,757

(1) Actual WYs including overtime plus DAWDF (90).

(2) Includes O&M WYs of 4,043 plus DAWDF (473).

(3) Includes O&M WYs of 4,183 plus DAWDF (574).

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IV. Performance Criteria and Evaluation Summary

Performance Based Measures

Overview. As a single mission organization, DCAA is chartered with the responsibility of providing a wide range of audit and financial advisory services supporting the negotiation, administration, and settlement of contracts for Government contracting officers. By virtue of this mission, DCAA must retain a cadre of trained, highly competent and professional employees. In a typical year, labor and related fringe benefits account for approximately 85 percent of DCAA's budget. Statutory and regulatory requirements, designed to ensure that the Government meets its fiduciary responsibilities to the public, drive the majority of DCAA's workload. In this capacity, DCAA supports the oversight and internal control responsibilities of the Office of the Secretary of Defense, the DoD Inspector General, the Government Accountability Office, and the Congress.

The DCAA performs audits primarily for contracting officers in the Departments of the Army, the Navy, and the Air Force, and the Defense Contract Management Agency. Audit services provided by DCAA are key to making contract decisions; they help contracting officers ensure that DoD components obtain the best value from the goods and services they purchase. The DCAA also performs - on a reimbursable basis - the majority of contract audit services for all other federal agencies.

DCAA's Strategic Plan. DCAA is currently re-assessing its Strategic Plan to ensure it continues to include clearly defined qualitative success measures that link to human capital and operational plans. The current Strategic Plan was implemented in 1992. The Strategic Plan was founded on the Mission Statement, followed by a Vision Statement, Long-Term Strategic Goals, and a set of objectives designed to achieve those goals. Five goals, described below, provide the overall framework for managing the Agency's current

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needs and anticipated future challenges. The DCAA's Executive Steering Committee closely monitors accomplishment of each strategic plan objective, using milestone plans and performance measures.

DCAA Strategic Plan Goals

Goal 1: Quality of Work Life Environment: Foster a quality work-life environment that promotes trust, teamwork, mutual respect, superior job performance and high morale.

Goal 2: Customer Satisfaction: Assure customer satisfaction by providing timely and responsive audits and financial services that meet or exceed customer requirements and expectations.

Goal 3: Professional Competence: Attain the highest level of professional competence through continuous improvement in the management and performance of audits and services.

Goal 4: Best Value Audit Services: Provide best value audit and financial services through continuous evaluation and improvement of audit and administrative processes.

Goal 5: Integrated IT Structure: Provide an integrated Information Technology (IT) structure that promotes effectiveness and efficiency in providing services for internal and external customers.

The Goals alignment between the Performance Plan and DCAA's Planning, Programming, Budgeting, and Execution System (PPBES) Process. DCAA's Performance Plan provides a framework that supports decisions on budget requests and is meaningful for assessing the Agency's performance. The costs per direct audit hour and timeliness measures are used

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to identify the costs of performance and assess the impact of fiscal constraints. The DCAA executives receive information monthly regarding the results of the audit performance measures. The DCAA executives consider possible influencing factors, such as cost-benefit analysis and process improvements, which could impact the outcome of the previously developed goals.

Summary of Performance Based Measures. The chart below summarizes our Audit Performance Measures for FY 2009 through FY 2011. As stated above, DCAA is currently re-assessing its Strategic Plan to ensure it continues to include clearly defined qualitative success measures that link to human capital and operational plans. As a result, goals have not yet been established for FYs 2010 and 2011. Detailed descriptions are provided for each of the existing measures, along with a column which displays how each Performance Plan measure links to the Strategic Plan. This performance based structure assures the Department that DCAA will use the resources requested in this budget and that DCAA manages its audit services well.

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<u>Notes</u>	<u>Audit Performance Measures</u>	<u>Strategic Plan</u>	<u>FY 2009 Actuals</u>	<u>FY 2010 Goal (Est.)</u>	<u>FY 2011 Goal (Est.)</u>
	<u>Quality Related Measures:</u>				
1	DoD IG Opinion on CIGIE Review	Goal 3	No Current Opinion	Unqualified Opinion	Unqualified Opinion
2	DCAA Internal CIGIE Reviews	Goal 3	94%	100%	100%
3	Reports Issued without Critical Errors	Goal 3	95%	100%	100%
4	Quantitative Methods Usage	Goal 3	20%	TBD	TBD
5	CPE Requirements	Goal 3	99%	100%	100%
	<u>Timeliness Measures:</u>				
6	Forward Pricing Audits Issued by Due Date	Goal 2	82%	TBD	TBD
7	Corporate Incurred Cost Completed in 12 Months	Goal 2	49%	TBD	TBD
8	Major Incurred Cost Completed in 15 Months	Goal 2	58%	TBD	TBD
9	Nonmajor Incurred Cost Completed in 24 Months	Goal 2	83%	TBD	TBD
	<u>Efficiency Measure:</u>				
10	Cost per Direct Audit Hour	Goal 4	\$124.35	TBD	TBD

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Description of Performance Measures:

1. Opinion received from the Department of Defense Inspector General (DoDIG) on the Council of Inspectors General on Integrity and Efficiency (CIGIE) reviews. The Government Auditing Standards, as promulgated by the Government Accountability Office, requires each audit organization that conducts audits in accordance with these standards have an internal quality control system in place and undergo an external quality control review. The internal quality control system established by each audit organization should provide reasonable assurance that it has (1) adopted, and is following, applicable auditing standards and (2) established, and is following, adequate audit policies and procedures. Organizations conducting audits in accordance with these standards should have an external quality control review at least once every three years by an organization not affiliated with the organization being reviewed. These external quality control reviews are conducted based on guidelines established by the CIGIE. The DCAA's external reviewer is the DoDIG. An unqualified opinion represents full compliance with auditing standards with no reportable deficiencies.

2. DCAA Internal CIGIE Results. The DCAA uses this measure to validate the quality of audits completed. DCAA's Quality Assurance organization performs these reviews. The goal is for 100 percent of the audits reviewed under CIGIE to be evaluated as properly reflecting professional judgment.

3. Percent of audit reports issued without critical errors in content. The quality of audit reports issued is a critical factor in ensuring the requestor can understand and properly apply the results of audit. The quality assurance organization is required to review a sample of audit reports issued each month. A key result of these reviews is a

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determination whether the audit report issued contained critical errors. The DCAA goal is for 100 percent of audit reports to be issued free of critical errors.

4. Quantitative Methods Usage. The DCAA uses this measure to monitor the extent to which advanced level audit techniques such as statistical sampling, improvement curves, and regression analysis are used. The goal is set at a level to encourage use when applicable, but not so high as to promote the use of quantitative techniques when they are not appropriate. The FY 2010 and 2011 goals for this measure have not yet been established.

5. Continuing Professional Education Requirements. All DCAA audit staff members must complete 80 hours of continuing professional education (CPE) over a two year period in accordance with the Generally Accepted Government Auditing Standards (GAGAS) published by the Government Accountability Office (GAO). The CPE requirement is consistent with DCAA's Strategic Plan goals for professional competence. The DCAA goal is for 100 percent of auditors to complete the minimum Continuing Professional Education requirements.

6. Percent of forward-pricing proposal audit reports issued by the agreed-to due date. Contracting officers in the process of negotiating prices for new contracts request audit advice on the reasonableness of the contractor's proposed prices from Defense Contract Audit Agency (DCAA). DCAA's ability to provide these audit services in a timely manner is critical to the timely awarding of contracts. The DCAA measures the percent of forward pricing proposal audit reports issued by the due date agreed to between the auditor and requester. The FY 2010 and FY 2011 goals have not yet been established.

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7. Percent of corporate contractor incurred cost audits issued within required timeframes. Timely annual audits of costs incurred on contracts by Defense Contract Audit Agency (DCAA) are an important part of timely contract closeout for Government contracting officers and an important initiative for the Department of Defense. For corporate contractors, the FY 2010 and 2011 goals have not yet been established.

8. Percent of major contractor incurred cost audits issued within required timeframes. Timely annual audits of costs incurred on contracts by Defense Contract Audit Agency (DCAA) are an important part of timely contract closeout for Government contracting officers and an important initiative for the Department of Defense. For major contractors (contractors with over \$100 million of auditable contract dollars per year), the FY 2010 and 2011 goals have not yet been established.

9. Percent of non-major contractor incurred cost audits issued within required timeframes. Timely annual audits of costs incurred on contracts by Defense Contract Audit Agency (DCAA) are an important part of timely contract closeout for Government contracting officers and an important initiative for the Department of Defense. For non-major contractors (contractors with less than \$100 million of auditable contract dollars per year), the FY 2010 and 2011 goals have not yet been established.

10. Cost Per Direct Audit Hour (CPDAH). The CPDAH metric measures the control of operating costs. To assess overall success in managing operating costs from year to year, each year's goal is set at a rate that will not exceed the prior year's rate when restated in constant dollars. The FY 2010 and 2011 goals have not yet been established.

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V. <u>Personnel Summary</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	Change FY 2009/ FY 2010	Change FY 2010/ FY 2011
<u>Civilian End Strength (Total)</u>	3,951	4,232	4,375	281	143
U.S. Direct Hire	3,945	4,226	4,369	281	143
Foreign National Direct Hire	1	1	1		
Total Direct Hire	3,946	4,227	4,370	281	143
Foreign National Indirect Hire	5	5	5		
Memo: Reimbursable Civilians Included	428	494	494	66	-
Civilian FTEs (Total)	3,994	4,043	4,183	49	140
U.S. Direct Hire	3,988	4,037	4,177	49	140
Foreign National Direct Hire	1	1	1		
Total Direct Hire	3,989	4,038	4,178	49	140
Foreign National Indirect Hire	5	5	5		
Memo: Reimbursable Civilians Included	428	494	494	66	-
Average Annual Civilian Salary (\$ in thousands)	\$105	\$109	\$111	4	2

The above end strength does not include: DAWDF: FY09 377; FY10 502; and FY11 559.

The above FTEs do not include DAWDF: FY09 90, FY10 473 and FY11 574.

The above FTEs include: OCO FY09 112; exclude FY10 144; and exclude FY 2011 193.

Note: The President's Budget database closed before data entry was complete and 58 U.S. Direct FTEs were inadvertently omitted for FY 2010. The U.S. Direct FTE total, inclusive of OCO FTEs, should have been 3,687 vs. 3,629.

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

<u>OP 32 Line</u>	<u>FY 2009</u> <u>Actuals</u>	<u>Change</u> <u>FY 2009 to FY 2010</u>		<u>FY 2010</u> <u>Estimate</u>	<u>Change</u> <u>FY 2010 to FY 2011</u>		<u>FY 2011</u> <u>Estimate</u>
		<u>Price</u> <u>Growth</u>	<u>Program</u> <u>Growth</u>		<u>Price</u> <u>Growth</u>	<u>Program</u> <u>Growth</u>	
101 Executive, General & Special Schedules	374,881	9,338	1,804	386,023	5,574	17,138	408,735
103 Wage Board	41	29	-	70	1	-	71
104 Foreign National Direct Hire (FNDH)	67	3	-	70	2	-	72
105 Separation Liability (FNDH)	-	-	-	-	-	-	-
106 Benefits to Former Employees	-	-	-	-	-	-	-
107 Voluntary Separation Incentive Payments	-	-	-	-	-	-	-
111 Disability Compensation	1,232	-	1	1,233	-	-	1,233
199 Total Civilian Personnel Compensation	376,221	9,370	1,805	387,396	5,577	17,138	410,111
308 Travel of Persons	16,773	201	-1,404	15,570	231	1,611	17,412
399 Total Travel	16,773	201	-1,404	15,570	231	1,611	17,412
673 Defense Financing & Accounting Service	4,206	-8	-142	4,056	16	-40	4,032
699 Total Purchases	4,206	-8	-142	4,056	16	-40	4,032
771 Commercial Transportation	991	12	-153	850	12	500	1,362
799 Total Transportation	991	12	-153	850	12	500	1,362
912 Rental Payments to GSA (SLUC)	10,439	261	745	11,445	160	1,175	12,780
913 Purchased Utilities (Non-Fund)	3	-	34	37	-	1	38
914 Purchased Communications (Non-Fund)	3,519	42	1642	5,203	75	-346	4,932
915 Rents (Non-GSA)	642	8	120	770	11	-1	780
917 Postal Services (U.S.P.S.)	29	-	-8	21	-	-	21
920 Supplies & Materials (Non-Fund)	6,000	72	-844	5,228	74	568	5,870
921 Printing & Reproduction	120	1	13	134	2	-	136
922 Equipment Maintenance by Contract	249	3	9	261	4	-45	220

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

<u>OP 32 Line</u>	Change <u>FY 2009 to FY 2010</u>			<u>FY 2010</u> <u>Estimate</u>	Change <u>FY 2010 to FY 2011</u>		
	<u>FY 2009</u> <u>Actuals</u>	<u>Price</u> <u>Growth</u>	<u>Program</u> <u>Growth</u>		<u>Price</u> <u>Growth</u>	<u>Program</u> <u>Growth</u>	<u>FY 2011</u> <u>Estimate</u>
925 Equipment Purchases (Non-Fund)	3,574	43	-32	3,585	50	476	4,111
989 Other Contracts	19,531	235	1920	21,686	306	1,037	23,029
998 Other Costs	866	-	443	1,309	-	-	1,309
999 Total Other Purchases	44,972	665	4042	49,679	682	2,865	53,226
Total	443,163	10,240	4,148	457,551	6,518	22,074	486,143

* The FY 2009 Actual column includes \$5,000 thousand (and 32 FTEs) of Overseas Contingency Operations Bridge Funding Appropriations for FY 2009 (PL 110-252) and \$9,800 thousand (and 80 FTEs) of FY 2009 Overseas Contingency Operations Supplemental Appropriations Act (PL 111-32).
* The FY 2010 Estimate column excludes \$13,908 thousand (and 86 FTEs) of funding in the FY 2010 Defense-Wide Overseas Contingency Operations Budget PL 111-118, and \$8,800 thousand (and 58 FTEs) of funding in FY 2010 Defense-Wide Overseas Contingency Operations Supplemental Request.
* The FY 2011 Estimate column excludes \$27,000 thousand (and 193 FTEs) of funding requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

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Fiscal Year 2011 Budget Estimates

Defense Contract Management Agency (DCMA)



February 2010

DEFENSE CONTRACT MANAGEMENT AGENCY
Operation and Maintenance, Defense-Wide
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**DEFENSE CONTRACT MANAGEMENT AGENCY
Operation and Maintenance, Defense-Wide
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Operation and Maintenance, Defense-Wide Summary (\$ in thousands)

Budget Activity (BA) 4: Administration and Services

	FY 2009 <u>Actuals</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2010 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2011 <u>Estimate</u>
DCMA	1,097,600	24,450	-65,097	1,056,953	15,647	40,249	1,112,849

* The FY 2009 Actual column includes \$0.0 thousand of FY 2009 Bridge Funding Appropriations (PL 110-252); \$15,000 thousand of FY 2009 Supplemental Appropriations Act funding (PL 111-32), and \$26.7 million of FY 2008/2009 of FY 2008 Emergency Supplemental Funds (P.L. 110-252). Includes 238 Overseas Contingency Operations FTEs in total.

* The FY 2010 Estimate column excludes \$63,130 thousand (and 250 FTEs) provided in the FY 2010 Defense-Wide Overseas Contingency Operations Budget Request (PL 111-118) and \$11,658 thousand and (39 FTEs) of funding in the FY 2010 Defense-Wide Overseas Contingency Operations Supplemental Request.

* The FY 2011 Estimate column excludes \$74,862 thousand and (263 FTEs) requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

I. Description of Operations Financed: The Defense Contract Management Agency (DCMA) is America's vital link between the war fighter and industry. The DCMA's most important mission is its role as a combat support agency during military conflicts, providing contract management services and acquisition life-cycle support to our military services worldwide, as well as contingency contract support in Iraq and Afghanistan. As the eyes and ears of the war fighter in contractor facilities, DCMA is responsible for ensuring the integrity of the government contracting process and for providing a broad range of acquisition management services. With shipment of many items from the contractor directly to the warfighter, DCMA is the last line of defense in ensuring the highest quality product is delivered. The DCMA's responsibilities require performance of Contract Administration Services (CAS) functions in accordance with the Federal Acquisition Regulation (FAR) and the Defense Federal Acquisition Regulation Supplement (DFARS).

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The DCMA has worldwide acquisition impact through its six Divisions. The International Division has on-site locations in Afghanistan, Iraq, Germany, and Japan. The Agency's other Divisions are product based. The Aeronautical Systems Division, Ground Systems and Munitions Division, Naval Sea Systems Division, Space and Missile Systems Division and Special Programs Division are headquartered in the continental U.S. and provide its services through 47 major field commands. The Agency's civilian and military personnel are located in over 900 locations, managing over 18,700 contractors and more than 325,000 active contracts. These contracts have a total face value of \$2,413 billion of which \$1,338 billion has been obligated. Of this amount \$220 billion is current work in process in contractors' facilities. The Agency's services and responsibilities include managing ACAT I and II programs, \$136 billion of Government property in plant, \$9 billion in progress payments and \$27 billion in performance based payments.

The DCMA's workforce incorporates a wide range of skills and key capabilities, such as Administrative Contracting Officers, Engineers, Property Specialists, and Product Assurance Specialists are employed to provide contract management and acquisition support services. These DCMA professionals work directly with the Defense suppliers and its customers to help ensure that government supplies and services are delivered on time, at projected cost and meet all performance requirements. The DCMA provides its customers with unparalleled contract management and acquisition support services when and wherever needed.

The Department is continuing a plan to improve the oversight of contractor services, acquire those services more effectively, and in-source contractor services where it is appropriate and efficient to do so. In FY 2011 the Defense Contract Management Agency intends to have replaced approximately 14 contractors with approximately 14 government employees at a total cost saving of \$953 thousand.

II. Force Structure Summary: N/A

**DEFENSE CONTRACT MANAGEMENT AGENCY (DCMA)
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III. Financial Summary (\$ in thousands)

	FY 2010						
	FY 2009 <u>Actuals</u>	Budget <u>Request</u>	<u>Congressional Action</u>		<u>Appropriated</u>	Current <u>Estimate</u>	FY 2011 <u>Estimate</u>
			<u>Amount</u>	<u>Percent</u>			
A. <u>BA #4 Administration & Services</u>							
Operational Support	1,081,744	1,040,385	-1,768	.17%	1,038,617	1,041,551	1,097,219
Contract Management	1,007,210	966,536	-1,768	.17%	964,768	967,702	1,020,764
Management/Operational Hqtrs	74,534	73,849			73,849	73,849	76,455
Training	15,856	18,336			18,336	15,402	15,630
Specialized Skill Training	6,388	10,125			10,125	8,120	7,200
Professional Development	3,568	5,138			5,138	4,235	4,500
Base Support (local training, conference, tuition assistance)	5,900	3,073			3,073	3,047	3,930
Total	1,097,600	1,058,721	-1,768	.17%	1,056,953	1,056,953	1,112,849

* The FY 2009 Actual column includes \$0.0 thousand of FY 2009 Bridge Funding Appropriations (PL 110-252); \$15,000 thousand of FY 2009 Supplemental Appropriations Act funding (PL 111-32), and \$26.7 million of FY 2008/2009 of FY 2008 Emergency Supplemental Funds (P.L. 110-252). Includes 238 Overseas Contingency Operations FTEs in total.

* The FY 2010 Estimate column excludes \$63,130 thousand (and 250 FTEs) provided in the FY 2010 Defense-Wide Overseas Contingency Operations Budget Request (PL 111-118) and \$11,658 thousand and (39 FTEs) of funding in the FY 2010 Defense-Wide Overseas Contingency Operations Supplemental Request.

* The FY 2011 Estimate column excludes \$74,862 thousand and (263 FTEs) requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

DEFENSE CONTRACT MANAGEMENT AGENCY (DCMA)
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III. Financial Summary (\$ in thousands)

B. <u>Reconciliation Summary</u>	<u>Change</u> <u>FY 2010/FY 2010</u>	<u>Change</u> <u>FY 2010/FY 2011</u>
Baseline Funding	1,058,721	1,056,953
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-1,768	
Subtotal Appropriated Amount	1,056,953	
Fact-of-Life Changes (CY to CY Only)		
Subtotal Baseline Funding	1,056,953	
Anticipated Supplemental	63,130	
Reprogrammings		
Price Changes		15,647
Functional Transfers		
Program Changes		40,249
Current Estimate	1,120,083	1,112,849
Less: Wartime Supplemental	63,130	
Normalized Current Estimate	1,056,953	

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2010 President's Budget Request (Amended, if applicable)		1,058,721
1. Congressional Adjustments		-1,768
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions (Section 8097 Economic Adjustments)	-1,320	
e. Congressional Earmarks (Section 8037 Environmental Impacts)	-448	
FY 2010 Appropriated Amount		1,056,953
2. War-Related and Disaster Supplemental Appropriations		63,130
3. Fact of Life Changes		
FY 2010 Baseline Funding		1,120,083
4. Reprogrammings (requiring 1415 Actions)		
Revised FY 2010 Estimate		
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		-63,130
FY 2010 Normalized Current Estimate		1,056,953
6. Price Change		15,647
7. Functional Transfers		
8. Program Increases		
a. Annualization of New FY 2010 Program		
b. One-Time FY 2011 Increases		
c. Program Growth in FY 2011		43,240

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases

	Amount	Totals
1) The increase in personnel compensation is commensurate with an increase of 309 Full Time Equivalents (FTEs) and the projected estimate of \$6,548K for the National Security Personnel System (NSPS) conversion to General Schedule. The increase in the workforce will continue to improve and increase the size of the acquisition workforce. NOTE: Using, Defense Acquisition Workforce Development Fund (DAWDF) the DCMA has hired 368 employees in FY 2009, and plans to hire 636 more in FY 2010 and then an additional 450 more employees in FY 2011. (FY 2010 Base: \$899,431K)	40,921	
2) Increase in Disability Compensation reflects the service provider estimates. (FY 2010 Baseline: \$4,489K)	49	
3) DCMA's will require additional Permanent Change of Station (PCS) funds to hire additional personnel to meet recruitment needs across the Agency. (FY 2010 Baseline: \$8,507K).	8	
4) The increase in Facility Sustainment, Restoration, and Modernization (FSRM) funding is due to the number of leases expiring. DCMA has estimated the build-out costs of new leases at the lease expiration, which are the FSRM costs. Additionally, DCMA is going through a Division and Center realignment which will result in additional FSRM projects. (FY 2010 Base: \$4,966K)	379	
5) Equipment purchases have increased due to the replacement cycle for Firewalls and Intrusion Detection in support of Information Assurance (IA) and Video Telecommunication (VTCs) requirements. (FY 2010 Base: \$12,920K)	1,157	

**DEFENSE CONTRACT MANAGEMENT AGENCY (DCMA)
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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
6) Contract Services Insourcing: the DCMA is insourcing contractor services where it is more appropriate and/or efficient to do so. This program increase is requested to hire 7 civilians, reducing contract costs by \$953K through FY 2011. (FY 2010 Baseline: \$0K)	726	
9. Program Decreases		
a. Annualization of FY 2010 Program Decreases		
b. One-Time FY 2010 Increases		
c. Program Decreases in FY 2011		-2,991
1) Decrease in equipment maintenance is due to the projected stabilization of cost. (FY 2010 Baseline: \$619K)	-9	
2) Contract Services Insourcing: In FY 2011, the DCMA intends to replace approximately 7 contractors with approximately 7 government employees for a cost saving of \$953 thousand through FY 2011. (FY 2010 Baseline: \$0K)	-741	
3) The decrease in other contract services is due to changes in program and technical support efforts required to maintain our systems applications. (FY 2010 Baseline: \$39,374K)	-1,699	
4) DISA decrease is a result of the stabilization of the rate. (FY 2010 Base: \$3,500K)	-490	
5) Decrease in communication services (DISA) Tier 2 is a result of the rate stabilization. (FY 2010 Baseline: \$8,715K)	-52	
FY 2011 Budget Request		1,112,849

**DEFENSE CONTRACT MANAGEMENT AGENCY (DCMA)
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IV. Performance Criteria and Evaluation Summary

Performance Management is an integral component of DCMA's strategic planning and management philosophy and facilitates the Agency measurement and assessment tools. The Strategic Plan utilizes a series of performance indicators to demonstrate progress in meeting the Strategic End States. The use of indicators is the foundation of how the Agency assesses organizational performance and is used to clearly define performance expectations for DCMA processes and supplier performance. The plan promotes performance assessment by tracking accomplishment of strategic initiatives, assessing operational capability and capacity, therefore providing the insight needed to improve organizational health, effectiveness and efficiency.

The Agency's Strategic Plan, utilizes a "balanced scorecard" approach to align strategies and actions to support the organization's vision. This approach supports planning and assessment of performance around both the internal processes and external outcomes. For the DCMA strategic plan, the four perspectives were refined using language more specific to the Agency environment and terminology. The DCMA balanced scorecard perspectives are Acquisition Enterprise, Policies and Processes, Human Capital, and Stewardship. The plan leverages existing DCMA capabilities and articulates the agency's future vision. The Strategic Plan is driven by a number of key focus areas, which are:

- Deliver exceptional support to the acquisition system customers
- Grow and retool the workforce
- Enhance policies and processes
- Improve agency efficiencies

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IV. Performance Criteria and Evaluation Summary

Acquisition Enterprise Perspective

Strategic End State: - DCMA's acquisition customers receive excellent CAS and the management information needed to make sound business decisions.

Agency Strategic Priority -Deliver predictive/decision quality information to buying activities and the Acquisition Enterprise through robust financial, industrial and supply chain analysis. Also done by exploiting DCMA specialized expertise in earned value management, the defense supplier base and cost monitoring and containment.

Strategic Initiatives

- **Initiative #1:** Enhance DCMA's performance as the Department's Executive Agent for Earned Value Management Systems.
- **Initiative #2:** Continue to build the Manufacturing and Supply Chain Management core competency. Refine the process to ensure timely development and collection of measures and metric that assesses and identifies supplier and industrial base risks, while recommending mitigating actions to alleviate such risks.
- **Initiative #3:** Ensure timely disposition of issues impacting the allowance of contract costs and notify customers expeditiously of actual and anticipated labor and overhead rate changes.
- **Initiative #4:** Develop a supplier capabilities assessment architecture and operating concept to assemble timely, accurate and predictive business information, while allowing visibility into contractor capabilities across the DoD Acquisition Enterprise.
- **Initiative #5:** Improve customer satisfaction and develop a methodology to measure customer satisfaction levels more effectively.

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IV. Performance Criteria and Evaluation Summary

- **Initiative #6:** Execute our expanded mission for CCAS effectively and efficiently.

Performance Assessment- Progress towards the end state is assessed with performance indicators such as earned value management system compliance and surveillance reporting, supply chain management, customer satisfaction and on time delivery.

Policy and Processes Perspective

Strategic End State - Effective policies and process standards are in place to support delivery of consistent and cost effective CAS.

Agency Strategic Priority- Establish policy infrastructure, define policy structure and promulgate policy and process guidance

Strategic Initiatives

- **Initiative #1:** Define and codify our agency's policy structure to establish clear ownership, a common look and location and ensure currency.
- **Initiative #2:** Develop and document policies, processes, competencies and training needed to drive effectiveness and efficiency in our mission and support business processes.
- **Initiative #3:** Develop a plan to effectively rebuild and execute our quality assurance capabilities through improved policies, processes and tools.
- **Initiative #4:** Develop a plan to effectively execute our engineering analysis capabilities through improved policy, processes and tools.

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IV. Performance Criteria and Evaluation Summary

- **Initiative #5:** In conjunction with buying activities and DCAA, develop a concept for the agency's future role in contract pricing that optimizes the process and eliminates duplicate efforts.
- **Initiative #6:** Reduce the number of overage contracts.
- **Initiative #7:** Establish agency Lean Six Sigma (LSS) Program Office to enhance agency operational performance and ensure common approach on LSS projects.

Performance Assessment- Progress towards the end state is assessed with performance indicators such as contract closeout timeliness, reducing cancelling funds, forward pricing rates, contract audit follow up reports, Lean Six Sigma implementation, quality assurance surveillance plans and eBiz electronic processing utilization.

Human Capital Perspective

Strategic End State-A diverse, agile, highly performing workforce equipped with the competencies needed to execute current and future missions

Agency Strategic Priorities

- **Priority #1:** Grow and retool our agency workforce through a robust intern program and increased emphasis on external recruitment and internal development.
- **Priority #2:** Develop and assess functional skills requirements needed to renew workforce competence in core processes, starting with contracting, quality and engineering.
- **Priority #3:** Enhance leadership skills across the agency and ensure that the DCMA workforce, at all levels, has access to and fully understands available opportunities to develop and improve these skills.

**DEFENSE CONTRACT MANAGEMENT AGENCY (DCMA)
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IV. Performance Criteria and Evaluation Summary

Strategic Initiatives

- **Initiative #1:** Attract, recruit, develop and retain a high-performing and diverse workforce representative of the public it serves.
- **Initiative #2:** Establish personnel policies that promote inclusiveness and fairness.
- **Initiative #3:** Leverage competency alignment to deliver effective technical skills training, tailor workforce development initiatives and foster a culture of mentorship across the workforce.
- **Initiative #4:** Document and communicate the end-to-end hiring duties and responsibilities that produce a lean and effective hiring process, resulting in improved customer service and reducing vacancy fill times.
- **Initiative #5:** Revitalize DCMA's leadership development programs into a focused and clearly articulated career guide that identifies, promotes and encourages appropriate leadership skill development for the entire workforce throughout their careers.
- **Initiative #6:** Establish and implement agency approach for recruiting, retaining, managing and utilizing the Emergency Essential (EE) personnel needed to support our DCMA expanded CCAS Mission.
- **Initiative #7:** Review all military billets to validate which positions must be performed by military personnel and determine the appropriate rank, service and specialty. Ensure the validated positions meet DCMA mission requirements, military service needs and provide the service members with training and development opportunities.
- **Initiative #8:** Conduct a realistic assessment of cost to train and develop the workforce to specified competencies. Create funding profiles that mirror requirements.

**DEFENSE CONTRACT MANAGEMENT AGENCY (DCMA)
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IV. Performance Criteria and Evaluation Summary

Performance Assessment- Progress towards the end state is assessed with performance indicators such as Improving DAWIA certifications, recruitment of Emergency Essential Personnel, improving hiring rates, and increasing Agency interns.

Stewardship Perspective

Strategic End State - An ethical organization with well-defined roles, responsibilities, infrastructure and management controls fully aligned to effectively and efficiently manage public resource

Agency Strategic Priority - Ensure the efficient use of agency resources through disciplined planning and execution of obligations and expenditures.

Strategic Initiatives supporting end state

- **Initiative #1:** Promulgate policy for our organizations and infrastructure to promote standardization, ensure alignment and enhance mission performance.
- **Initiative #2:** Develop and execute an enterprise workload assessment and integration process that specifically addresses short and long-range resource planning, analysis of resources needed to support cross-divisional workload, manpower modeling and execution tracking requirements including labor dollars and FTEs.
- **Initiative #3:** Strengthen agency assessment capability and assure effective management controls are implemented throughout the agency.
- **Initiative #4:** Continue to improve management controls on agency financial management systems and processes to improve audit readiness, ensure accountability for all agency financial resources and improve access to timely and actionable financial management information.

DEFENSE CONTRACT MANAGEMENT AGENCY (DCMA)
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IV. Performance Criteria and Evaluation Summary

- **Initiative #5:** Develop and execute a business process reengineering plan and IT Enterprise Architecture.
- **Initiative #6:** Design, develop and implement a streamlined Performance Management system that leverages a more uniform set of performance indicators across the agency.

Performance Assessment- Progress towards the end state will be assessed with performance indicators such as improving cash management, effective budget execution, FTE management, and Reimbursable operations.

**DEFENSE CONTRACT MANAGEMENT AGENCY (DCMA)
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<u>V. Personnel Summary</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>Change FY 2009/ FY 2010</u>	<u>Change FY 2010/ FY 2011</u>
<u>Active Military End Strength (E/S)</u> (Total)	429	604	604	175	-
Officer	361	527	527	166	-
Enlisted	68	77	77	9	-
<u>Reserve Drill Strength (E/S) (Total)</u>	41	41	41	-	-
Officer	33	33	33	-	-
Enlisted	8	8	8	-	-
 <u>Civilian End Strength (Total)</u>	 9,526	 9,170	 9,516	 -356	 346
U.S. Direct Hire	9,436	9,080	9,426	-356	346
Foreign National Direct Hire	77	77	77	-	-
Total Direct Hire	9,513	9,157	9,503	-356	346
Foreign National Indirect Hire	13	13	13	-	-
 <u>Active Military Average Strength (A/S)</u> (Total)	 429	 604	 604	 175	 -
Officer	361	527	527	166	-
Enlisted	68	77	77	9	-
<u>Reserve Drill Strength (A/S) (Total)</u>	41	41	41	-	-
Officer	33	33	33	-	-
Enlisted	8	8	8	-	-
 <u>Civilian FTEs (Total)</u>	 9,452	 9,203	 9,481	 -249	 275
U.S. Direct Hire	9,362	9,113	9,391	-249	278
Foreign National Direct Hire	77	77	77	-	-
Total Direct Hire	9,439	9,190	9,468	-249	278

**DEFENSE CONTRACT MANAGEMENT AGENCY (DCMA)
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V. <u>Personnel Summary</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	Change FY 2009/ FY 2010	Change FY 2010/ FY 2011
Foreign National Indirect Hire	13	13	13	-	-
Memo: Reimbursable Civilians Included	865	904	866	39	-38
Average Annual Civilian Salary (\$ in thousands)	108	110	111	2	1

* The FY 2009 Actual column includes \$0.0 thousand of FY 2009 Bridge Funding Appropriations (PL 110-252); \$15,000 thousand of FY 2009 Supplemental Appropriations Act funding (PL 111-32), and \$26.7 million of FY 2008/2009 of FY 2008 Emergency Supplemental Funds (P.L. 110-252). Includes 238 Overseas Contingency Operations FTEs in total.

* The FY 2010 Estimate column excludes \$63,130 thousand (and 250 FTEs) provided in the FY 2010 Defense-Wide Overseas Contingency Operations Budget Request (PL 111-118) and \$11,658 thousand and (39 FTEs) of funding in the FY 2010 Defense-Wide Overseas Contingency Operations Supplemental Request.

* The FY 2011 Estimate column excludes \$74,862 thousand and (263 FTEs) requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

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

<u>OP 32 Line</u>	FY 2009 <u>Actuals</u>	Change <u>FY 2009/FY 2010</u>		FY 2010 <u>Estimate</u>	Change <u>FY 2010/FY 2011</u>		FY 2011 <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	911,448	22,608	-49,005	885,051	13,734	41,648	940,433
103 Wage Board	170	4	0	174	3	0	177
104 FN Direct Hire (FNDH)	5,486	136	0	5,622	87	0	5,709
106 Benefit to Fmr Employees	59	0	1	60	0	1	61
107 Voluntary Sep Incentives	16	0	0	16	0	0	16
111 Disability Compensation	4,059	0	430	4,489	0	49	4,538
121 Perm Change of Station	8,328	0	179	8,507	119	8	8,634
199 Total Civ Compensation	929,566	22,748	-48,395	903,919	13,943	41,706	959,568
308 Travel of Persons	35,999	396	-8,674	27,721	387	0	28,108
399 Total Travel	35,999	396	-8,674	27,721	387	0	28,108
771 Commercial Transport	4,019	44	-780	3,283	46	0	3,329
799 Total Transportation	4,019	44	-780	3,283	46	0	3,329
901 FN Indirect Hires	719	8	0	727	10	0	737
912 GSA Leases	12,789	320	3,591	16,700	234	0	16,934
913 Purch Util (non fund)	1,247	14	1,291	2,552	36	0	2,588
914 Purch Communications	5,431	60	1,402	6,893	96	0	6,989
915 Rents, Leases (non GSA)	4,511	50	-895	3,666	51	0	3,717
917 Postal Svc (USPS)	107	0	-39	68	0	0	68
920 Supplies/Matl (non fund)	14,639	161	-521	14,279	200	0	14,479
921 Print & Reproduction	249	3	-97	155	2	0	157

**DEFENSE CONTRACT MANAGEMENT AGENCY (DCMA)
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VI. OP 32 Line Items as Applicable (Dollars in thousands):

<u>OP 32 Line</u>	FY 2009 <u>Actuals</u>	Change FY 2009/FY 2010		FY 2010 <u>Estimate</u>	Change FY 2010/FY 2011		FY 2011 <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
922 Eqt Maint Contract	1,305	14	-709	610	9	-9	610
923 Facilities Maint Contr	2,889	32	2,045	4,966	70	379	5,415
925 Eqt Purch (non fund)	19,122	210	-6,412	12,920	181	1,157	14,258
989 Other Contracts	45,064	495	-6,159	39,400	552	-3,432	36,520
999 Total Other Purchases	108,072	1,367	-6,503	102,936	1,441	-1,905	102,472
647 DISA Info Svcs	3,400	-33	133	3,500	-490	490	3,500
671 Comm Svcs Tier 2 (DISA)	9,736	-58	-962	8,716	52	-42	8,726
Total Information Services	13,136	-91	-829	12,216	-438	448	12,226
673 Def Fin & Accounting Svc	6,808	-14	84	6,878	268	0	7,146
699 Total Financial Services	6,808	-14	84	6,878	268	0	7,146
Total	1,097,600	24,450	-65,097	1,056,953	15,647	40,249	1,112,849

* The FY 2009 Actual column includes \$X.0 thousand of FY 2009 Bridge Funding Appropriations (PL 110-252); and \$15.0 thousand of FY 2009 Supplemental Appropriations Act funding (PL 111-32), and \$26.7 million of FY 2008/2009 of FY 2008 Emergency Supplemental Funds (P.L. 110-252). Includes 238 Overseas Contingency Operations FTEs in total.

* The FY 2010 Estimate column excludes \$63.1 thousand (and 250 FTEs) provided in the FY 2010 Defense-Wide Overseas Contingency Operations Budget Request (PL 111-118) and \$11,658 thousand and (39 FTEs) of funding in the FY 2010 Defense-Wide Overseas Contingency Operations Supplemental Request.

* The FY 2011 Estimate column excludes \$74,862 thousand and (263 FTEs) requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

Fiscal Year 2011 Budget Estimates Defense Finance and Accounting Service



February 2010

DEFENSE FINANCE AND ACCOUNTING SERVICE
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2011 Budget Estimates

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**DEFENSE FINANCE AND ACCOUNTING SERVICE
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2011 Budget Estimates**

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

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

	<u>FY 2009</u> <u>Actuals</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2010</u> <u>Estimate</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2011</u> <u>Estimate</u>
DFAS						1,593	1,593

I. Description of Operations Financed: The Defense Finance and Accounting Service (DFAS) serves as the Executive Agent, responsible for finance and accounting activities within the Department of Defense (DoD). DFAS provides finance and accounting management and operational support for appropriated, non-appropriated, revolving and trust funds. DFAS operations touch a large population of customers through the payment of civilian and military personnel, military retirees, and annuitants; and through the collection and disbursement of a wide variety of DoD funds for contracts, debt management, security assistance, transportation, and travel. While the Defense Working Capital Fund (DWCF) finances most DFAS functions, one program is financed in the Operation and Maintenance, Defense-Wide appropriation:

1. The DFAS supports the Deputy Secretary of Defense's Overseas Contingency Operations (OCO) Senior Steering Group in executing the requirements to improve the credibility, transparency, timeliness, and accuracy of the Department's OCO cost reports. DFAS coordinated the collection, consolidation, and processing of data into the OCO cost report process for 22 Components. This data is analyzed for accuracy and reconciled monthly. The OCO cost report is then reviewed and briefed to the Senior Steering Group.
2. The DFAS analyzes the data for accuracy and continually improves the process through reconciliations, with the goal to provide an auditable and standard DoD OCO report.

**DEFENSE FINANCE AND ACCOUNTING SERVICE
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The OCO cost report is reviewed and briefed to the Senior Steering Group and then sent to Congress.

II. Force Structure Summary: N/A

DEFENSE FINANCE AND ACCOUNTING SERVICE
 Operation and Maintenance, Defense-Wide
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III. Financial Summary (\$ in thousands)

		FY 2010		Congressional Action			
<u>A. BA Subactivities</u>	<u>FY 2009</u>	<u>Budget</u>				<u>Current</u>	<u>FY 2011</u>
	<u>Actuals</u>	<u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Estimate</u>	<u>Estimate</u>
OCO Cost Reporting							1,593
Total							1,593

DEFENSE FINANCE AND ACCOUNTING SERVICE
 Operation and Maintenance, Defense-Wide
 Fiscal Year (FY) 2011 Budget Estimates

III. Financial Summary (\$ in thousands)

B. <u>Reconciliation Summary</u>	<u>Change</u> <u>FY 2010/FY 2010</u>	<u>Change</u> <u>FY 2010/FY 2011</u>
Baseline Funding		0
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount		
Fact-of-Life Changes (CY to CY Only)		
Subtotal Baseline Funding		
Anticipated Supplemental		
Reprogrammings		
Price Changes		
Functional Transfers		
Program Changes		1,593
Current Estimate		1,593
Less: Wartime Supplemental		
Normalized Current Estimate	0	

**DEFENSE FINANCE AND ACCOUNTING SERVICE
Operation and Maintenance, Defense-Wide
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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2010 President's Budget Request (Amended, if applicable)		0
1. Congressional Adjustments		
FY 2010 Appropriated Amount		
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		
FY 2010 Baseline Funding		
4. Reprogrammings (requiring 1415 Actions)		
Revised FY 2010 Estimate		
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		
FY 2010 Normalized Current Estimate		
6. Price Change		
7. Functional Transfers		
8. Program Increases		1,593
a. Annualization of New FY 2010 Program		
b. One-Time FY 2011 Increases		
c. Program Growth in FY 2011		
1) Includes funding for one civilian FTE and contractor personnel to compile the Overseas Contingency Operations (OCO) report to the DoD Senior Steering Group on a monthly basis. (Base: FY 2010 - \$0)	1,593	
9. Program Decreases		0
a. Annualization of FY 2010 Program Decreases		
b. One-Time FY 2010 Increases		
c. Program Decreases in FY 2011		
FY 2011 Budget Request		1,593

**DEFENSE FINANCE AND ACCOUNTING SERVICE
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IV. Performance Criteria and Evaluation Summary

The Defense Finance and Accounting Service manages the Overseas Contingency Operations (OCO) cost reporting for the DoD OCO reports. This office oversees the day-to-day operations of auditable and standard contingency operations reporting process for creating more credible, transparent, timely, and accurate DoD OCO cost reports. The Office measures its performance through a Balance Score Card process to monitor documentation compliance and provide feedback to contingency disbursing stations.

DEFENSE FINANCE AND ACCOUNTING SERVICE
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<u>V. Personnel Summary</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	Change FY 2009/ FY 2010	Change FY 2010/ FY 2011
<u>Civilian End Strength (Total)</u>			1		1
U.S. Direct Hire			1		1
Total Direct Hire			1		1
Civilian FTEs (Total)			1		1
U.S. Direct Hire			1		1
Total Direct Hire			1		1

**DEFENSE FINANCE AND ACCOUNTING SERVICE
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VI. OP 32 Line Items as Applicable (Dollars in thousands):

	FY 2009	Change		FY 2010	Change		FY 2011
		<u>FY 2009/FY 2010</u>			<u>FY 2010/FY 2011</u>		
<u>OP 32 Line</u>	<u>Actuals</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds						87	87
103 Wage Board						1	1
199 Total Civ Compensation						88	88
308 Travel of Persons						1	1
399 Total Travel						1	1
417 Local Purch Supplies & Mat						1	1
499 Total Supplies & Materials						1	1
989 Other Contracts						1,503	1,503
999 Total Other Purchases						1,503	1,503
Total						1,593	1,593

Fiscal Year (FY) 2011 Budget Estimates
Defense Human Resources Activity (DHRA)

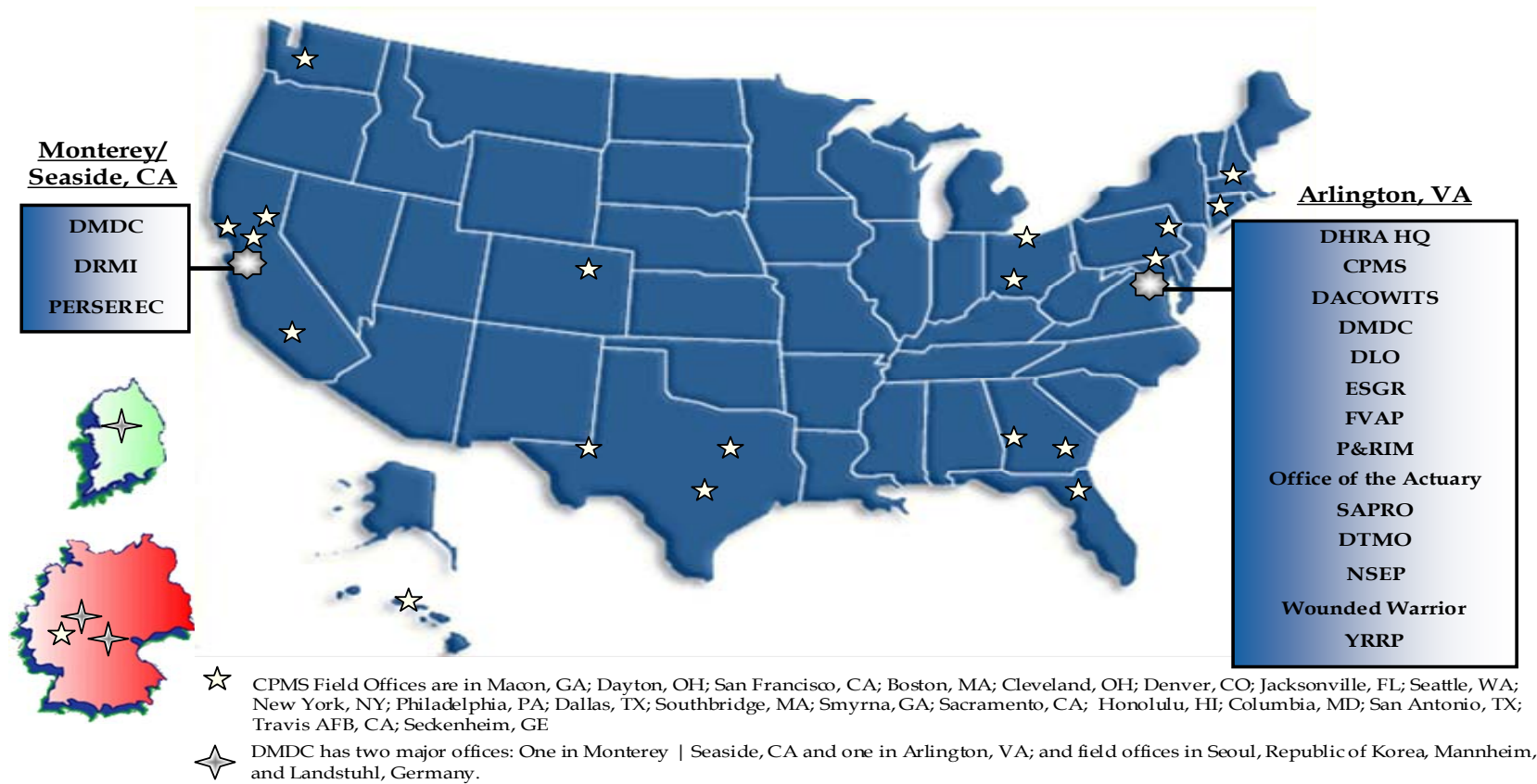


February 2010

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The DHRA is the premier provider of Human Resources (HR) services to Departmental leaders, civilians, military members, their families, and retirees.

DHRA Locations



**DEFENSE HUMAN RESOURCES ACTIVITY (DHRA)
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2011 Budget Estimates**

I. Description of Operations Financed:

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

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

	<u>FY 2009 Actuals</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2010 Estimate</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2011 Estimate</u>
DHRA	555,282	7,765	68,064	631,111	9,061	183,981	824,153

* The FY 2009 Actual column includes \$2.9 thousand of FY 2009 Bridge Funding Appropriations (PL 110-252); and \$7.3 thousand of FY 2009 Supplemental Appropriations Act funding (PL 111-32).

I. Description of Operations Financed:

The Defense Human Resources Activity (DHRA) enhances the operational effectiveness and efficiency of a host of dynamic and diverse programs supporting the Office of the Under Secretary of Defense for Personnel and Readiness. The Field Activity supports policy development performing cutting-edge research and expert analysis, supports readiness and departmental reengineering efforts, manages the largest automated personnel data repositories in the world, prepares tomorrow's leaders through robust developmental programs, supports recruiting and retaining the best and brightest, and delivers both benefits and critical services to warfighters and their families.

The DHRA FY 2011 budget increases by approximately \$193 million from FY 2010 to FY 2011 and includes the following highlights:

- On-going maintenance and system enhancements to the Defense Enrollment Eligibility Reporting System (DEERS) for data delivery, authentication and rapid implementation of new legislative requirements

**DEFENSE HUMAN RESOURCES ACTIVITY (DHRA)
Operation and Maintenance, Defense-Wide
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I. Description of Operations Financed:

- Improvements for the Defense Civilian Personnel Data System (DCPDS) for employee self-service functionality, corporate data warehouse and incorporating other human resources automated system solutions and e-Government OPM mandated projects
- Enhancement of the Department's continued language, cultural and regional capabilities transformation effort for tailored training and expanded Reserve Officer Training Corps (ROTC) grants
- Creation and airing of new television advertising aimed at increasing influencers' willingness to support and recommend military service
- Funding of the Joint Personnel Adjudication System (JPAS)
- Management of the DoD's Virtual Lifetime Electronic Record (VLER) initiative
- Oversight and management of the DoD and Veteran's Administration joint efforts for information technology interoperability goals.
- The DHRA intends to replace contractor support with approximately 81 government employees at a total cost savings of approximately \$13.4 million.

Individual DHRA program descriptions follow:

**DEFENSE HUMAN RESOURCES ACTIVITY (DHRA)
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2011 Budget Estimates**

I. Description of Operations Financed:

Joint Advertising, Market Research, and Studies (JAMRS)

Dollars in Thousands	
<u>FY 10</u>	<u>FY 11</u>
33,371	37,772

JAMRS provides joint marketing communications (recruiting), market research, and studies. JAMRS public programs help broaden people's understanding of Military Service as a career option, while JAMRS internal government programs help bolster the effectiveness of all the Services' recruiting and retention efforts. JAMRS provides the Services with corporate-level joint market research and personal contact information on millions of prospective recruits, provides Joint and Service-specific recruiting resources and information and tracks the effectiveness of the Services' specific advertisements. JAMRS eliminates redundancies in the Services' advertising and market research efforts.

In FY 2011, the increase in JAMRS funding supports creation, production, and airing of new television advertising aimed at increasing influencers' willingness to support and recommend military service.

Learn more about JAMRS' mission and program successes at www.jamrs.org.

National Security Education Program (NSEP):

Dollars in Thousands	
<u>FY 10</u>	<u>FY 11</u>
18,790	19,793

The NSEP equips scholars with proficiencies in less commonly taught languages and cultures critical to national security and provides a cadre of highly qualified

**DEFENSE HUMAN RESOURCES ACTIVITY (DHRA)
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2011 Budget Estimates**

I. Description of Operations Financed:

candidates for employment in the national security community. A component of the DoD's Language Transformation Plan, the NSEP represents a vital investment in strategic partnerships with the United States education community to ensure a flow of more qualified language proficient candidates. Additional information on NSEP can be found at: <http://www.nsep.gov>.

Defense Resources Management Institute (DRMI):

Dollars in Thousands

<u>FY 10</u>	<u>FY 11</u>
1,448	1,468

The DRMI, located at the Naval Postgraduate School in Monterey, California, provides integrated professional educational programs focusing on analytical decision-making. The emphasis is on the concepts, techniques, and issues involved in defense resource management at all levels. Additional information on DRMI can be found at: <http://www.nps.edu/Academics/Centers/DRMI/>.

Defense Language Office (DLO)

Dollars in Thousands

<u>FY 10</u>	<u>FY 11</u>
48,406	54,870

The DLO oversees the Departments language, regional, and cultural programs. To ensure a strategic focus to meet present and future requirements, to include irregular warfare (IW) support, for language, regional and cultural capabilities among military and civilian employees, the DLO develops and implements a comprehensive Department-wide program through oversight, direction, and metrics. The DLO identifies policy,

**DEFENSE HUMAN RESOURCES ACTIVITY (DHRA)
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2011 Budget Estimates**

I. Description of Operations Financed:

procedures, and resources to provide required capabilities and recommends and evaluates policies and programs for language training, testing, and sustainment. The DLO:

- Monitors language, regional and cultural policies regarding the development, management and utilization of civilian employees and members of the Armed Forces;
- Monitors trends in the promotion, accession, and retention of individuals with these critical skills;
- Explores innovative concepts to expand Defense foreign language, regional and cultural capabilities and capacities, and English language instruction to support heritage recruiting and assist in building partner capacity.

Human Resources Business Information Technology Solutions (HR-BITS) Defense Civilian Personnel Data System (DCPDS):

Dollars in Thousands	
<u>FY 10</u>	<u>FY 11</u>
68,402	80,868

The DCPDS supports human resource (HR) system operations. Network and system operations span worldwide, with 24/7 operations supporting 21 Regional Service Centers and over 300 Customer Support Units. Web-enabled DCPDS and the addition of its Self Service capability have increased the number of users from 20,000 to over 700,000. The DCPDS supports approximately one-third of the federal work force and has been designated by OPM/OMB as one of five HR Shared Service Centers. The DCPDS Information Assurance (IA) program to date has successfully deterred all intrusions.

**DEFENSE HUMAN RESOURCES ACTIVITY (DHRA)
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I. Description of Operations Financed:

Defense Wide Civilian Personnel Management Service (CPMS) Mission Programs:

Dollars in Thousands	
<u>FY 10</u>	<u>FY 11</u>
56,628	89,002

CPMS Programs include:

- Senior Executive Management Support
- National Security Personnel System-Program Executive Office (NSPS-PEO)
- Investigations and Resolutions Division (IRD) alternative dispute resolution and EEO investigations
- Injury Compensation and Unemployment Compensation (ICUC) programs
- Mishap Reduction Initiative (reemploys employees suffering from job-related injuries and illnesses)
- Civilian Assistance and Re-Employment (CARE) (program chairs the DoD BRAC Working Group)
- DoD Priority Placement Program (PPP)
- Voluntary Early Retirement Authority (VERA)
- Voluntary Separation Incentive Pay (VSIP)
- Defense Senior Leader Development Program (DSLDP) (formerly the Defense Leadership and Management Program (DLAMP))
- Executive Leadership Development Program (ELDP) (provides an extensive exposure to the roles and missions of the DoD with the focus on understanding war fighter)
- Civilian Human Capital Accountability System (CHCAS)

In FY 2011, CPMS continues increasing its management, oversight, and infrastructure support to the Department in several key areas: the Senior Executive Management; the

**DEFENSE HUMAN RESOURCES ACTIVITY (DHRA)
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I. Description of Operations Financed:

NSPS-PEO continues the conversion of employees back to other personnel systems as mandated in NDAA 2010 and designs new flexibilities to include, but not limited to the establishment of policies and procedures for a new Performance Management System, a redesigned hiring process adhering to veterans' preference requirements, a "Department of Defense Civilian Workforce Incentive Fund", and a Mandatory Training and Retraining Program for Supervisors. For a more detailed view of the CPMS mission, please reference the following web site: <http://www.cpms.osd.mil>.

Defense Enrollment Eligibility Reporting System (DEERS), Real Time Automated Personnel Identification System (RAPIDS), and Common Access Card (CAC):

The Defense Enrollment Eligibility Reporting System (DEERS), Real Time Automated Personnel Identification System (RAPIDS), and the Common Access Card (CAC) programs are inter-related and inter-dependent operational systems that promote an efficient flow of business processes. DEERS is the DoD's data repository of all personnel, benefit eligibility, and TRICARE enrollments worldwide. CAC uses the DEERS database for authentication and personnel information. RAPIDS is the infrastructure that supports the Uniformed Services identification card, provides on-line updates to DEERS, and issues the CAC to Service members, civilian employees, and eligible contractors, thus providing an enterprise-wide credential for both physical and logical access to DoD facilities and networks.

**DEFENSE HUMAN RESOURCES ACTIVITY (DHRA)
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2011 Budget Estimates**

I. Description of Operations Financed:

Defense Enrollment Eligibility Reporting System (DEERS)

Dollars in Thousands	
<u>FY 10</u>	<u>FY 11</u>
54,522	65,180

The DEERS provides hundreds of system interfaces and over 80 applications and web applications to hundreds of military healthcare systems, Department of Veterans Affairs (VA), Reserve Affairs, and other mission critical systems. The DEERS design allows DoD to add enterprise solutions quickly and efficiently, resulting in better, more cost effective service to members and war-fighters. Value-added benefits include:

- Portability of health care information, reducing reliance on paper-based files, promotes standardized processes, producing consistent correspondence, providing a common enrollment application and customer service, and provides DEERS data in virtually real time to the Clinical Data Repository for Armed Forces Health Longitudinal application
- Accurate tracking of contingency personnel statistics based on location
- Common identification of persons and patients across the MHS and VA and real time eligibility verification for point of service retail pharmacy and mail order pharmacy as well as Military and retiree personnel and pay data to the VA
- Central repository for Primary Care Managers and provides capabilities for management of provider panels within the civilian and direct care networks and a Central patient registration database
- Dependent survivor pay and family Servicemen's Group Life Insurance (SGLI) data to VA for VA Loans, Pension or Dependency Indemnity Compensation (DIC), Dependent Educational Assistance Program (DEA), and insurance payment/burial benefits upon death of a family member

**DEFENSE HUMAN RESOURCES ACTIVITY (DHRA)
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I. Description of Operations Financed:

- Provides Service members and their designated family members with a view of their authorized medical, dental, commissary, exchange, morale welfare and recreation, and educational benefits and entitlements 24 hours a day, 7 days a week through the MYDODBENEFITS portal.

Real Time Automated Personnel Identification System (RAPIDS)

Dollars in Thousands	
<u>FY 10</u>	<u>FY 11</u>
33,893	37,380

The RAPIDS is the network of over 2,600 issuing stations at 1,600 locations providing the Uniformed Services the means to verify one's eligibility for specific benefits and entitlements. Benefits include:

- DoD's agents positively identify those eligible for benefits/entitlements, then generate DoD credentials for those in uniform, DoD civilians and contractors, and other eligible DoD credential holders
- Ensures eligible family members appropriate entitlements and privileges
- Includes fixed, mobile and forward deployed sites in locations such as Iraq, Afghanistan, Kuwait, Qatar, Djibouti, the Balkans, and on Navy ships
- Reduces cost by providing ID card services to basic training facilities and Academies use the RAPIDS Central Issuance Facility (CIF) within 48 - 72 hours, producing 250,000 CACs annually

**DEFENSE HUMAN RESOURCES ACTIVITY (DHRA)
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I. Description of Operations Financed:

Common Access Card (CAC)

Dollars in Thousands	
<u>FY 10</u>	<u>FY 11</u>
29,950	30,664

The CAC is DoD's enterprise-wide solution for secure identity credentials allowing physical access to buildings and secure areas as well as logical access to DoD's computer networks and systems. Benefits include:

- Reduces the number of successful intrusions into the DoD network by 51% by using the CAC, with embedded Public Key Infrastructure certificates
- Recruits in training will no longer have to carry cash. Worked jointly with the Department of Treasury, deployed an ePurse pilot project with the Marine Corps, involving 529 recruits at Parris Island, SC and Camp Pendleton, CA
- A pilot program with Washington Metro Transit Authority and with Utah Transit Authority will test the CAC as a fraud prevention mechanism. Specifically, the CAC will be used to authenticate individuals for travel payments (as travel occurs). This would replace the current process, which provides a quarterly supply of non-personalized, pre-paid travel subsidies (e.g., Metro Fare Cards.)

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I. Description of Operations Financed:

Human Resources Strategic Assessment Program (HRSAP)

Dollars in Thousands

<u>FY 10</u>	<u>FY 11</u>
4,416	5,349

The HRSAP, one of the world's largest Personnel Survey Programs, quickly and accurately assesses the attitudes and opinions of members of the entire DoD community. The HRSAP has streamlined the survey development and analysis processes to enable faster results and to increase the number of clients contacted. HRSAP administers 8+ surveys per year to over 600,000 people with an average turnaround for initial results of 10- 12 weeks. Survey results provide empirical data quickly to senior Pentagon leaders for more timely and informed policy decisions. Examples:

- Assessments of retention intentions of Guard and Reserve members to determine how many new recruits will be needed and whether interventions (e.g., reenlistment incentives or incentives to extend active duty service obligations) should be considered
- Assessing predictors of retention (such as the effect of the national unemployment rate on retention intention) to estimate future reenlistment rates and influencers of Service member retention behavior and their spouse's support
- Combating predatory lending practices, assessing the impact of the housing crisis and foreclosures on Service members, and formulating funding requests for education and training of military spouses
- Assessing the user-friendliness of the Defense Travel System, employees' perceptions of the Military Health System, and perceptions of changes to Montgomery GI Bill benefits.

**DEFENSE HUMAN RESOURCES ACTIVITY (DHRA)
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I. Description of Operations Financed:

- Extending the Department's understanding of mental health issues and factors that predispose individuals to Post Traumatic Stress Disorder (PTSD) and depression
- Highlighting hot button items (e.g., recent deployments) and leading indicators (e.g., retention intentions, stress)
- Tracking attitudes and opinions as the Department transitions to NSPS
- Providing Congressional reporting and studies on sexual harassment, discrimination, predatory lending, and DoD Civilians

Joint Personnel Adjudication System (JPAS)

Dollars in Thousands	
<u>FY 10</u>	<u>FY 11</u>
0	25,842

In FY 2010, the Defense Information System for Security (DISS) legacy production system transferred from the Defense Security Service (DSS) to the Defense Manpower Data Center (DMDC). The DISS legacy production systems, to be named the Enterprise-Wide Personnel Security Clearance IT System, are comprised of the Joint Personnel Adjudication System (JPAS); the Defense Clearance and Investigations Index (DCII) and the Improved Investigative Records Repository (iIRR). In FY 2008, the DISS development responsibility transferred from the DSS to the Business Transformation Agency (BTA). DMDC will work in concert with the BTA to plan, program and manage activities associated with development of the next generation DISS system while also continuing to provide ongoing support and maintenance of the legacy systems (i.e., JPAS, DCII, and iIRR) that will eventually be integrated components of the DISS.

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I. Description of Operations Financed:

Personnel and Readiness Information Management (P&R IM)

Dollars in Thousands

<u>FY 10</u>	<u>FY 11</u>
22,290	47,294

P&R IM provides the Human Resources Management (HRM) community with customer focused, strategically aligned information management processes and tools that produce leading edge results. The Director is the DoD lead for the Virtual Lifetime Electronic Record (VLER). VLER is a major presidential cross-agency initiative among DoD, VA, HHS, and the White House.

P&R IM manages CIO support, Information Assurance, Personnel Sector Critical Infrastructure Protection, Information Technology, Functional Data Administration, and Data Standardization. P&R IM improves HRM business processes and policies between the Department and non-DoD agencies and organizations such as the Department of Veterans Affairs. P&R IM's initiatives resolve functional problems and develop common data across all Components. For more information, visit the P&R IM website at <https://www.mpm.osd.mil>.

Defense Travel Management Office (DTMO)

Dollars in Thousands

<u>FY 10</u>	<u>FY 11</u>
13,526	22,479

The DTMO maintains central oversight for commercial travel management, travel policy and implementation, customer support and training, the DoD travel charge card program, and provides functional oversight of the Defense Travel System (DTS). Consolidation of travel functions enables the DoD to standardize management practices, leverage economies

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I. Description of Operations Financed:

of scale, reduce administrative costs, and work towards a common set of goals. More information is available at the DTMO website: <http://www.defensetravel.dod.mil>.

Employer Support of the Guard and Reserve (ESGR):

Dollars in Thousands	
<u>FY 10</u>	<u>FY 11</u>
17,193	14,285

The ESGR national employer outreach programs increase employer awareness of their rights and responsibilities under the Uniformed Services Employment and Reemployment Rights Act (USERRA) and emphasize employers' important contributions to the defense of the nation through their support of their Guard and Reserve employees. The ESGR provides authoritative advice and counsel to the Service staffs, Guard and Reserve Component chiefs, and DoD civilian leadership in the development of instructions, policies, and legislation concerning employer relations programs. The ESGR operates in every state and territory through a grass-roots network of over 4,600 volunteers and 200 staff. More information is available at the ESGR's website at <http://www.ESGR.mil>.

Federal Voting Assistance Program (FVAP):

Dollars in Thousands	
<u>FY 10</u>	<u>FY 11</u>
2,619	7,438

The FVAP helps Uniformed Services and overseas civilian voters exercise their right to vote in federal elections, predominantly through the absentee voting process. FVAP executes those responsibilities for the Secretary of Defense under the *Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA)* of 1986 which covers 1.4 million active

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Operation and Maintenance, Defense-Wide
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I. Description of Operations Financed:

component Uniformed Services members, at least 500,000 of their voting age dependents, and up to 5.5 million overseas civilian voters. The FVAP has three distinct goals:

1. Ensure protected voters have of the opportunity to successfully cast an absentee ballot equal to an absentee ballot voter in the general population.
2. Ensure State and local election officials are aware of UOCAVA's requirements so that protected voters are not disenfranchised.
3. Improve absentee voter participation rates.

FVAP is:

- Significantly modernizing its approach to voter and election official assistance by employing social networking and Web 2.0 communications systems for voter education, and more frequent opportunities for voters to update their registration
- Developing simpler and easier methods for voters to complete voting materials (such as the Federal Post Card Application and the Federal Write-In Absentee Ballot), through computer-assisted execution
- Making its data and survey methodology widely available.

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

Defense Personnel Security Research Center (PERSEREC)

Dollars in Thousands

<u>FY 10</u>	<u>FY 11</u>
950	963

PERSEREC is the personnel security research center for the Department of Defense. PERSEREC improves DoD personnel security policy and procedures by conducting quick-

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Fiscal Year (FY) 2011 Budget Estimates**

I. Description of Operations Financed:

response studies and analyses, short-term research, and long-term programmatic research and by developing procedures, security tools, and automated systems that can be implemented promptly. The PERSEREC uses systematic and empirical research as the basis for making program improvements. The Center's products are used by the Office of the Deputy Undersecretary of Defense for Human Intelligence, Counterintelligence and Security, the DoD components, and the larger government-wide security and intelligence community. The PERSEREC's work directly addresses the Secretary of Defense's Priority Performance Goal 2: Reform the Personnel Security Clearance Process.

Sexual Assault Prevention and Response Office (SAPRO):

Dollars in Thousands	
<u>FY 10</u>	<u>FY 11</u>
21,628	14,393

As the single point of responsibility for sexual assault prevention and response policy and oversight, SAPRO:

- Oversees and promotes the implementation of policies that foster a climate of confidence to encourages victims to seek and enter into care
- Oversees and evaluates Department-wide SAPR program effectiveness
- Assesses the capability of the Department to respond to the needs of victims
- Coordinates policies related to victim response
- Monitors and analyzes reports of sexual assault to determine the effectiveness of sexual assault policies and programs
- Prepares annual reports to Congress on the DoD's policies and initiatives and conducts annual assessments at the U. S. Military Service Academies

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I. Description of Operations Financed:

The decrease in FY 2011 original program Operations and Maintenance funds of \$7 million represents a reprogramming action to these funds to \$7 million Research, Development, Testing and Evaluation funds to support the continued development of the Defense Sexual Assault Incidents Database (DSAID).

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

Office of the Actuary (OACT):

Dollars in Thousands	
<u>FY 10</u>	<u>FY 11</u>
704	714

The Office of the Actuary (OACT) provides support to the DoD Board of Actuaries and the Medicare-Eligible Retiree Health Care Board of Actuaries and participates in financial statement audit committees for the Military Retirement Fund and the Medicare-Eligible Retiree Health Care Fund (MERHCF). The OACT computes DoD and Treasury Fund contributions for inclusion in annual budgets and estimates the Funds' liabilities for DoD and government-wide annual financial statements for the these funds, as well as the Voluntary Separation Incentive Fund and the Education Benefits Fund. The OACT calculates DoD's and Treasury's required annual contributions into each of the Funds. The DoD Inspector General audits the Military Retirement Fund and the MERHCF financial statements annually.

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Operation and Maintenance, Defense-Wide
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I. Description of Operations Financed:

Quadrennial Review of Military Compensation (QRMC):

Dollars in Thousands	
<u>FY 10</u>	<u>FY 11</u>
393	701

The 11th Quadrennial Review of Military Compensation (QRMC) is a Presidentially Chartered Commission that performs a comprehensive review the military compensation system, to address specific presidential directed issues, and recommend changes. Past QRMCs have addressed important issues such as pay comparability and the military retirement system. This QRMC has been tasked to review the following: compensation for services performed in a combat zone; the compensation system for the Reserve and National Guard forces; compensation benefits available to wounded warriors, surviving spouses and caregivers; and pay incentives for critical career fields such as special operations personnel and remotely piloted vehicle operators. The 11th QRMC will complete its entire review within twelve months of initiation.

Department Advisory Committee on Women in the Services (DACOWITS):

Dollars in Thousands	
<u>FY 10</u>	<u>FY 11</u>
287	815

The DACOWITS advises on matters and policies relating to the recruitment and retention, treatment, employment, integration, and well-being of professional women in the Armed Forces. The DACOWITS objective is to provide a report with substantive policy or legislative recommendations to the Department of Defense at the end of approximately one year of effort.

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I. Description of Operations Financed:

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

Wounded Warrior Interagency Program Office (IPO):

Dollars in Thousands	
<u>FY 10</u>	<u>FY 11</u>
4,617	11,002

The Interagency Program Office (IPO) is the catalyst for enhanced implementation of Department of Defense and Department of Veterans Affairs information technology interoperability goals. The IPO provides the Departments with three supportive pillars of success. Those pillars enable the IPO to operate in the seams between the Departments, provide program validation, and demonstrate interagency program effectiveness.

I. Operating in the Seams (Collaboration Tools and Workspaces, Interagency Program Approach, and Integrated Program Reviews)

The IPO operates in the seams between the two Departments by providing an open and unified framework to complete approved IT projects. The IPO facilitates an integrated interagency process by providing collaborative tools, resources, and expertise that augment the Department's existing capabilities. Such tools include the web-based VLER collaboration work environment and the IPO Speaker Forum that brings departmental personnel together to learn from experts in government, industry, and academia. The IPO conducts interagency program reviews to ensure programs are meeting milestones.

II. Program Certification (Review Execution Plans, Joint Interagency Master Schedule, Budget Process, and Monitor Risk)

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I. Description of Operations Financed:

The IPO certifies that interagency IT projects satisfy JEC-approved objectives. The IPO reviews departmental budgets and execution plans, and identifies potential programmatic and budgetary disconnects to assure project interdependencies are adequately supported. The IPO maintains an interagency master schedule that identifies dependencies and risks. In the current year, each Department's execution plans must be reviewed jointly to assess and identify risks and dependencies in interagency schedules and resource alignment.

III. Demonstrating Interagency Program Effectiveness (Joint Evaluation Plan for Success, Metrics, and Measures of Effectiveness)

The IPO demonstrates interagency program effectiveness. The IPO acts as an objective broker keeping the Departments informed and reporting to the Deputy Secretaries, their designated oversight bodies, and Congress on interagency progress. The IPO will develop a Joint Evaluation Plan for Success (JEPS) to conduct objective assessment of implementations of high interest technology initiatives, to include VLER. The JEPS will establish metrics to assess each Department's critical path schedule milestones assess the degree to which desired outcomes are achieved.

The Transition Care Coordination Office (TCCO) and the Executive Secretariat (Senior Oversight Committee, Joint Executive Council)/Office of Strategic Planning and Performance Management:

Dollars in Thousands	
<u>FY 10</u>	<u>FY 11</u>
904	917

The TCCO and ES develop policy, direct and conduct studies, provide oversight to advance improvements to the Disability Evaluation System. These offices work to enhance the processes across the spectrum of the Recovery Coordination Program for recovering Service

**DEFENSE HUMAN RESOURCES ACTIVITY (DHRA)
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I. Description of Operations Financed:

members which includes maintaining and sustaining the automated Recovery Care Plan, and publish, distribute, and provide web access on invaluable benefits and compensation information. The offices also provide content, outreach, and news through the DUSD's, warriorcare.mil website for Wounded Warriors, their family members, and Veterans. The funds for the Executive Secretariat (ES) will support the lead for cross-agency coordination of all Wounded, Ill, and Injured Wounded Warrior matters between the Departments of Defense and Veterans Affairs through the Wounded, Ill and Injured Senior Oversight Committee and the DoD/VA Joint Executive Council.

Advanced Distributed Learning Registry:

Dollars in Thousands

<u>FY 10</u>	<u>FY 11</u>
1,008	1,022

The Advanced Distributed Learning (ADL) Registry delivers timely and effective computer-based training. Using the international standard Sharable Content Object Reference Model (SCORM), ADL collaborated with industry and other government agencies and developed a standard format for delivering interoperable training content and the ADL-Registry, to enable discovery and sharing of training content. This Registry enables central registration of courses, modules, and lessons (learning objects) which empowers developers, instructors, and students to find relevant content created by any DoD component. (The SCORM format standard guarantees the content will run on their local system.)

**DEFENSE HUMAN RESOURCES ACTIVITY (DHRA)
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Fiscal Year (FY) 2011 Budget Estimates**

I. Description of Operations Financed:

Yellow Ribbon Reintegration Program (YRRP) Headquarters Office:

Dollars in Thousands	
<u>FY 10</u>	<u>FY 11</u>
0	23,393

The YRRP is a national combat veteran reintegration program to provide support and outreach to National Guard and Reserve members throughout the deployment cycle.

The Yellow Ribbon Program is an overarching program, encompassing all phases of the deployment. However, each of the Service's Reserve Components, (Army National Guard, Army Reserve, Navy Reserve, Marine Corps Reserve, Air National Guard, and Air Force Reserve), currently utilize service programs to meet the intent and requirement of the legislated program held in each state and territory. DoD is working with all services to create a standardized Yellow Ribbon Program that will combine the best practices of each service to aid members and their families to the maximum extent possible. The Yellow Ribbon Program will provide support services to commanders, members, and families as close as possible to the Service member's residence.

The Under Secretary of Defense for Personnel and Readiness, (USD (P&R)), has oversight of the Yellow Ribbon Program. In FY 2011, the Yellow Ribbon Reintegration Program (YRRP) Office will transfer to the DHRA for administrative and operational control.

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Operation and Maintenance, Defense-Wide
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I. Description of Operations Financed:

Labor:

Dollars in Thousands	
<u>FY 10</u>	<u>FY 11</u>
148,988	174,023

The increase in labor funding supports the increase of 149 civilian full time equivalents for program initiatives to include insourcing contractor services. The Department is continuing the plan to improve the oversight of contractor services, acquire those services more effectively, and in-source contractor services where it is more appropriate and efficient to do so. In FY 2011, the DHRA intends to replace approximately 108 contractors with approximately 81 government employees and reducing contract funding by \$33,112 thousand, for a cost savings of \$13,369 thousand.

Operations:

Dollars in Thousands	
<u>FY 10</u>	<u>FY 11</u>
46,178	56,526

The operations funding provides support costs for the entire organization. These include rents, utilities, supplies and other common support services. Other specific items include National Capital Region transportation subsidies, communications, Defense Finance and Accounting Services (DFAS) support, and Human Resources fees.

II. Force Structure Summary: N/A

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III. Financial Summary (\$ in thousands):

	FY 2009 Actuals	Budget Request	FY 2010 Congressional Action		Appropriated	Current Estimate	FY 2011 Estimate
			Amount	Percent			
A. BA-04, Administrative and Service-Wide Activities							
Joint Advertising, Market Research & Studies (JAMRS)	38,110	33,670	-299	-0.9	33,371	33,371	37,772
National Security Education Program (NSEP)	25,887	19,196	-406	-2.1	18,790	18,790	19,793
Def. Resource Mgmt Institute (DRMI)	1,437	1,450	-2	-0.2	1,448	1,448	1,468
Defense Language Office (DLO)	35,155	44,135	4,271	9.7	48,406	48,406	54,870
Human Resources Business Information Technology Solutions (HR-BITS) (Includes DCPDS)	44,339	79,585	-11,183	-14.1	68,402	68,402	80,868
Defense Wide CPMS Mission Programs	45,286	67,791	-11,163	-16.5	56,628	56,628	89,002
Defense Enrollment Eligibility Reporting System (DEERS)	55,529	58,708	-4,186	-7.1	54,522	54,522	65,180
Real Time Automated Personnel I.D. System (RAPIDS)	36,779	36,495	-2,602	-7.1	33,893	33,893	37,380
Common Access Card (CAC)	32,129	32,250	-2,300	-7.1	29,950	29,950	30,664
Human Resources Strategic Assessment Program (HRSAP)	6,746	4,628	-212	-4.6	4,416	4,416	5,349
Joint Personnel Adjudication System (JPAS)	0	0	0	0.0	0	0	25,842
Information Management (P&R IM)	25,515	24,801	-2,511	-10.1	22,290	22,290	47,294
Defense Travel Management Office (DTMO)	18,617	15,917	-2,391	-15.0	13,526	13,526	22,479

**DEFENSE HUMAN RESOURCES ACTIVITY (DHRA)
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Fiscal Year (FY) 2011 Budget Estimates**

III. Financial Summary (\$ in thousands):

	FY 2009 Actuals	Budget Request	FY 2010				FY 2011 Estimate
			Congressional Action		Current Estimate		
A. BA-04, Administrative and Service-Wide Activities			Amount	Percent	Appropriated		
Employer Sprt Guard & Reserve (ESGR)	17,676	17,717	-524	-3.0	17,193	17,193	14,285
Federal Voting Assistance Prg (FVAP)	2,098	2,747	-128	-4.6	2,619	2,619	7,438
Defense Personnel Security Research Center (PERSEREC)	2,740	1,199	-249	-20.8	950	950	963
Sexual Assault Prevention & Response Office (SAPRO)	6,314	22,035	-407	-1.8	21,628	21,628	14,393
Office of the Actuary	793	705	-1	-0.2	704	704	714
Quadrennial Review of Military Compensation (QRMC)	0	394	-1	-0.2	393	393	701
Department Advisory Committee on Women in the Services (DACOWITS)	281	287	0	-0.2	287	287	815
WW Interagency Program Office (IPO)	1,550	4,625	-8	-0.2	4,617	4,617	11,002
Wounded, Ill and Injured	5,753	906	-2	-0.2	904	904	917
Advanced Distributed Learning (ADL)	988	1,010	-2	-0.2	1,008	1,008	1,022
Yellow Ribbon Reintegration Program	0	0	0	0	0	0	23,393
Labor	121,247	148,988	0	0	148,988	148,988	174,023
<u>Operations</u>	<u>30,313</u>	<u>46,504</u>	<u>-326</u>	<u>-0.7</u>	<u>46,178</u>	<u>46,178</u>	<u>56,526</u>
Total	555,282	665,743	-34,632	-0.1	631,111	631,111	824,153

DEFENSE HUMAN RESOURCES ACTIVITY (DHRA)
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III. Financial Summary (\$ in thousands):

<u>B. Reconciliation Summary</u>	<u>Change</u> <u>FY 2010/FY 2010</u>	<u>Change</u> <u>FY 2010/FY 2011</u>
Baseline Funding	665,743	631,111
Congressional Adjustments (Distributed)	-33,520	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-1,112	
Subtotal Appropriated Amount	631,111	631,111
Fact-of-Life Changes (CY to CY Only)		
Subtotal Baseline Funding	631,111	631,111
Anticipated Supplemental		
Reprogrammings		
Price Changes		9,061
Functional Transfers		52,357
Program Changes		131,624
Current Estimate	631,111	824,153
Less: Wartime Supplemental		
Normalized Current Estimate	631,111	

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III. Financial Summary (\$ in thousands):

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2010 President's Budget Request (Amended, if applicable)		665,743
1. Congressional Adjustments		-34,632
a. Distributed Adjustments		
1) Strategic Language Initiative	2,880	
2) Translation and Interpretation Skills for DoD	1,600	
3) Defense-Critical Languages and Cultures Program	2,000	
4) Cut One-Time Costs due to Realignment of Periods of Performance	-30,000	
5) Budget Justification Doesn't Properly Account for In-Sourcing	-10,000	
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions		
1) Sec 8097 - Economic Assumptions	-830	
e. Congressional Earmarks		
1) Sec 8037 - Mitigation of Environmental Impacts	-282	
FY 2010 Appropriated Amount		631,111
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		
FY 2010 Baseline Funding		631,111
4. Reprogrammings (requiring 1415 Actions)		
Revised FY 2010 Estimate		631,111
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		
FY 2010 Normalized Current Estimate		631,111
6. Price Change		9,061
7. Functional Transfers		52,357

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III. Financial Summary (\$ in thousands):

C. Reconciliation of Increases and Decreases	Amount	Totals
1) Joint Personnel Adjudication System (JPAS): Realigns from the Defense Security Service, in accordance with the Deputy Secretary of Defense's directive, JPAS resources, and 13 civilian full time equivalents. See Section I, page 18. (FY 2010 Baseline: \$0K)	25,842	
2) Yellow Ribbon Reintegration Program (YRRP): Provides funding for the execution of the YRRP program. See Section I, pages 29-30. (FY 2010 Baseline: \$0K)	23,393	
3) Labor: Provides the realignment of labor to support the JPAS and YRRP functional transfers. YRRP: \$1,164K JPAS: \$1,958K (FY 2010 Baseline: \$0K)	3,122	
8. Program Increases		
a. Annualization of New FY 2010 Program		
b. One-Time FY 2011 Increases		
c. Program Growth in FY 2011		173,663
1) Joint Advertising, Market Research, and Studies (JAMRS): Increase supports the creation, production, and airing of new television advertising aimed at increasing influencers' willingness to support and recommend military service. This new television advertising will replace ads that JAMRS created in FY 2008. (FY 2010 Baseline: \$33,371K)	6,501	
2) National Security Education Program (NSEP): Increase funds expansion of opportunities for advanced language learning in the highly successful National Flagship Language Program. (FY 2010 Baseline: \$18,790K)	1,165	

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III. Financial Summary (\$ in thousands):

C. Reconciliation of Increases and Decreases	Amount	Totals
3) Defense Language Office (DLO): Increase supports specifically tailored initiatives for current operational needs and emerging Irregular Warfare needs. It also funds curriculum development for strategic languages to rapidly prepare and employ for emerging threats to include evaluation of the feasibility of implementing a pilot program to establish Language Training Centers at accredited universities, senior military colleges, or other similar institutions of higher education with a goal to build foundational critical and strategic language and regional area expertise for both military and civilian members. (FY 2010 Baseline: \$48,406K)	8,722	
4) Defense Enrollment Eligibility Reporting System (DEERS): Increase is for cyber security initiative to secure our digital infrastructure. This is an increase to identity management services for both the classified and unclassified environments. In addition, the increase funds the creation of a Human Resources Enterprise Information Warehouse to provide users with access to near real time information on Service members throughout the DoD. This information will determine the Service member's and veteran's eligibility real time for medical, dental, insurance, and educational benefits. (FY 2010 Baseline: \$54,522K)	14,945	
5) Real Time Automated Personnel I.D. System (RAPIDS): Increase is for the life cycle replacements of the RAPIDS onboard ships. (FY 2010 Baseline: \$33,893K)	5,909	
6) Common Access Card (CAC): Increase is for the extension into FY 2011 of the technical refresh on Enterprise Authentication Services. This program is insourcing contractor services where it is more appropriate and/or efficient to do so. The portion of the increase for this is \$2,376K. (FY 2010 Baseline: \$29,950K)	2,670	

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III. Financial Summary (\$ in thousands):

C. Reconciliation of Increases and Decreases	Amount	Totals
7) Human Resources Strategic Assessment Program (HRSAP): Increase is for transition costs for the new Human Resources Strategic Assessment Program contracts award and for information system upgrades. (FY 2010 Baseline: \$4,416K)	871	
8) Human Resources Business Information Technology Solutions (HR-BITS) (Includes DCPDS): Increase is for the DCPDS sustainment contract for fielding new capabilities requiring additional maintenance and support from the system integrator; enhancements for the corporate data warehouse and user interface, the self-service functionality, and the incorporation of additional interfaces with other HR automated systems. (FY 2010 Baseline: \$68,402K)	16,769	
9) Defense Wide Civilian Personnel Management Service (CPMS) Mission Programs. Increase supports the NDAA 2010 repeal of the National Security Personnel System (NSPS). The NSPS Program Executive Office (PEO) continues the conversion of employees back to other personnel systems as mandated in NDAA 2010 and designs new flexibilities to include the establishment of policies and procedures for a new Performance Management System, a redesigned hiring process adhering to veterans' preference requirements, a "Department of Defense Civilian Workforce Incentive Fund", and a Mandatory Training and Retraining Program for Supervisors (\$20M). Increase also funds the Civilian Expeditionary Workforce, the Hiring Heroes/Wounded Job Information Initiatives, the Alternative Dispute Resolution (ADR) program, and the SES 21st Century Leader and SES Career Programs. (FY 2010 Baseline: \$56,628K)	37,372	

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III. Financial Summary (\$ in thousands):

C. Reconciliation of Increases and Decreases	Amount	Totals
10) Personnel and Readiness Information Management (P&R IM): Funding increase is to manage the DoD's Virtual Lifetime Electronic Record (VLER) initiative. See Section I, pages 18-19. (FY 2010 Baseline: \$22,290K)	26,196	
11) Defense Travel Management Office (DTMO): Increase is due to: the transfer of Basic Allowance for Housing (BAH) contract funding to DTMO in FY 2011 (program management transferred to the DTMO in FY 2009, but funding was provided reimbursably through FY 2010); the transfer of funds from the Services for Travel Management functions that were moved from USTRANSCOM to DTMO (functions were previously funded by USTRANSCOM via reimbursement); and, the expansion of the DoD Travel Assistance Center(TAC) to support the increased daily call volume and the integration of a travel training program with user-friendly, on-line accessible tools to support the TAC and DoD training. (FY 2010 Baseline: \$13,526K)	9,867	
12) Federal Voting Assistance Program (FVAP): Increase funds the Federal Voting Program enhancements and improvements directed by the FY 2010 National Defense Authorization Act (NDAA). (FY 2010 Baseline: \$2,619K)	4,912	
13) Quadrennial Review of Military Compensation (QRMC): Increase funds the increased scope and shorter timeline of the Presidentially signed QRMC Charter. (FY 2010 Baseline: \$393K)	302	
14) Department Advisory Committee on Women in the Services (DACOWITS): Increase funds the costs of expansion of the Committee membership. The Administration requested rebuilding the Committee's membership to mirror the demographical representation of the military force, as well as to expand the professional and academic representation. (FY 2010 Baseline: \$287K)	524	

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III. Financial Summary (\$ in thousands):

C. Reconciliation of Increases and Decreases	Amount	Totals
15) Interagency Program Office (IPO): With responsibility for enhanced implementation of DoD and Department of Veterans Affairs (VA) information technology interoperability goals, this increase funds the technical administration oversight and guidance of development/capabilities documents and reviews of interoperability processes for DoD/VA with respect to VLER (FY 2010 Baseline: \$4,617K)	6,320	
16) Labor: The funding supports an increase of 149 civilians for program initiatives as follows: the DHRA is insourcing contractor services, as directed by the Department, where it is more appropriate and/or efficient to do so by hiring 81 civilians and reducing contract costs by \$33,112 thousand. The increase also includes: 9 FTEs for the expanded DACOWITS Committee Membership for their revised mission; 3 FTEs for the Strategic Civilian Workforce Management; 7 FTEs to support implementation of the NDAA policy on Sexual Assault Prevention and Response; 13 FTEs realigned for the JPAS; 9 FTEs to support the ESGR efforts that were formerly funded in the OCO budget; and, converts 29 FTEs from reimbursable funding to direct funding. This increase is offset by the planned reduction of 2 FTEs from the NSPS Program Evaluation Office. (FY 2010 Baseline: \$148,988K)	19,603	
17) Operations: The funding reflects increased support costs for the new and expanded missions and programs and for NCR transportation subsidies, communications, DFAS support, Human Resources fees. (FY 2010 Baseline: \$46,178K)	11,015	
9. Program Decreases		-42,039
a. Annualization of FY 2010 Program Decreases		

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III. Financial Summary (\$ in thousands):

C. Reconciliation of Increases and Decreases	Amount	Totals
b. One-Time FY 2010 Increases		
c. Program Decreases in FY 2011		
1) Contract Services Insourcing: The DHRA is insourcing contractor services where it is more appropriate and/or efficient to do so. This program increase is requested to hire 81 civilians, reducing contract costs by \$33,112 thousand. (FY 2010 Base: \$148,988 thousand). The reductions to contract services for this effort are listed below:		
a) Joint Advertising, Market Research, and Studies (JAMRS) (FY 2010 Baseline: \$33,371K)	-2,567	
b) National Security Education Program (NSEP) (FY 2010 Baseline: \$17,193K)	-425	
c) Defense Language Office (DLO) (FY 2010 Baseline: \$17,193K)	-2,936	
d) Human Resources Business Information Technology Solutions (HR-BITS) (Includes DCPDS) (FY 2010 Baseline: \$17,193K)	-5,261	
e) Defense Wide Civilian Personnel Management Service (CPMS) Mission Programs (FY 2010 Baseline: \$17,193K)	-5,791	
f) Defense Enrollment Eligibility Reporting System (DEERS) (FY 2010 Baseline: \$17,193K)	-5,050	
g) Real Time Automated Personnel I.D. System (RAPIDS) (FY 2010 Baseline: \$17,193K)	-2,896	
h) Common Access Card (CAC) (FY 2010 Baseline: \$17,193K)	-2,376	
i) Personnel and Readiness Information Management (P&R IM) (FY 2010 Baseline: \$17,193K)	-1,504	
j) Defense Travel Management Office (DTMO) (FY 2010 Baseline: \$17,193K)	-1,104	
k) Sexual Assault Prevention & Response Office (SAPRO) (FY 2010 Baseline: \$21,628K)	-1,446	

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III. Financial Summary (\$ in thousands):

C. Reconciliation of Increases and Decreases	Amount	Totals
1) Federal Voting Assistance Program (FVAP) (FY 2010 Baseline: \$17,193K)	-130	
m) Employer Support of the Guard and Reserve (ESGR) (FY 2010 Baseline: \$17,193K)	-314	
n) Operations: DHRA intends to insource contractors with government employees where it is appropriate and efficient to do so. The cost savings for this is -\$1,312K. (FY 2010 Baseline: \$17,193K)	-1,312	
2) Sexual Assault Prevention & Response Office (SAPRO): Decrease reflects the realignment of O&M Appropriation funding to Research, Development, Testing, and Evaluation (RDT&E) Appropriation funding for the Defense Sexual Assault Incidents Database (DSAID) project. The DHRA General Counsel determined that the appropriate funding for DSAID should be RDT&E. (FY 2010 Baseline: \$21,628K)	-6,092	
3) Employer Support of the Guard and Reserve (ESGR): Decrease reflects contract consolidation efficiencies in the advertising & marketing campaign and anticipated completion of the IT systems conversion and employer survey projects. (FY 2010 Baseline: \$17,193K)	-2,835	
FY 2011 Budget Request		824,153

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IV. Performance Criteria and Evaluation Summary

Human Resources Business Information Technology Solutions (HR-BITS) Defense Civilian Personnel Data System (DCPDS):

Combined with the restructuring of civilian HR servicing into regions, DCPDS has enabled a significant improvement in the servicing ratio (the number of personnel to employees served), achieving significant savings by improving the 1:61 ratios at program inception (1994) to 1:85.4 currently. The Economic Analysis for DCPDS has proved its business case for saving approximately \$200 million per year with reduced costs primarily attributable to the decreases sustained in the Services/DoD Agencies in HR staff and facilities costs. DCPDS has also eliminated duplicate legacy system maintenance; Sustainment, operation, and maintenance of DCPDS are provided through a performance-based, firm-fixed-price contract and uses system and vendor performance metrics to assess contractor performance. The results of the annual measurements of performance using service level agreements (SLAs) average 4.75, significantly above the minimum required score of 3.75.

Defense Wide Civilian Personnel Management Service (CPMS) Mission Programs:

NSPS-PEO will submit reports as mandated by FY 2010 NDAA, to the SECDEF in sufficient time to allow for timely submission to Congress. The reports will include the status of the Repeal of NSPS, Mandatory Flexibilities, and the status of Other Flexibilities as discussed in the FY 2010 NDAA.

IRD performance criteria call for ADR to be offered on 100 percent of EEO cases. For every complaint IRD that resolves early, DoD avoids an estimated \$40,000 to \$80,000 in case processing costs and potential, additional, litigation costs of between \$161,000 and \$310,000. FY 2011 goals include Offering ADR on 100 percent of available EEO cases; Increase early resolutions by 3 percent; develop new efficiencies that will improve DoD No FEAR statistics.

ICUC success is measured by cost containment through effective case management and efficient return to work programs as well as customer satisfaction. FY 2011 goals

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include developing a certification program for injury compensation program administrators; Develop next web based course - intermediate skill level; Auditing over 18,000 unemployment claims for accuracy and seeing reimbursement for erroneous claims; Conducting home visits to 175 claimants. Employing 200 injury compensation claimants through the Pipeline Reemployment Program for FY 2008, the program assisted DoD installations in returning 146 injured employees to productive employment resulting in an estimated future cost avoidance of \$434 million since the program started in 2005.

CARE program goals and results: Ensure DoD has effective policies and programs related to stability of employment that support management's ability to restructure organizations while retaining needed skills of affected employees. Ensure DoD managers, supervisors, and employees affected by restructuring have sufficient information, guidance, and support to understand and utilize transition assistance programs; DoD HR practitioners have necessary tools, information, and guidance to administer transition assistance programs effectively; DoD leadership has necessary tools and information to support restructuring and realignment goals in an efficient and humane manner. FY 2011 goals include Project the offering of 19 CARE Priority Placement Program Training Courses DoD-wide. Continue providing Career Transition assistance information briefings Defense-wide.

LPDD Civilian Leader Development Model: This model is responsive to imperatives identified in the President's Management Agenda, the DoD Human Capital Strategic Plan, and other key Departmental or governmental goals. Because of the Office of Management and Budget Program Assessment Rating Tool (PART) evaluation of Civilian Education and Training, the following criteria are used to evaluate our programs: Completion Rate - A desired long-term/annual program performance result is closing gaps in critical skills and competencies. The gaps are filled when participants successfully complete the program. This measure is the percentage of participants who successfully complete the program. Retention Rate - A desired long-term program performance result is maximizing

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return-on-investment in closing gaps in critical skills and competencies. Length of employee service after program completion is a measure of the payback period for this investment. This measure is the percentage of program completers who remain employed in Department of Defense at least 1 year after completing the program. Average Investment - Average program dollars invested per unit of output is an efficiency measure used to assess return-on-investment. This measure is the average program dollars invested per student. LPDD Average Investment (Target: Growth is not to exceed annual inflation rate): FY 2007 - \$8.0K per year per participant; FY 2008 - \$8.0K per year per participant; FY 2009 estimated - \$8.3K per year per participant; FY 2010 - data unavailable at this time.

CHCAS FY 2011 goals include: Submission of the FY 2010 Report on HC to OPM by the end of the 1st Quarter 2011; Compile and analyze HC survey data from at minimum, the DoD Civilian Status of Forces survey and the Federal Human Capital Survey by the end of 3rd Quarter FY 2010 for inclusion in the annual OPM Report on HC Compile and analyze data by the end of 4th Quarter 2010 on a minimum of 4 established HC metrics per DoD Civilian Human Capital Strategic Plan 2006 - 2010 goal, for inclusion in the annual OPM Report on HC.

- **Defense Enrollment Eligibility Reporting System (DEERS), Real Time Automated Personnel Identification System (RAPIDS), and the Common Access Card (CAC)**

Performance goals are:

- Continue the highest standards of accuracy for over 35 million records and worldwide access times for over 4 million transactions processed daily with 99.5 percent availability for the database outside of scheduled maintenance times (while reducing scheduled maintenance);

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- Post accurate updated information from the Uniformed Services within 24 hours from receipt and support of Service member mobilizations within 24 hours of notification;
- Reduce average issuance times to no more than 17 minutes for all DoD Identification card forms and 97 percent availability for the RAPIDS system, as measured as an aggregate, across all locations provided network connectivity is provided by the site
- Incorporate new benefits or entitlements as directed by Congressionally mandated dates;
- Ensure card technology remains state-of-the-art and interoperable in accordance with DoD approved plan for HSPD-12;
- Maintain User Outreach Program to promote usage of the CAC and PK-enabled application development, provide information and presentations to the user community, plan major educational events at least 4 times per year, solicit functional manager input where technology can improve, expedite or streamline business processes;
- Provide essential post-issuance capability, such as PIN reset and updating/renewing certificates;
- Provide beneficiaries and their family members with a central support office for assistance with updating their DEERS record to ensure they receive entitlements and benefits;
- Enhance customer care by collaborating with Federal Agencies such as the Social Security Administration, and the Centers for Medicare and Medicaid Services, to ensure member benefits are protected;
- Answer beneficiary phone calls in under one minute wait time and correspondence within ten days, measured in the aggregate;

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- Create a team to proactively identify and fix data errors, before beneficiaries are negatively impacted;
- Create and retain accurate reporting required by law or regulation for educational programs, verification of military experience and training, actuarial data PERSTEMPO, linguist tracking, child and spouse abuse, federal parent locator, and Defense incident reporting which feeds the National Incident Based Reporting System, EEO, Census, and demographics data;
- Provide accurate information and analysis for decision makers in DoD and other Federal Government entities;
- Issue new DoD populations ID cards so they can authenticate on DoD networks securely and physically access DoD installations to receive their entitlements and participate in Coalition partner pilots using the CAC
- Work with the medical community to use the CAC as an authentication token for scheduling medical appointments and receiving their drug benefits at the pharmacies;
- Work with both the Army and Air Force Exchange Service (AAFES) and Navy Exchange (NEX) Service to allow the catalog exchange services to receive real-time, automated verification of eligibility information for online catalog sales as well as various ad-hoc reporting requirements for their operations.
- Identify possible fraud in the Department via Fraud Focus - an on-going tri-agency effort to minimize fraud and abuse against DoD financial assets.
- Minimize fraud via computer matches with SSA resulting in prosecutions and cost recovery totaling \$2.9M
- Summary statistics (both cumulative since inception and cumulative for the prior fiscal year) of quantifiable benefits attributable to Fraud Focus, covering Civilian Pay, Military Pay, Retired/Annuitant Pay, Vendor Pay, Data Mining, Contract Pay, Cross System, Purchase Card, and Transportation are:

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Area	Cumulative (since 8/5/1994)	FY 2008
Erroneous Payment	\$138,936,321	\$2,298,429
Suspected Fraud	\$7,399,431	\$578,008
Actual Fraud	\$10,053,556	\$0
Cost Avoidance	\$10,398,455	\$0
Total	\$166,787,764	\$2,976,437

Human Resources Strategic Assessment Program (HRSAP) performance goals include:

- Administer 8 or more surveys per year and provide a tabulation of responses, report, briefing, and research summaries for each and ensure data are available for analysis within 90 days of closing the survey;
- Provide data for recruiting and retention SECDEF updates;
- Provide data for measures and metrics for DoD's Balanced Scorecard quadrant "Force Management Risk and DoD's Human Capital Strategy; and
- Use scientifically accepted methods for survey item development (e.g., ensure reliable, valid results and maintain internal consistency of reported scales at not less than .70), and statistical design (e.g., stratified random sample designs and weighting that results in acceptable margins of error not to exceed +/- 5 percent in reported results for 90 percent of pre-established interest groups)

Joint Personnel Adjudication System (JPAS) performance goals include:

- Collaboration with and support of the BTA in their efforts to develop the next generation DoD enterprise wide IT system for personnel security clearances;

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- Determining existing system modifications necessary to eliminate "end-of-life" system components, increase system stability, and standardize the configuration such that it is in line with DMDC standards.

Defense Language Office (DLO)

The mission of the DLO is aligned with the Force Development quadrant of the Secretary of Defense Risk Management Framework with a strategic goal to improve workforce skills to meet mission requirements and enacts policy contained in the 2008/2009 Guidance for Development of the Force (GDF). The DLO also supports the goals of the Under Secretary of Defense for Personnel and Readiness (USD/P&R) plan for Strategic Management of Human Capital, with focus on the need to address critical skills. The DLO recommends policy to strengthen and institutionalize language, regional and cultural capabilities. The performance goals for the Office for Fiscal Year 2011 are:

- Establish policies, plans, and programs to support the development and enhancement of the Department's language, regional and cultural capabilities;
- Oversee Department of Defense policies and guidance on all matters related to the management of language, regional and cultural capabilities;
- Oversee and ensure Service and Agency compliance with the Department of Defense Directives (DoDD) and Department of Defense Instructions (DoDI) and other implementing policies, for management of DoD language, regional, and cultural capabilities;
- Ensure the integration of existing DoD policy and doctrine in Joint, Service and Agency policy documents; establish common terminology and performance measures for identifying, developing, measuring and managing culture-related programs; and in conjunction with the Joint Staff, define and prioritize strategic and operational requirements for regional and cultural capabilities.

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- Oversee Service and Agency policies, and procedures for administration and payment of a bonus for foreign language proficiency for military, civilians, and ROTC students;
- Oversee and manage the implementing policies, metrics, timelines, and execution of the Department of Defense (DoD) Foreign Area Officer (FAO) Programs;
- Oversee and manage the DoD language testing program to include oversight of Service and Agency implementing policies, and procedures for management of the Defense Language Testing Program to include publishing a DoD Instruction on Testing;
- Oversee and manage a program for the distribution of grants to colleges and universities with Reserve Officer Training Corps (ROTC) programs to develop courses in languages and regions of strategic interest to DoD and foreign cultural studies
- Evaluate the feasibility of creating a pilot program for Language Training Centers at accredited universities, senior military colleges, or other similar institutions of higher education to create the foundational critical and strategic language and regional area expertise, as defined by the Secretary of Defense, for members of the Armed Forces, including reserve component members and Reserve Officers' Training Corps candidates, and civilian employees of the Department of Defense;
- Oversee and manage a program to screen and test military accessions to identify those with a high aptitude for learning a foreign language;
- Oversee and manage language, regional and cultural proficiency readiness;
- Participate in the development and sustainment of a personnel information system that maintains accurate data on DoD personnel foreign language, regional and cultural proficiency levels;
- Oversee the collaboration and synchronization of DoD regional and cultural capabilities and capacities.
- Manage and serve as the deputy chair of the Defense Language Steering Committee and chair the Defense Language Action Panel; and

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The office will use following to track progress:

- A Balanced Scorecard will be used to track the performance of the Defense Language Program;
- Annual reporting of metrics that track the accession, separation and promotion rates of language professionals and Foreign Area Officers;
- A Language Readiness Index (LRI) to measure DoD's ability to meet prescribed language missions; and
- DoD Regional and Cultural Readiness Assessment Index to meet prescribed regional and cultural proficiencies.

Joint Advertising, Market Research, and Studies (JAMRS) Program

JAMRS supports the achievement of the Department's recruiting goals, meets the objectives of the President's Management Agenda initiative of Strategic Management of Human Capital, and falls primarily in the Force Management quadrant of the Balanced Scorecard. The program supports efforts to target the right number and quality of military recruits as measured in the Balanced Scorecard and reported in the Annual Defense Report and Performance Assessment Review.

Joint Advertising performance evaluation will be based on the following metrics assuming a \$15M spend-level on advertising over the entire FY 2011:

- Reach no less than 87 percent of the adult influencer population with advertising;
- Frequency of advertising (the number of times a person sees a particular advertisement) will meet or exceed 9 times per adult influencer;
- Number of gross impressions obtained through advertising will meet or exceed 1.6 billion adult influencers;
- Number of visits to www.todaymilitary.com will meet/exceed visits during FY 2010;
- Number of visits to www.myfuture.com will meet/exceed visits during FY 2010;

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- Average time spent on www.todaysmilitary.com will meet/exceed industry standard of 5 minutes;
- Number of recruiting leads to the Services will meet/exceed 12,000 individuals who express interest or actively pursue additional information; and
- Number of names distributed to the Services for their direct marketing efforts should meet or exceed the number of names provided in FY 2010.

In FY 2011, Joint Market Research Studies (JMRS) performance evaluation will be based on the number of website visits to its DoD internal audience website, www.dmren.org. The defense market research executive net (DMREN) website houses an array of JAMRS research and study initiatives providing valuable demographic insight for recruiting professionals.

The JMRS performance evaluation will also be based on the results of a year-end satisfaction survey of the Services' Recruiting Commands. Results will be compared and analyzed in future years using FY 2002 base year as a benchmark. It includes satisfaction scales for each of the major projects within the program as well as the following overall measures:

"Overall satisfaction with Joint Market Research services."

"Joint Market Research has been helpful in meeting my organization's objectives."

"Intend to use Joint Market Research as key resources in the future."

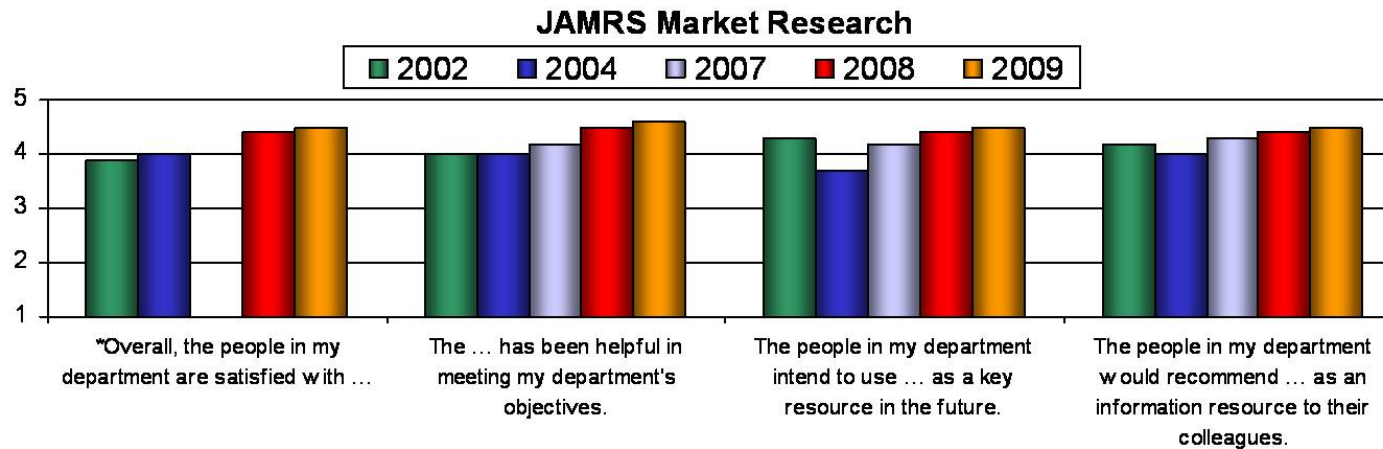
"Would recommend the information and services provided by Joint Market Research."

As program metrics of success, JAMRS performance increased in FY 2009 in all four measures from FY 2008 levels.

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5-point scale. 1= Strongly Disagree, 5=Strongly Agree



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Personnel and Readiness Information Management (P&R IM)

P&R IM aligns with the Department's Strategic Management Plan.

The following performance goals and metrics are for budget years FY 2011 through FY 2012:

- Ensure the Department meets DoD milestones for the Virtual Lifetime Electronic Record (VLER);
- Support the initiation and expansion of the VLER Beacon Community pilots;
- Provide timely support for the development of Departmental HRM Information Technology (IT) policies;
- Assess the impact of acquisition programs on the HRM community;
- Initiate, coordinate, and execute project/program areas such as Chief Information Officer (CIO) support, Information Management Analysis, Information Assurance, Critical Infrastructure Protection, Information Technology, Functional Data Administration, and Data Standardization;
- Conduct prototype demonstrations of innovative work processes and enabling information technologies such as the automated exchange of digitized personnel records;
- Participate in the Planning, Programming, Budgeting, and Execution processes to obtain and fully use resources in support of HRM IT initiatives;
- Define, document, and maintain Department-wide, HRM Enterprise Standards that include Authoritative Sources (AS), Business Glossary Standards, Business Process Standards, Business Rule Standards, and Common Human Resources Information Standards (CHRIS);
- Conduct Continuous Process Improvement and prototype information management initiatives;

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- Build stakeholder awareness, understanding, and acceptance of change relative to HRM information technology initiatives;
- Continue to Expand the user base for the Defense Personnel Records Imaging System (DPRIS)
- Oversee the HRM Community of Interest;
- Maintain the HRM architecture to support the system certification authority;
- Provide authoritative interpretation of HRM federation and architecture integration issues within the Defense HRM community;
- Support the USD (P&R) in the oversight of HRM records management policies and procedures;
- Ensure that the HRM policies and priorities are reflected in the Department's Business Enterprise Architecture;
- Ensure the HRM Business Standards in the BEA are reflective of current HRM policies and priorities;
- Ensure constant and consistent collaboration of HRM transformation activities that impact other functional areas;
- Ensure consistent integration of policies and priorities across HRM functional areas;
- Establish and maintain an inventory of HRM systems;
- Manage the HRM Investment Review Board (IRB) to support the annual review of all HRM business system investments;
- Recommend and approve actions relative to the certification of HRM business systems with a total development or modernization cost in excess of \$1 million; and,
- Establish and track HRM metrics.

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Sexual Assault Prevention and Response Office:

SAPRO supports the objectives of the Force Management Risk quadrant of the Secretary of Defense's Risk Management Framework and also helps to mitigate operational risk in garrison and deployed locations. The ultimate goal of the SAPRO is to prevent the crime of sexual assault; however, in the event of a sexual assault, victims will be treated with dignity and respect and provided victim-centered care. The Department's strives to create a climate of confidence so that victims will come forward and report the crime.

SAPRO has the following performance goals in FY 2011:

- Ensure implementation of DoD Sexual Assault Prevention and Response (SAPR) policies by establishing benchmark levels of awareness and confidence in the sexual assault prevention and response program by the end of FY 2011 and increasing to 90% awareness and 80% confidence in the sexual assault prevention and response program by the end of FY 2015.
- Enable a system of accountability by improving and maintaining SAPR policy and program oversight across DoD through an 80% success rate in quality control tests of congressionally mandated data elements in the Defense Sexual Assault Incident Database (DSAID) by the end of FY 2012.
- Ensure high quality care for victims of sexual assault from report inception to final case disposition by the end of FY 2011, by establishing a baseline of victim satisfaction with the long-term objective of sustaining satisfaction rates of 50% by the end of FY 2017.
- Ensure the existence of empirically driven SAPR policies, programs, and training

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initiatives that create an environment where victims of sexual assault feel free to report and know how to report the assault by measuring the size of the gap between the number of incidences and number of reports of assault. Establish a baseline measurement in FY 2011 and evaluate in FY 2012.

Defense Travel Management Office (DTMO)

The DTMO was established in February 2006 and has three enduring goals listed below and these goals have objectives that can be measured to determine DTMO's progress towards serving the travel community.

1. Balance Customer and Stakeholder Satisfaction

FY 09 Accomplishments

- ✓ Participated in working sessions with Air Force and MEPCOM
- ✓ Reported results from 2008 *QuickCompass* survey; fielded 2009 survey
- ✓ Collected customer feedback via Interactive Customer Evaluation (ICE)
- ✓ Initiated Travel Assistance Center feedback questionnaire
- ✓ Established performance metrics for each business area, conducting supporting analyses
- ✓ Produced Defense Travel Enterprise Quarterly Metrics Report

FY 10/11 Planned Activities

- ◆ Implement pilot programs for Air Force and MEPCOM
- ◆ Analyze results from the 2009 Quick Compass and ICE surveys
- ◆ Coordinate contracts for future annual Customer Satisfaction Surveys
- ◆ Continue ICE Feedback
- ◆ Develop cost framework for various program areas to capture cost savings/avoidance

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2. Serve as DoD Center for Travel Excellence

FY 09 Accomplishments

- ✓ Completed Travel Policy Review
- ✓ Initiated the classification of policies requiring legislative changes/non-legislative changes
- ✓ Completed Functional Requirements Documents (FRD) for DTS Enhancements Release (Reinvestment, Usability I and II, Emergency CPs)
- ✓ Implemented Release 5 (GTCC Transition) and Release 6 (Special Circumstances Travel)
- ✓ Drafted Change Requests (CRs) to implement results from Usability Review for DTS
- ✓ Completed Post Implementation Review (PIR)
- ✓ Completed Programs, Models, Best Practices & Gap Analysis Report and Recommendations & Implementation Plan
- ✓ Transitioned Recruit Assistance Program from Passenger Standing Route Order (PSRO) to City Pair fares for air transportation
- ✓ Transitioned recruit assistance bids for ground transportation into automated web-based system
- ✓ Completed review of U.S. Government Car and Truck Rental agreements
- ✓ Submitted route requirements and participated in Source Selection Evaluation Board for FY 2010 GSA City Pair Solicitation to AMC
- ✓ Completed data structure and initial quality checks for CTO monthly (formerly STATCO)
- ✓ Designed data structure and process to accept DoD travel card data under Travel Card SmartPay® 2

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- ✓ Designed data structure to accept passenger name record (PNR) on daily basis
- ✓ Populated Performance Management Framework with initial set of metrics
- ✓ Completed transition of 1.3 million cardholders to new vendor on November 30, 2008
- ✓ Implementation activities underway: Phase III Site Fielding - 96% complete

FY 10/11 Planned Activities

- ◆ Continue to identify changes to policy that require/do not require legislation
- ◆ Continue to manage the Regulation Development and Approval Process for the Joint Federal Travel Regulations, Volume 1(JFTR) and the Joint Travel Regulations, Volume 2 (JTR)
- ◆ Implement Permanent Duty Travel functionality
- ◆ Implement MEPS/Recruit Travel functionality
- ◆ Implement DTS Enhancements release
- ◆ Implement Usability II release I and II
- ◆ Full operational Capability (FOC)
- ◆ Update Car Rental and Truck Rental agreements
- ◆ Expand marketing and education activities on the U.S. Government Car and Truck Rental Program to Federal Government market
- ◆ Investigate and implement automation strategies for the U.S. Government Rental Car Program and Military Bus Program in the areas of inspections, reporting and compliance management

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- ◆ Complete Phase I data integration for Travel services: Air, Car, Truck, Bus, Lodging
- ◆ Complete Phase II Data Integration for Travel Management Data: Customer Service Feedback, Travel Community Demographics, Travel Card Data
- ◆ Complete Phase III Data Integration for Performance Management: Integrate data across the travel enterprise

3. Manage the DoD Travel Enterprise

FY 09 Accomplishments

- ✓ Developed curriculum design for Permanent Duty Travel release
- ✓ Developed 15 web-based modules for Routing Officials (ROs) and Defense Travel Administrators (DTAs);
- ✓ Developed materials for DTA/instructor classroom use - includes 45 resource sets
- ✓ ~193,000 Web-based training courses were completed (October 2008 - June 2009)
- ✓ ~1600 Distance Learning Participants (October 2008- June 2009)
- ✓ Held 2009 DTA Seminar
- ✓ Awarded 7 Task Orders under the worldwide Commercial Travel Office (CTO) contract
- ✓ Initiated CTO Quality Assurance process review for process improvements
- ✓ Designed data structure to accept passenger name record (PNR) on daily basis
- ✓ Populated Performance Management Framework with initial set of metrics

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- ✓ Implementation activities underway: Phase III Site Fielding - 96% complete

FY 10/11 Planned Activities

- ◆ Development of E-learning, references and courseware to support releases for Permanent Duty Travel, Reinvestment, MEPS/Recruit Travel and Usability
- ◆ Planning/execution of 2010 DTA Seminars
- ◆ Continue sustainment of a world-class Travel Assistance Center to include appropriate staffing, training, and other necessary resources
- ◆ Award/implement remaining task orders under DoD's Worldwide Commercial Travel Offices (CTO) Services Contract
- ◆ Recompete DTMO's Small Business CTO Contracts
- ◆ Manage Quality Assurance Program to monitor and report on CTO contractor performance (ongoing)
- ◆ Analyze and improve the existing Quality Assurance Program and reporting tools (ongoing)
- ◆ Update Car Rental and Truck Rental agreements
- ◆ Expand marketing and education activities on the U.S. Government Car and Truck Rental Program to Federal Government market
- ◆ Investigate and implement automation strategies for the U.S. Government Rental Car Program and Military Bus Program in the areas of inspections, reporting and compliance management
- ◆ Complete Phase I data integration for Travel services: Air, Car, Truck, Bus, Lodging

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- ◆ Complete Phase II Data Integration for Travel Management Data: Customer Service Feedback, Travel Community Demographics, Travel Card Data
- ◆ Complete Phase III Data Integration for Performance Management: Integrate data across the travel enterprise
- ◆ Continue management of Government Travel Charge Card Program
- ◆ Continue implementation of 943 Study recommendations

Employer Support of the Guard and Reserve (ESGR):

ESGR is enhancing its metrics program to measure and better evaluate its performance. It focuses on performance based budgeting to ensure support for Guard and Reserve service-members is in place to facilitate mobilizations when needed. The program also addresses the OUSD Personnel & Readiness efforts to improve Quality of Life for Service members. Performance goals from the Strategic Plan include:

Growth of employer support by contacting known employers of Guardsmen and Reservists;

Expansion of ESGR/USERRA awareness through focused outreach;

Maintain resolution rate and timeliness of handling the number of formal complaints under the Uniformed Services Employment and Reemployment Rights Act (USERRA).

Metrics used to measure the program's performance are as follows:

The number of employment conflicts received and resolved:

- FY 2009 2,475 (Actual) received with 80.1 percent of cases resolved.
- FY 2010 2,500 (Projected) received- with more than 75 percent of cases resolved based on current case complexity.

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- FY 2011 2,500 (Projected) received- with more than 75 percent of cases resolved based on current case complexity.

Average working days to resolve employment conflicts:

- FY 2009 (Actual) - 7 days
- FY 2010 (Projected) - less than 10
- FY 2011 (Projected) - less than 10

The number of "Statements of Support" (SoS) signed by Federal, state and local governmental agencies and private employers, to include SoS's from known employers of Guard and Reserve component members:

- FY 2009 (Actual) - 54,965
- FY 2010 (Projected) - 40,000
- FY 2011 (Projected) - 42,000

Evidence of increased awareness of ESGR/USERRA because of "Bosslifts," "Briefings with the Boss," and other Employer Outreach programs:

- Employers Briefed
 - FY 2009 (Actual) - 162,849
 - FY 2010 (Projected) - 165,000
 - FY 2011 (Projected) - 170,000

The number of volunteers trained at local committee sponsored sessions:

- Unique Volunteer Training Accomplishments:
 - FY 2009 - (Actual) - 7,277
 - FY 2010 - (Projected) - 6,500
 - FY 2011 - (Projected) - 6,500
- The number of volunteer hours recorded:
 - FY 2009 - (Actual) - 232,882

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- FY 2010 - (Projected) - 200,000
- FY 2011 - (Projected) - 210,000

Employer recognition awards processed: Guard and Reserve component members may nominate their employers for the Patriot Award for recognition of employer support. Furthermore, SECDEF annually presents 15 Employer Support Freedom Awards to the most outstanding employers, as nominated by members of the Guard and Reserve components.

- Patriot Award Nominations
 - FY 2009 (Actual) - 14,571
 - FY 2010 (Projected) - 17,500
 - FY 2011 (Projected) - 18,500
- Freedom Award Nominations
 - FY 2009 (Actual) - 3,202
 - FY 2010 (Projected) - 3,500
 - FY 2011 (Projected) - 3,750

Number of media impressions:

- Media Impressions
 - FY 2009 (Actual) - 477 million
 - FY 2010 (Projected) - 350 million
 - FY 2011 (Projected) - 365 million

ESGR volunteers brief Guard and Reserve Component members on their rights and responsibilities under USERRA during unit visits and mobilization/demobilization;

- RC Members Briefed:

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- FY 2009 (Actual) - 443,833
- FY 2010 (Projected) - 375,000
- FY 2011 (Projected) - 390,000

Federal Voting Assistance Program (FVAP):

The ultimate goal of the FVAP is to encourage all citizens covered by the *Uniformed and Overseas Citizens Absentee Voting Act* to participate in primary and general elections and ensure that those who want to vote have the opportunity to vote and have his/her vote counted.

In FY 2008, FVAP successfully met its goals of providing policy, guidance, and oversight for the Executive Branch and Military Services in carrying out their voting assistance efforts for the 2006 mid-term elections. The Program effectively communicated with the state and local election officials responsible for administering elections as well as ensuring contact and materials distribution through appropriate channels for members of the U.S. Armed Forces, their family members and citizens residing outside the United States. The FVAP had many successes in passage of state legislation favorable to easing the absentee voting process for citizens covered by the Act and provided electronic alternatives the by-mail process. FVAP responded in a timely manner to Congressional mandates and reporting requirements. The Program has put into place plans, strategies, and guidance and produced and distributed materials for use in the presidential preference and state primaries leading up to and including the November 4, 2008 general election.

Defense Personnel Security Research Center (PERSEREC)

PERSEREC strives to improve operational readiness significantly by improving DoD's personnel security policy and procedures. This program is aligned with the Department's priority of "Improving Effectiveness and Efficiency across the Board."

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PERSEREC has six major goals for FY 2011:

- Goal 1: Further, develop a reliable and effective system for conducting automated personnel security data base checks to eliminate paper-based manual procedures and increase the availability of relevant personnel security information.
- Goal 2: Further, develop automation, electronic, and quality standards to improve the effectiveness of personnel security investigation processing and electronic adjudication of clean investigations.
- Goal 3: Identify, test, refine, and help implement more efficient and effective procedures for detecting and preventing espionage and other serious inappropriate acts by cleared personnel.
- Goal 4: Develop products for improving the professional development and certification of security professionals.
- Goal 5: Improve the effectiveness of application vetting through automated verification and auditing of self-reported personnel security information.
- Goal 6: Respond effectively to requests from Office of the Deputy Under Secretary of Defense for Human Intelligence, Counterintelligence, and Security for quick-response studies and analyses.

PERSEREC performance is measured against criteria established in three areas including Implementation, Timeliness, and Quality. The current criteria and results include:

- Implementation of Products: Achieve a 75 percent implementation acceptance rate for key research initiatives considered for implementation in FY 2009. PERSEREC had 30 significant research initiatives in FY 2009 that were presented to DoD and other government agency senior management for potential implementation. Twenty-seven or 90 percent of these initiatives were implemented. PERSEREC exceeded the goal of a 75 percent implementation rate.

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- **Timeliness:** Complete 90 percent of FY 2009 PERSEREC research tasks on or before the scheduled completion date (Tasks delayed and rescheduled because of factors beyond PERSEREC control are not included in the metric). PERSEREC had 34 research tasks that were associated with specific contract completion dates in FY 2009. Thirty-four or 100 percent of these tasks were completed on or before the scheduled completion date. PERSEREC exceeded the goal of 90 percent of research tasks completed on schedule.
- **Quality:** At least 90 percent of FY 2009 PERSEREC technical and management reports that are reviewed for quality and content are recommended for publication by a panel of three independent reviewers. In FY 2009, PERSEREC published six management and technical reports. All six reports were reviewed by at least three independent researchers and all (100 percent) were recommended for publication. PERSEREC exceeded the goal of 90 percent favorable report reviews.

FY 2010 first-quarter performance is consistent with FY 2009 performance and PERSEREC is on line to meet all of its performance goals.

DoD Office of the Actuary (OACT) for FY 2010-2011:

The primary goals for the OACT are to conduct valuations in accordance with generally accepted actuarial principles and practices, to continue to provide employees education and professional development support, to establish strong industry networking interfaces, and to stay abreast of all Department current military retirement benefits including any proposed changes.

How Program Performance is Measured Against Goals:

Each of our valuations is subject to review and approval by an independent DoD Board of Actuaries at their annual Board meeting. These Boards determine major assumptions,

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review methodologies to ensure they are in keeping with accepted actuarial principles and practices, and approve valuation results. Continuing professional education is measured by sitting for actuarial courses and exams by junior staff members and attending professional meetings and conferences for senior staff members. An important part of professional development is accumulating the new continuing professional development credits that were required by the Society of Actuaries beginning in 2009 for all credentialed actuaries. The OACT interfaces with other actuaries both inside and outside the government and measures performance of this goal by having established points of contact in other offices and maintaining routine contact. The OACT measures performance against the goal of keeping abreast of military retirement benefits by having established points of contact in the Department, the Office of Management and Budget, and the Congressional Budget Office, and by being pro-active in remaining informed of proposed legislation affecting military retirement benefits.

Evaluation of Performance for FY 2009:

OACT successfully completed valuations of the Military Retirement System, the Medicare-Eligible Retiree Health Care System, the Education Benefits System, and the Voluntary Separation Incentive system. The results of the FY 2008 valuations were presented to the relevant Boards of Actuaries during their FY 2009 meetings. The methods, assumptions, and results were all approved. During 2009, four staff members sat for professional exams. Eight staff members attended professional development meetings. For each of the Board meetings, advisors from various DoD policy offices were invited to attend and give presentations and answer questions concerning current and proposed military retirement benefits. The OACT also responded to all requests for cost estimates of proposed changes to retirement benefits in a timely manner. All OACT goals were successfully met.

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IV. Performance Criteria and Evaluation Summary

Department Advisory Committee on Women in the Services (DACOWITS):

The most significant changes noted for FY 2011 is the increased representation on the Committee. In FY 2011, the Committee will continue to grow to complete the Charter's authorized maximum of 35 members beginning FY 2010. The Committee membership growth will increase the cost of travel, billeting, office supplies, and the need for increased support staff. Additionally the Committee's research firm contract with ICF, International, increases 4% annually during FY 2011-FY 2013.

Across the services and the DoD there are several situations where DACOWTIS recommendations have been incorporated into the current DoD status of forces surveys and are track for their relationship to the health of the force. The Committee has been highly successful in accomplishing the following metrics of success.

- Committee recommendations that are incorporated into the Department Strategic HR Plans.
- Identify emerging trends that can be moved to DMDC/Services for development in surveys and long range tracking by the Committee/Services and/or the department.
- Committee recommendations that are adopted by the Department/Services as new programs, policy, or legislation.
- Recommendations or trends that are identified in the Status of Forces (SOF) Briefings and resolved or assisted in being resolved by Committee efforts.

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V. <u>Personnel Summary</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	Change FY 2009/ FY 2010	Change FY 2010/ FY 2011
<u>Active Military End Strength (E/S) (Total)</u>	14	14	14	0	0
Officer	12	12	12	0	0
Enlisted	2	2	2	0	0
<u>Reservists on Full Time Active Duty (E/S)</u>	1	1	1	0	0
Officer	1	1	1	0	0
Enlisted	0	0	0	0	0
<u>Civilian End Strength (Total)</u>	1,028	1183	1,328	+155	+145
U.S. Direct Hire	1,028	1183	1,328	+155	+145
Foreign National Direct Hire	0	0	0	0	0
Total Direct Hire	0	0	0	0	0
Foreign National Indirect Hire	0	0	0	0	0
Memo: Reimbursable Civilians Included Above	0	0	0	0	0
<u>Active Military Average Strength (A/S) (Total)</u>	0	0	0	0	0
Officer	0	0	0	0	0
Enlisted	0	0	0	0	0
<u>Reservists on Full Time Active Duty (A/S) (Total)</u>	0	0	0	0	0
Officer	0	0	0	0	0
Enlisted	0	0	0	0	0
<u>Civilian FTEs (Total)</u>	1014	1169	1318	+155	+149
U.S. Direct Hire	1014	1169	1318	+155	+149
Memo: Reimbursable Civilians Included	0	0	0	0	0
Average Annual Civilian Salary (\$ in thousands)	\$122,461	\$127,449	\$132,035	+\$4,988	\$4,586

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

OP 32 Line	FY 2009	Change		FY 2010	Change		FY 2011
		FY 2009/FY 2010	Price		Program	FY 2010/FY 2011	
	<u>Actuals</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
199 Total Civilian Comp.	121,247	2,995	24,746	148,988	2,310	22,725	174,023
308 Travel of Persons	6,747	74	4,308	11,129	156	523	11,808
416 GSA Supplies & Materials	24	0	0	24	0	0	24
633 Def Pub, Print Svcs	886	6	-693	199	3	286	488
650 DLA Info Svcs	37	0	1	38	1	-39	0
673 Def Fin & Accounting Svc	1,450	16	-8	1,458	20	-5	1,473
771 Commercial Transport	361	4	106	471	7	3	481
912 GSA Leases	11,464	126	-2,056	9,534	133	1,477	11,144
913 Purch Util (non fund)	1,171	13	71	1,255	18	7	1,280
914 Purch Communications	6,596	73	-3,027	3,642	51	550	4,243
915 Rents, Leases (non GSA)	757	8	2	767	11	-14	764
917 Postal Svc (USPS)	6,713	74	-2817	3,970	56	-14	4,012
920 Supplies/Matl (non fund)	1,936	21	5,583	7,540	106	-4,930	2,716
921 Print & Reproduction	1,144	13	-838	319	4	0	323
922 Eq't Maint Contract	589	6	103	698	10	-2	706
925 Eq't Purch (non fund)	1,006	11	115	1,132	16	550	1,698
932 Mgt Prof Support Svcs	2,643	29	-697	1,975	28	6,478	8,481
933 Studies, Analysis & Eval	1,058	12	31	1,101	15	1,995	3,111
987 Other IntraGovt Purch	998	11	36	1,045	15	543	1,603
988 Grants	23,958	264	4,251	28,473	399	-4,659	24,213
989 Other Contracts	364,464	4,009	37,698	406,171	5,686	158,422	570,279
998 Other Costs	33	0	1,149	1,182	16	85	1,283
Total	555,282	7,765	68,064	631,111	9,061	183,981	824,153

* The FY 2009 Actual column includes \$2.9 thousand of FY 2009 Bridge Funding Appropriations (PL 110-252); and \$7.3 thousand of FY 2009 Supplemental Appropriations Act funding (PL 111-32).

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Fiscal Year 2011 Budget Estimates

Defense Information Systems Agency (DISA)



February 2010

Defense Information Systems Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2011 Budget Estimates

I. Description of Operations Financed:

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**Defense Information Systems Agency
Operation and Maintenance, Defense-Wide
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I. Description of Operations Financed:

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

	<u>*FY 2009 Actuals</u>	<u>Price Change</u>	<u>Program Change</u>	<u>**FY 2010 Estimate</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2011 Estimate</u>
DISA	1,365,094	18,288	-96,428	1,286,954	16,266	81,230	1,384,450

* The FY 2009 Actual column includes \$31,100 thousand of FY 2009 Bridge Funding Appropriations (PL 110-252); \$119,205 thousand of FY 2009 Supplemental Appropriations Act funding (PL 111-32); and includes \$2,247 thousand of No-Year Spectrum Relocation funds.

** The FY 2010 Estimate column excludes \$245,117 thousand requested in the FY 2010 Defense-Wide Overseas Contingency Operations Budget Request.

I. Description of Operations Financed:

The Defense Information Systems Agency (DISA) is a combat support agency responsible for engineering and providing command and control (C2) capabilities and enterprise infrastructure continuously operating and assuring a global net-centric enterprise in direct support to joint warfighters, National level leaders, and other mission and coalition partners across the full spectrum of operations. The DISA also provides forces to the national command authority that operates the Global Information Grid (GIG). The DISA serves the needs of the President, Vice President, Secretary of Defense, Joint Chiefs of Staff, Combatant Commanders (COCOMS), and other Department of Defense (DoD) components during peace and war. The DISA operates under the direction, authority, and control of the Assistant Secretary of Defense for Networks and Information Integration/DoD Chief Information Officer (ASD(NII)/DoD CIO). In short, the DISA provides global net-centric solutions for the Nation's warfighters and those who support them in the defense of the nation. The DISA is the only combat support agency charged with connecting the force by linking processes, systems, and infrastructure to people.

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I. Description of Operations Financed:

The DISA implements the Secretary of Defense's Guidance for the Development of the Force and reflects the DoD CIO's Information Management and Information Technology Strategic Plan. The DoD CIO vision for information sharing is, "Deliver the power of information - An agile enterprise empowered by access to and sharing of timely and trusted information.."

The mission efforts of DISA are structured around three lines of operation:

- Providing Enterprise Infrastructure - the capabilities and services needed to share information and enable joint warfighting across the DoD. (This includes the DoD's core networks, computing centers, core enterprise services, and enterprise information assurance);
- Enabling Command and Control and Information Sharing; and
- Operating and Assuring the enterprise (capabilities and services that provide critical warfighting and business information are carefully managed and protected).

These three lines of operation focus the DISA efforts on an objective end state that embodies:

- An agile, end to end, converged enterprise infrastructure that enables and adapts rapidly to changing conditions in a collaborative environment with trusted information sharing.
- An effective national and operational command and control infrastructure that is reliable, secure, and agile to adapt to rapidly changing circumstances through information sharing capabilities and services.
- Protect data on protected networks supported by the ability to dynamically control and manage the Enterprise Infrastructure and the Command and Control and Information Sharing lines of operation.

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I. Description of Operations Financed:

Today, the DISA is a combined military, federal civilian, and support contractor workforce nearing 18,000 people touching 100 countries. The DISA provides the network, computing infrastructure, and enterprise services to enable rapid, on demand decision-making and information sharing worldwide. The DISA is engaged end-to-end across the enterprise - from user to user throughout the US forces and its partners globally - where information is produced and consumed at speeds and in quantities never before imagined. The DISA facilitates use of real time intelligence, surveillance, and reconnaissance information to enable information exchange from the producer to the shooter. The DISA is required to provide information at Internet speed with the technologies - available and emerging - such that anyone with the ability to connect to the network can provide and consume data and services universally.

The DISA support has been drawn to the edge - to national senior decision makers, joint warfighters, supporting organizations, and users of common services on the network. The DISA outreach has been extended beyond its traditional boundaries of delivering service to a particular point of presence on an installation for further distribution by a customer in support of strategic, operational, and tactical operations. Achieving this end state requires synchronize efforts with our partners throughout the department, interagency, coalition partners, and industry to extend capabilities and services to the edge. Doing this requires an enterprise-wide systems strategy and architecture and a single concept of operations for network operations, configuration control, and situational awareness. The DISA continues its adopt, adapt, and then create acquisition approach by adopting, adapting-before-buying and buying-before-creating, as a way of getting an 80 percent solution into the hands of the warfighter quickly.

The DISA aligns its program resource structure across six mission areas. The first five mission areas reflect customer support strategies. The sixth mission area represents

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DISA's critical special missions support to the Commander in Chief. These mission areas reflect the DoD goals and represent DISA's focus on executing its lines of operation:

- Transition to a net-centric environment to transform the way DoD shares information by making data continuously available in a trusted environment.
- Build and sustain the GIG transport infrastructure that eliminates bandwidth constraints and rapidly surges to meet demands, whenever and wherever needed.
- Operate, protect, defend, and sustain the enterprise infrastructure and information sharing services; and enable Command and Control.
- Transition to DoD enterprise-wide capabilities for communities of interest, such as command and control, and combat support that exploit the GIG for improved decision-making.
- Deliver capabilities, based on established requirements, more effectively, economically, and efficiently than we do today.
- Execute Special Missions to provide communications support required by the President as Commander in Chief including day-to-day management, fielding, operation and maintenance of communications and information technology.

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

Significant Program Changes: The total net change between FY 2010 and FY 2011 is +\$97,496 thousand (+\$16,266 thousand in price change and +\$81,230 thousand in program change). The most significant program change is the cancellation of the Net Enabled Command and

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Control (NECC) program and moving its FY 2010 funding (\$9,602 thousand) into the Global Command and Control System-Joint (GCCS-J) program for synchronization and sustainment of the GCCS Family of Systems (FoS). Additionally, increased funding for GCCS-J in FY 2011 (+\$15,121 thousand) will fully sustain and maintain current operations. Other increases include:

- Net-Centric Enterprise Services (NCES) (+\$7,990 thousand) to transition Strategic Knowledge Integration Web (SKIWEB) from USSTRATCOM hosting to a DISA Defense Enterprise Computing Center (DECC) (+\$3,800 thousand); develop an unclassified information sharing service (+\$3,000 thousand); and support other NCES requirements;
- Senior Leadership Enterprise classified efforts (+\$46,079 thousand);
- Comprehensive National Cybersecurity Initiative classified efforts (+\$34,447 thousand);
- Multinational Information Sharing (MNIS) (+\$2,593 thousand) for increased support requirements; and,
- Teleport funding to support infrastructure requirements and activities required to sustain satellite gateway enhancements and Narrowband Satellite Communications Optimization (+\$8,100 thousand).

Reductions include:

- NECC funding planned for transition to the GCCS-J program due to a reassessment of requirements (-\$51,100 thousand);
- Advanced Concept Technology Demonstrations' realignment of program funds from O&M to RDT&E (-\$8,269 thousand);
- White House Communications Agency reduction in travel and operational support requirements (-\$7,216 thousand);
- Information Systems Security Program/Information Assurance/Public Key Infrastructure reduced requirements (-\$23,811 thousand);

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I. Description of Operations Financed:

- NCES reduction to establish a Global Content Delivery Service (GCDS) as an enterprise service within the DISA Working Capital Fund (-\$14,000 thousand); and
- Network Operations (-\$721 thousand); DISN (-\$2,000 thousand); GIG Engineering Services (-\$1,600 thousand); and Shared Services (-\$1,500 thousand).

The balance (+\$71,296 thousand) results from civilian pay adjustments including changes to accurately reflect the annualized civilian pay raises based on FY 2009 Actuals; net changes in operational and program requirements; and changes in contractor support requirements.

The Department is continuing the plan to improve the oversight of contractor services by acquiring those services more effectively and in-sourcing contractor services where it is more appropriate and efficient to do so. In FY 2011, the DISA intends to replace approximately 18 contractors with approximately 17 government employees at a total cost savings of \$1,641 thousand.

Descriptions of Operations Financed by Mission Area:

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I. Description of Operations Financed:

1. Transition to Net-Centric Environment:

Mission Area Component (\$ in Thousands)	FY2009	FY2010	FY2011
a. Net-Centric Enterprise Services	99,185	110,813	120,293
b. Global Information Grid Engineering Services	67,956	67,842	69,826
c. Advanced Concept Technology Demonstration	10,774	11,362	3,093
d. Coalition Warrior Interoperability Demonstration	2,337	2,281	2,183
e. Other Programs	26	0	0
Transition to Net Centric Environment Total	180,278	192,298	195,395

a. Net-Centric Enterprise Services (NCES) (FY 2011: \$120,293 thousand): The Program Executive Office (PEO) for Global Information Grid (GIG) Enterprise Services (GES) continues to expand the scope of support for enterprise services beyond the NCES Program of Record to a portfolio of efforts including the NCES Program, the sustainment of Vice-Chairman of the Joint Chiefs of Staff initiatives, and the transition and operationalization of local services to support the larger Department of Defense (DoD) enterprise. The NCES provides a common shared suite of Collaboration, User Access (Portal), Content Discovery and Delivery, and Service Oriented Architecture Foundation (SOAF) services. The NCES services provide web and application content, critical imagery, intelligence and warfighter information, forward caching of critical data, and service security services. These NCES services support wartime and peacetime mission requirements of the Combatant Commands (COCOMS), Services, Joint Staff, the Office of the Secretary of Defense, Defense-wide Agencies, the Warfighter, and Intelligence Mission Areas.

The FY 2011 funding will:

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- 1) support the growth of Collaboration Web Conferencing services by 44 percent on the Secret Internet Protocol Router Network (SIPRNet) and 19 percent on the Non-Classified Internet Protocol Router Network (NIPRNet) and expand the chat/instant messaging services by 64 percent on the SIPRNet and 35 percent on the NIPRNet;
- 2) scale the enterprise catalog and centralized search capabilities as additional sources of data become available to the enterprise;
- 3) subsidize the per-seat cost of the Joint Users of Defense Knowledge Online (DKO);
- 4) support Enterprise File Delivery (EFD) services on the NIPRNet, SIPRNet, and other critical classified networks;
- 5) upgrade Metadata Registry;
- 6) provide SOAF services to DoD Programs of Record (PORs) and Communities of Interest (COIs) to support their migration into the DoD net-centric environment; and
- 7) provide additional within-scope Collaboration functionality to the warfighter. Funding will also support the PEO-GES expanded portfolio of services and sustain programs such as Joint User Messaging and Event Management Framework, that are transitioning into PEO-GES as part of the Vice-Chairman's innovation initiatives supporting the warfighters' evolving mission needs.

Further, the PEO-GES will transition the United States Strategic Command's (USSTRATCOM) Strategic Knowledge Integration Web (SKIWeb) capability into the Defense Enterprise Computing Centers (DECCs) and operationalize the capability as an enterprise service. Transition to a DECC based enterprise service will improve support to all levels of a widespread user-base ranging from Combatant Commanders to the Joint Staff to Coalition partners on the SIPRNet. PEO-GES will also transition the Unclassified Information Sharing (UIS) capability to support the sharing of unclassified information with coalition, interagency, international, and non-governmental organizations to an

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enterprise service supporting all of the Combatant Commands (COCOMS). NCES will begin evaluation of Pre-Planned Product Improvements (P³I) to continuously evolve the services functionality to meet warfighter needs. Finally, NCES will continue to expand the enterprise services infrastructure to meet the growing user demand until they reach the target of supporting 300 thousand users on the SIPRNet and 2.5 million users on the NIPRNet. This funding is critical to meeting the warfighters' operational mission needs for enterprise services and to ensure the delivered services will be able to meet expanding user demand. Funding shortfalls will impact sustainment for existing DKO Joint Users; NCES support for the DoD migration to a full net-centric environment as outlined in the Net-Centric Services Strategy; and reduce support for exposure and access to data sources which will affect informational and situational awareness, access to critical information sources, and smart pull of raw, refined, and finished information and intelligence products. Collaboration capabilities will not support user demand thereby restricting access to chat/instant messaging and web-conferencing capabilities required by the warfighter.

Enterprise services deliver tangible benefits to the DoD by providing capabilities that are applied by U.S. Forces, Coalition forces, and Allied forces to produce Net-Centricity and support full spectrum joint and expeditionary campaign operations. These benefits include:

- Enhanced collaborative decision-making processes;
- Improved information sharing and integrated situational awareness;
- Ability to share and exchange knowledge and services between enterprise units and commands;
- Knowledge exchange to enable situational awareness, determine the effects desired, select a course of action and the forces to execute it, and accurately assess the effects of that action; and

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- Improved ability to effectively operate inside the most capable adversaries' decision loop.

The NCES capabilities are key enablers to the DISA mission of providing a global net-centric enterprise infrastructure in direct support of joint warfighters, National level leaders, and other mission and coalition partners across the full spectrum of operations.

b. Global Information Grid Engineering Services (GIG ES) (FY 2011: \$69,826 thousand):

The Chief Technology Office (CTO) supports efforts that will strengthen the delivery of critical Global Information Grid (GIG) products, services, and capabilities to the warfighter. Through the establishment of DISA technology positions, strategies, and roadmaps, the DISA CTO influences Service/Agency program technology investments and provides the venue for technology development, assessment and insertion. Meticulous reviews of solutions, programs, and services ensure consistency with GIG architecture and standards in DISA and DoD. Identification of forward-looking IT standards to facilitate net-centric concepts and capabilities lies at the core of DoD IT standards activities. This results in more efficient and effective technology investments and ultimately improves global, net-centric operations.

The GIG Engineering Services support an Enterprise Wide Systems Engineering capability and a Modeling and Simulation (M&S) environment which enable the documentation and resolution of technical problems from across the GIG, to include capacity planning, upgrading, and troubleshooting of the GIG. These capabilities ensure that both the DoD and DISA network services and applications are planned, implemented, and assessed/improved to meet performance objectives cost-efficiently. The M&S provides timely attention to network performance issues encountered by tactical network users and also provides quantified results to the decision-maker to identify cost-effective network and application solutions. Additionally, the GIG ES supports Forge.mil, which evolved out

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of the former Net-Enabled Command Capability Federated Development and Certification Environment (NECC FDCE). The Forge.mil provides a collaborative software development environment that promotes sharing and re-use of components to enable rapid innovation and accelerates the delivery of dependable software, services, and systems in support of Net-Centric Operations and Warfare. This approach will deliver software intensive capabilities to the warfighter better, faster, and at less cost to the DoD, as evidenced by commercial best practices which have demonstrated for some customers a 20-60% reduction in software design cycles and a 300-700% reduction in development infrastructure costs.

The FY 2011 funding will focus on efforts to continued providing operations and enhancements to the Forge.mil core platform that will enable the delivery of the following capabilities:

- TestForge-provides an on-demand test environment for all test and evaluation activities including developmental, operational, interoperability, and IA testing, for new applications
- StandardsForge-provides collaborative standards development, enabling rapid access to DoD standards and reference implementations and will provide a central meeting place for different service efforts to interact with standards bodies.

This funding will support this crucial capability for the warfighter to ensure engineering rigor, technical soundness, and alignment with GIG architectural constructs in the products, services, and capabilities delivered to the Services, Combatant Commands (COCOMs), Office of the Secretary of Defense (OSD), Joint Staff, the DoD business and acquisition communities and the Intelligence Communities (IC). The President's FY 2010 budget emphasizes the trend towards cloud computing as a key tool for improving innovation, efficiency and effectiveness in Federal IT. The FY 2011 funding will

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I. Description of Operations Financed:

continue the Forge.mil effort as a key enabling platform towards a more elastic computing, or cloud computing, environment. Additionally, if funding is not provided for the Forge.mil existing capabilities will be discontinued, requiring established users to re-acquire and accredit their own development tools and environments. The Forge.mil will failing to deliver the open source capabilities within the DoD and several follow-on initiatives to new and existing customers.

c. Advanced Concepts Technology Demonstrations (ACTDs) and Joint Capability Technology Demonstrations (JCTDs) (FY 2011: \$3,093 thousand): The objective of this program is to demonstrate new, mature information technology and advanced operational concepts in order to: access and exchange critical information; exploit opportunities to enhance current force capabilities; and, project future force information technology requirements. The focus is on responding to and meeting emergent warfighter requirements in an innovative, collaborative method and to put these new or improved capabilities in the hands of the warfighter in a responsible yet rapid manner. These efforts provide direct support to the Vice Chairman, Joint Chiefs of Staff, COCOMs, military services, and Agency partners.

In FY 2011, the CTO will oversee innovation in the following areas:

- Acceleration of commercial Internet concepts and technology (e.g. social networking, cloud computing, and other Web 2.0 technologies) that improve collaboration across the DoD, the Intelligence Community and non-DoD partners, reducing cost, fielding, and delivery times.
- Improve global situational awareness through a shared, unified communication and collaboration design architecture, capability, and support services.
- Develop trusted/secure access, application and data services that enable "anytime and anywhere" capabilities for individual end-users.

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The FY 2011 decrease (-\$8,269 thousand) is due to the realignment of the CTO civilian pay and related non-pay to the Research, Development, Testing and Engineering appropriation.

d. Coalition Warrior Interoperability Demonstration (FY 2011: \$2,183 thousand): The CWID supports the Chairman of the Joint Chiefs of Staff's initiative to execute annual process improvements that facilitate the development of strategies aimed at responsibly bringing technology solutions to the DOD Acquisitions, Technology and Logistics (AT&L) community for consideration. The CWID identifies emerging technologies that have the potential to solve command and control, communication, computer, intelligence, surveillance, and reconnaissance gaps that exist in current global operations. The CWID is important because the annual demonstration provides a venue to evaluate individual technology effectiveness and its ability to integrate with existing programs of record.

The CWID is a collaborative coalition effort with an annual cost of \$15 million. This effort funds network interplay between five United States sites and three foreign sites, and access to DOD systems of record to include the global command and control system (GCCS), information operations simulations (IOS), joint automated deep operations coordination system (JADOCS), advanced field artillery tactical data system (AFATDS), and naval fire control system (NFCS). The CWID management is committed to information sharing solutions that are built on a net-centric, enterprise-driven, secure, scalable, and bandwidth-sensitive foundation.

The FY 2011 funding request for this program will provide continued support for CWID and ensure the coalition, combatant command, Service, agency (C/C/S/A) have the most cutting-edge technologies to improve war-fighting precision, prevent mistakes in the field, and, to the greatest extent possible, ensure the safety of military personnel employed in current and future operations. Each technology's utility (as determined in the testing

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phase) is assessed and reported. These reports and recommendations are provided to DoD decision-making authorities to allow them to make informed decisions regarding follow-on fielding of the technologies evaluated at CWID.

2. Eliminate Bandwidth Constraints:

Mission Area Component (\$ in Thousands)	FY2009	FY2010	FY2011
a. Standardized Tactical Entry Point (STEP)	4,656	1,405	1,357
b. DoD Teleport Program	8,038	10,535	18,740
c. Global Electromagnetic Spectrum Information System	4,304	2,517	6,407
d. Defense Spectrum Organization	29,460	29,294	25,997
e. Defense Information Systems Network Enterprise Activities	193,767	87,918	91,701
f. Defense Information Systems Network Subscription	13,862	13,869	12,546
Eliminate Bandwidth Constraints Total	254,087	145,538	156,748

a. Standardized Tactical Entry Point (STEP) (FY 2011: \$1,357 thousand): The Standardized Tactical Entry Point (STEP) is a suite of Department of Defense (DoD) Satellite Communications (SATCOM) Gateways that links the deployed warfighter to the Defense Information System Network (DISN) sustaining base. The STEP provides DISN services through established pre-positioned service points in key locations around the world, to provide for both a global reach and the integration of warfighter communications systems. The STEP is the leader in providing centralized integration capabilities, contingency capacity, and the necessary interfaces to access the DISN in a seamless, interoperable, and economical manner. The STEP program is in sustainment and remains the critical gateway link from the DISN to the warfighter.

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The FY 2011 funding continues to provide program management support, system equipment maintenance and engineering support, configuration management, training, testing, sustainment and operation of a web based portal, and database management.

b. DoD Teleport Program (FY 2011: \$18,740 thousand): The DoD Teleport program provides multi-frequency Military Satellite Communications (MILSATCOM) and Commercial Satellite Communications (COMSATCOM) to forward deployed tactical users requiring access to the Defense Information System Network (DISN) on demand. The DoD Teleports are the only system capable of providing this capability to forward deployed users over Commercial SATCOM (C-band and Ku-band) and MILSATCOM (X-band, Ka-band, Ultra High Frequency (UHF) and Extremely High Frequency (EHF)) and leverages improved DoD SATCOM and Global Information Grid (GIG) technologies to meet the connectivity, capacity, interoperability, availability, security, and throughput to meet Combatant Commands, Services, and Agency requirements.

The FY 2011 funding will continue to sustain Net-Centric Management, Inter-Service Support Activity (ISEA) with Teleport's acquisition partners Navy Space and Naval Warfare Systems (SPAWAR) and Army Program Manager, Defense communications and Army Transmission Systems (PM DCATS), Standardized Tactical Entry Point (STEP), and program management requirements by providing deployed forces with interfaces for multi-band and multimedia connectivity to online DISN Service Delivery Nodes (SDN) and the GIG information sources and support. This funding supports the Teleport Satellite Gateways and Teleport STEP operations and program management.

This funding is vital to ensure warfighter accessibility to the Teleport gateways and the DISN services provided to SATCOM users using the Advanced Extremely High Frequency (AEHF)'s greatly improved capability, allowing for the most high-speed, secure, and

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interoperable voice, data, and video networks. Additionally, this funding supports Mobile User Objective System (MUOS) compatible with existing UHF SATCOM equipment and tactical users deployed in harm's way to efficiently communicate with one another and their commanders through existing legacy systems.

c. Global Electromagnetic Spectrum Information System (FY 2011: \$6,407 thousand): The Global Electromagnetic Spectrum Information System (GEMSIS) is a set of net-centric capabilities. The GEMSIS provides operational commanders with an improved common picture of spectrum situational awareness of friendly and hostile forces while transparently de-conflicting competing mission requirements for spectrum use. When fully implemented, these capabilities will facilitate transformation from the current pre-planned and static frequency assignment practices into autonomous and adaptive spectrum operations. GEMSIS will provide the warfighter with responsive information such as availability of capabilities due to successful host nation coordination, Counter Radio-Controlled Improvised Explosive Device Electronic Warfare (CREW) deconfliction with friendly forces, tactical communications planning and spectrum planning to ensure mission success.

The FY 2011 funding will support infrastructure sustainment of fielded spectrum management systems and includes logistics management, training, centralized help desk, data, and database management, continuity of operations, system certification and accreditation, minor software fixes and software updates to account for information assurance changes directed by Information Assurance and Vulnerability Assessments (IAVA's) and other security directed changes. This funding will support acquisition activities in preparation for GEMSIS Increment 2 Milestone B decision and transition of the Coalition Joint Spectrum Management Planning Tool (CJSMP) Version 2.2 approved capabilities from the Army into GEMSIS Increment 1 and the associated deployment and sustainment costs.

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I. Description of Operations Financed:

d. Defense Spectrum Organization (FY 2011: \$25,997 thousand): The Defense Spectrum Organization (DSO) is leading efforts to transform electromagnetic spectrum management to support future net-centric operations and warfare. The electromagnetic spectrum (EM) plays a critical role in national security and is fundamental to all U.S. and coalition military operations. The DSO is comprised of a Strategic Planning Office (SPO), the Joint Spectrum Center (JSC), the Global Electromagnetic Spectrum Information System (GEMSIS) Program Management Office (PMO), and the Business Management Office.

The DSO Strategic Planning Office (SPO) provides spectrum planning strategies, advocates and defends DoD's EM spectrum needs in national and international forums, and addresses spectrum-related technology issues in policy development and execution. The DSO Joint Spectrum Center (JSC) provides deployable spectrum management support to COCOMS, coalition headquarters, and Joint Task Forces (JTFs). The JSC Joint Spectrum Interference Resolution (JSIR) Program provides assistance to operational units and includes deployed support to forward-based forces. The JSC mission is integral to other vital activities such as information operations, electronic warfare, pursuits of emerging spectrum-efficient technologies in DoD acquisitions and other Joint Staff directed projects.

The FY 2011 funding will continue efforts in support of the Defense Spectrum Management Architecture for DoD; identification of DoD's current and future spectrum requirements; strategic planning; the national Spectrum Policy for the 21st Century; satellite coordination; and, international deliberations with the International Telecommunication Union (ITU), the North Atlantic Treaty Organization (NATO), and the Combined Communications-Electronics Board (CCEB). This funding will be used for EM interference resolution and de-confliction support to maintain critical communications, command and control, and navigational capabilities. This funding will support COCOM deployed operations and exercises; high frequency radio analyses (approximately 50,000 annually);

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and country study reports requested by COCOMs. The FY 2011 funds will support DSO operational costs such as civilian personnel, facilities, security, and training.

e. Defense Information System Network (DISN) Enterprise Activities (EA) (FY 2011: \$91,701 thousand): The Defense Information System Network (DISN) is the DoD consolidated worldwide telecommunications capability providing secure, end-to-end information transport for DoD operations. The DISN provides the warfighters and the COCOMs with a robust Command, Control, Communications, Computers, and Intelligence (C4I) infrastructure to support DoD mission and business requirements. The DISN goal remains to seamlessly span the terrestrial and space strategic domains, as well as the tactical domain, to provide the interoperable telecommunications connectivity and value-added services required to plan, implement, and support all operational mission, anytime, and anywhere. Additionally, funding supports Global Broadcast Services (GBS). The GBS is a broadband worldwide SATCOM Service providing high capacity, video, imagery, and data products required to support joint military forces throughout the globe.

The FY 2011 DISN funding (\$91,701 thousand) supports commercial circuits; military and commercial satellite funding, and special communications requirements. The circuit implementation (\$21,367 thousand) provides support equipment and circuit access costs associated with the transition of DISN legacy contracts. The recurring costs (\$12,054 thousand) support usage of military and commercial satellite communications; reimbursement for Kosovo bandwidth usage; and maintaining and sustaining performance of the national communications voice capabilities-Enhanced Pentagon Capability (EPC)/Survivable Emergency Conferencing Network (SECN) and the Jam Resistant Secure Communications (JRSC) Network. The DISN program management support and shared services costs (\$31,389 thousand) costs for rents, security, utilities, and related support activities. The Global Information Grid Engineering (GE) funding includes pay (\$15,113 thousand), and contract and overhead support (\$11,778 thousand). Without the full

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I. Description of Operations Financed:

funding requested, the DISN will not be able to support the warfighters requirements for secure telecommunications required to assure the DOD mission.

f. Defense Information Systems Network Subscription (FY 2011: \$12,546 thousand): The Defense Information Systems Network provides secure voice, video, and data services over a global fiber optic network that is supplemented by circuitry obtained from the commercial sector. Using a subscription service approach, whereby customers pay a fixed monthly charge to use these services and networks, and unit prices where appropriate, the DISN provides telecommunications to a large customer base that includes Defense, coalition partners, and other federal customers. DISN subscription services are described as follows:

- **Transmission Services** provide a robust worldwide capability to transmit voice, video, data and message traffic for the Combatant Commanders, Military Departments and Defense Agencies. Transmission Services provide the information transport for other services described below, as well as for specialized services.
- **DISA's Allocation of the Joint Worldwide Intelligence Communications System (JWICS)** provides comprehensive worldwide secure high-speed multimedia Top Secret/Sensitive Compartmented Information communications services for the DoD Intelligence Community and other federal agencies.
- **Data Services** provide Secure Internet Protocol Router Network (SIPRNet) as well as Non-classified Internet Protocol Router Network (NIPRNet) capabilities.
- **Voice Services** provide day-to-day commercially competitive services plus unique secure military requirements. Voice Services includes the operation of the Defense Switched Network and Defense Red Switch Network.
- **Video Services** provide both routine and classified video teleconference capabilities for the Department of Defense and other government agencies.

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- **Messaging Services** provide day-to-day organizational messaging capabilities for the DoD. The network provides Top Secret, Secret and Unclassified messaging capabilities using four regional Security Operations Centers.
- **Centralized Services** includes provisioning support to DISN users and operators and network management support to all programs that make up the DISN as described above.

In FY 2011, sites supported by DISA's subscription include: Anacostia; Camp David; DISA Headquarters, Arlington; DISA Headquarters, Fall Church; Treasury Annex; and the White House. The FY 2011 funds will pay for the DISA annual subscription fee for connectivity to the DISN for the National Capital Region locations. This funding is critical to ensure that DISA and its customers receive the bandwidth capacity and packages of DISN services required to operate and interact with its sponsors and customer-base (approximately 400 subscription sites in DoD and customer facilities world-wide).

3. GIG Network Operations and Defense:

Mission Area Component (\$ in Thousands)	FY2009	FY2010	FY2011
a. Network Operations	43,873	39,366	39,568
b. Info Systems Security Program/Info Assurance/PKI	270,276	308,319	288,595
c. Comprehensive National Cybersecurity Initiative	30,177	53,997	89,198
d. Field Commands and Field Offices	64,130	61,575	64,659
e. Joint Staff Support Center	28,259	28,309	28,902
f. Defense Industrial Base	1,723	4,913	5,852
GIG Network Operations and Defense Total	438,438	496,479	516,774

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I. Description of Operations Financed:

a. Network Operations (FY 2011: \$39,568 thousand): The Network Operations (NetOps) provides the operations, integration, and synchronization of the Agency's four Theater Network Operations Centers (TNCs), the Global NetOps Support Center (GNSC), 16 DoD Satellite Communication (SATCOM) Gateways, and nine COCOMs Global/Joint Theater NetOps Coordination Centers to ensure timely coordination of capabilities improvements, improved efficiencies and best business practices, end-to-end interoperability, and reliable/secure operations. The NetOps structure enables integration management of the Teleport and Satellite Tactical Entry Point (STEP) SATCOM capabilities into the Global Information Grid (GIG); and provides operational direction and control and status maintenance of the DISA enterprise infrastructure (networks, computing, gateways, and information assurance).

Of the total NetOps FY 2011 funding request, \$15,071 thousand will provide for Global Gateway Service Desks (GSD) configuration management and quality assurance oversight; planning, monitoring, and managing converged IP missions for deployed/expeditionary users; expansion of the DoD Gateway Community of Interest; and continuing reviews and validations of all DISA Circulars and Instruction. The impact of funding loss to the SATCOM program will hinder the NetOps Center's ability to plan, manage, monitor, and protect, which would result in denial of service for all deployed users requiring converged IP services. The DoD implementation of the United States Cyber Command (USCYBERCOM), which is responsible for operations and defense of the GIG, \$24,497 thousand of the total NetOps FY 2011 request will provide for the establishment of a DISA Field Office (DFO), a DISA Support Element (DSE), both to be co-located in the USCYBERCOM Headquarters, and a DISA Command Center (DCC) to be located at DISA Headquarters.

The DFO represents DISA to USCYBERCOM to shape and influence the requirements processes and ensure DISA-provided Lines of Operation and Joint Enablers support cyberspace operations. The DFO-Cyber will provide operational planning and technical assistance in

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direct support to USCYBERCOM's current and emerging missions. The DSE provides the interface between DISA and USCYBERCOM's Joint Operations Center. The DSE will communicate USCYBERCOM's operational requirements and mission impact assessments to the DCC. The DSE will provide the current situational awareness of the DISA-managed portion of the GIG to USCYBERCOM and its staff.

The mission of the DCC is to exercise the authority of the DISA Director for C2 of current operations in supporting the DoD and national leadership. The DCC will be operated by the Director, GIG Operations Directorate, and manned by personnel from across DISA directorates. The DCC will direct and provide Continuity of Operations (COOP) capabilities. The FY 2011 funding is vital in supporting the DISA DFO and DSE USCYBERCOM mission of fully defending the GIG. The military services depend heavily on modern information technology. This reliance brings potential vulnerabilities, that if exploited, could give adversaries access to and control of critical U.S. weapons systems, infrastructure grids, and sensitive information.

Another component of Network Operations, the Global Information Grid Customizable Operational Picture (GIGCOP), provides a comprehensive, integrated, end-to-end Situational Awareness (SA) view of the GIG to Network Operations (NetOps) personnel. This capability expands SA beyond current enclave-level views to GIG-wide situational awareness by integrating and correlating events from cross-enclave data sources. Based on their specific SA needs, NetOps personnel can customize multiple GIGCOP tools and dashboards to filter and categorize data collected from numerous NetOps data sources on the GIG. The customizable filters and tools allow users to monitor near real-time correlated data from several sources and review its relevance for identifying and addressing malfunctions and malicious activity on the GIG. The FY 2011 funding decreases are due to the transfer of funding from the NetOps budget to the Information Assurance

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(IA) Program to facilitate development of a comprehensive, fused NetOps and IA situational awareness capability.

b. Information Systems Security Program (ISSP)/Information Assurance (IA)/Public Key Infrastructure (PKI) (FY 2011: \$288,595 thousand): The ISSP/IA/PKI mission focuses on delivering DoD-wide enterprise solutions to COCOMS and DoD Components to ensure critical mission execution in the face of cyber attacks. The program provides solutions to harden the network by:

- 1) reducing the exposed attack surface and gaps that allow adversaries to exploit and disrupt communications; and to harden every host that resides on our network. Critical efforts include deployment and operation of defenses at the perimeter that sit at the boundary between DoD and the Internet and protecting over 5 million users of the network with state of the art measures mitigating malicious activities such as viruses, exfiltration, and emergent cyber threats
- 2) providing vital situational awareness to senior decision-makers and network defenders that enable attack detection and diagnosis, by fielding sensors on the backbone and enclaves that provide analytical tools that quickly identify and mitigate threats to the network and correlate and visualize data from multiple sources on the GIG.
- 3) supporting safe sharing of information with allies and mission partners, by expanding the Cross Domain Enterprise Services that enables secure access and transfer of data between networks of differing classification levels. The DISA will drive anonymity out of the networks via cyber identity credentials issued by the DoD Public Key Infrastructure and plans to expand this capability on SIPRNet by 2011.

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I. Description of Operations Financed:

- 4) publishing security guidelines and assessing compliance, including a set of initiatives to define, promulgate, automate, measure, and report the secure configuration of each computer in the department. The DISA is changing the security technical implementation guides to better enable automation of the DoD's configuration management and reporting processes at significant cost savings.
- 5) providing training to DoD's most valuable resource, its people, by continuing to generate information assurance and NetOps training used throughout the department and the federal government in a timely and cost effective way using web enabled tools.

In FY 2011, the DISA ISSP will fully operationalize email and web content filtering capabilities to block malicious traffic inbound from the Internet. It will sustain Cross Domain Enterprise Services and SIPRNet De-Militarized Zones which allow safe sharing of information between the DoD, its allies, and mission partners. The ISSP will continue to improve and sustain Host Based Support Services to defend the DoD networks from wireless and insider threats and to mitigate the effects of viruses and spyware. The DISA will continue to support automation of the certification and accreditation process; improve situational awareness by fielding network sensors and developing a comprehensive NetOps and IA situational awareness capability by fusing network data from multiple data sources; and, continue to support training of the cyber workforce on the latest IA best practices. A reduction in funding for ISSP and IA will greatly hamper the ability to deliver enterprise solutions to COCOMs and DoD Components. This will make it difficult to reduce the attack surface and gaps that adversaries can use to disrupt communications, the ability to enable attack detection and diagnosis will be reduced, the ability to support safe sharing of information with allies and mission partners will be lessened, and there will be a reduction in training. The impact of any reduction will limit the

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amount of sensors deployed on the NIPRNet and leave a gap of at least 20% at high value network nodes where situational awareness is needed to defend our networks.

The Public Key Infrastructure (PKI) is the mechanism to abolish anonymity in the DoD networks by providing public key certificates that provide electronic identities for mission critical applications. The PKI supports the infrastructure for the entire DoD and is a key enabling component for information sharing in a secured environment, both internally and externally. The PKI satisfies the DoD's IA needs for confidentiality, authentication, identification, and verification of data integrity, non-repudiation of communications or transactions, as well as digital signatures. The PKI is available on both the NIPRNet and SIPRNet, providing support to 4.1 million users. The FY 2011 funding will support the continued sustainment of the DoD PKI, which includes hosting in secure computing facilities; robust 24X7 help desk support; operational monitoring and auditing; implementing system upgrades; performance of interoperability and operational testing; training for registration authorities and users; certification and accreditation; and, the maintenance of software and hardware for the DoD PKI. If FY 2011 funding is reduced, PKI will be unable to maintain the 99.9% operational availability, without which, access levels to the Network would be at mission impact levels.

The DISA is responsible for defense-in-depth of the Global Information Grid (GIG), as well as certification and incident detection and resolution, which includes both Network Operations (NetOps) and Net Defense. The NetOps provides the command and control and defense of the GIG across all levels of command: strategic, operational and tactical boundaries. It supports DoD's full spectrum war fighting, intelligence and business missions. The DISA operates and maintains five net defense theater network operation centers and nine COCOM Mission Assurance Support Capability (MASC) locations, performs Computer Network Defense (CND) activities, and develops/deploys new technology in support of Global NetOps for COCOMs/Services/Agencies. The Net Defense provides direct exercise

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support and assistance to the COCOMs for information assurance, including technical protection and operational support. Sensor Grid and Net Defense teams deploy, operate, and monitor intrusion detection sensors, anomaly detection sensors, and intrusion prevention sensors at key enterprise locations, DoD gateways and critical infrastructure locations.

Since DISA provides the communications foundation to the warfighter, analysis of threats and the recovery from incidents become critical. Without the NetOps and Net Defense programs, DISA, COCOMs, the Global NetOps Support Center/Theater NetOps Center (GNSC/TNC), and the Joint Task Force - Global Network Operations (JTF-GNO) will lose situational awareness of the GIG. Their loss jeopardizes system/enclave accreditation because DoD will have no means to ensure that systems/networks being incorporated into the GIG do not present a security risk, introduce vulnerabilities, or weaken the security of the GIG.

c. Comprehensive National Cybersecurity Initiative (FY 2011: \$89,198 thousand): This program is performing classified work. Detailed information is submitted separately in classified DoD exhibits.

d. Field Commands and Field Offices (FY 2011: \$64,659 thousand): The DISA's four Field Commands (DISA CENTCOM, DISA CONUS, DISA EUROPE, and DISA PACIFIC) and seven Field Offices (DISA AFRICOM, DISA JFCOM, DISA NORTHCOM, DISA SOCOM, DISA SOUTHCOM, DISA STRATCOM, and DISA TRANSCOM) provide services and security that contribute to the deterrence and warfighting mission while laying groundwork for introduction of the DISA systems and upgrades. The DISA Field Commands and Offices support the COCOMs first and foremost while operating and defending the GIG. These relationships establish effective coordination and information exchange in those areas for which DISA is responsible. They

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serve as the DISA Director's forward direct support element to the COCOMs for all DISA services, new capabilities, and policy and planning. Alongside the Field Commands and Offices, the GIG Operations (GIG Ops) Theater NetOps Center (TNC) support staff coordinates:

- The Global Contingency and Exercise program, which standardizes the delivery of DISN services through the DoD Gateways and refines the processes for satellite requirements. Ultimately, it ensures that the tactical user has remote access in the DISN via satellite;
- The Quality Assurance and Performance Evaluation programs, which maintain the Agency's overall Quality Management initiative;
- Operates the DISA Crisis Action Team, which synchronizes the Agency's support to contingencies and catastrophic DISN outages
- Manages the Agency's Defense Readiness Reporting System and the Agency Mission Essential Task List working group, which conducts agency wide readiness reporting and works metric improvements.

These programs are managed by the GIG Ops TNC Support staff but are implemented at each of the Field Offices and Commands in order to provide better service to the COCOMs. This funding is crucial to DISA's Field Commands and Field Offices providing front line defense and situational awareness to the COCOMs; ensuring COOP capabilities are in place to support deployment, sustainment, and operations of critical DISA capabilities worldwide; and supporting efforts to standardize operations for ground mobile forces when accessing the DoD gateways. Overall, the TNCs are responsible for the effective operation and defense of the GIG, creating a trusted, dependable, theater network and communications operations picture.

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I. Description of Operations Financed:

e. Joint Staff Support Center (JSSC) (FY 2011: \$28,902 thousand): The JSSC provides information technology and Command and Control (C2) support that enables the Joint Staff to perform its mission of supporting the warfighter. In the National Military Command Center (NMCC) and the National Joint Operations-Intelligence Center (N-JOIC) located in the Pentagon, JSSC conducts 24x7 watch/monitor operations for Communications, Command, Control, Computer, and Intelligence systems. The 24X7 watch/monitor operations provides services such as strategic threat operational warning; situational awareness; course of action development; national senior leadership decision-making; and local Global Command and Control System - Joint (GCCS-J) operations and maintenance. The JSSC provides full service television production and multimedia support to the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, the Joint Staff and other DoD agencies. In addition, JSSC provides IT project management support for the Joint Staff and Continuity of Operations (COOP) support for DISA.

The FY 2011 funding continues to sustain the prior year level of effort and includes:

- supporting Command and Control (C2) systems accreditation and information assurance;
- supporting Operations Teams within the NMCC with crisis action exercise support and 24x7 watch team support;
- supporting and administration of the NMCC Command and Control System (NCCS);
- conducting information vulnerability assessments of DoD's publicly accessible websites to identify, report, and adjudicate any discrepancies found to be non-compliant; and,
- providing local helpdesk support of GCCS-J.

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Funding is critical to continuing vulnerability assessments of DoD's publicly accessible websites; performing systems accreditation and information assurances; and providing vital C2 capabilities for the Secretary of Defense and Joint Chief's Chairman.

f. Defense Industrial Base: (FY 2011: \$5,852 thousand): This program is performing classified work. Detailed information for this program is submitted separately in classified DoD exhibits.

g. Exploit the GIG for Improved Decision Making:

Mission Area Component (\$ in Thousands)	FY2009	FY2010	FY2011
a. Global Command and Control System-Joint	95,547	76,127	92,239
b. Global Combat Support System	16,442	16,172	17,830
c. National Military Command System	3,020	4,473	3,488
d. Senior Leadership Enterprise	8,536	55,924	102,786
e. Defense Message System	13,968	14,309	14,405
f. Multinational Information Sharing (MNIS) Program	44,907	38,974	42,087
g. Net-Enabled Command Capability	18,439	0	0
h. Electronic Commerce	12,266	0	0
i. Other Programs	13,989	14,252	13,920
Exploit the GIG for Improved Decision Making Total	227,114	220,231	286,755

a. Global Command and Control System-Joint: (FY 2011: \$92,239 thousand): The GCCS-J is the DoD Joint Command and Control (C2) system of record that provides information

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I. Description of Operations Financed:

integration and decision-support capabilities that enable the exercise of authority and direction over assigned and attached forces, operating in a net-centric, collaborative information environment. It provides critical C2 capability to the Commander-in-Chief, Secretary of Defense, National Military Command Center, COCOM, Joint Force Commanders, and Service Component Commanders. The GCCS-J provides superior battlespace awareness, providing an integrated, near real-time picture of the battlespace necessary to conduct joint and multinational operations. It enhances information superiority and supports the operational concepts of full-dimensional protection and precision engagement.

The FY 2011 priority is fully funding sustainment and synchronization to ensure that a robust and secure GCCS-J system is available to the users. The Department originally planned to steadily reduce GCCS-J funding as the Net-Enabled Command Capability (NECC) program and its increased funding replaced GCCS-J. The cancellation of the NECC program necessitates continued funding to keep GCCS-J operating for many more years to meet ongoing warfighter needs. The FY 2011 funding increase is due to the realignment of the NECC program funding to the GCCS-J program. This realignment supports the Department's priority and commitment for fully funding sustainment and synchronization of the operational GCCS-J system. This funding will support synchronization of currently deployed C2 required to maintain current warfighting capabilities, and continue migration of the current GCCS Family of Systems (FoS) to agile C2 capabilities. Upgrades will be completed to the infrastructure due to Commercial-Off-The-Shelf (COTS) obsolescence. Updates to GCCS-J will also be accomplished on a limited basis to allow access to next generation services or capabilities made available during this time. One of the capabilities of GCCS-J is Adaptive Planning (AP). The AP is the DoD's methodology for constructing timely and agile war plans that achieve national security objectives. In FY 2010, Adaptive Planning and Execution (APEX) replaces Collaborative Force Analysis Sustainment and Transportation (CFAST) portal for providing AP capabilities. Currently the Department of Defense has several operational capabilities and systems that provide functionality to support the APEX

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I. Description of Operations Financed:

business process. The APEX strategy will provide new capabilities as well as evolve current disparate planning capabilities into a fully integrated, interoperable, and collaborative joint solution. In FY 2009 through FY 2010, APEX will fund the operations and maintenance (helpdesk, software license renewals, software error correction, IAVA compliance) of the Secret, Development, and Training Nodes. Also funded will be the operations and maintenance of a COOP Node and a Top Secret Node as they become operational in FY 2009 and FY 2010.

b. Global Combat Support System (GCSS): (FY 2011: \$17,830 thousand): The GCSS is an information technology (IT) application that supports the COCOM and Joint Task Force Commanders and is the tool that ensures the right personnel, equipment, supplies, and support, are in the right place, at the right time, and in the right quantities across the full spectrum of military operations. The GCSS enables the joint logistics warfighter to plan, execute, and control core logistics capabilities in a complex, interconnected, and increasingly global operational environment. The GCSS provides the IT capabilities required to move and sustain joint forces throughout the spectrum of military operations.

The FY 2011, funding will support the continued evolution to a service-oriented architecture utilizing the NCES core concepts. This more robust architecture is the enabler for the GCSS to become fully net-centric and accelerates the introduction of new data sources and application development and integration. This funding will be used to maintain and support the fielded capabilities, support security enhancements and maintain the operational security, and support the day-to-day combat operations. This funding is critical in supporting the joint logistics warfighters so that they are not forced to return to swivel seat logistics, which is a return to the old model of accessing critical data from multiple stove piped legacy systems, requiring multiple user IDs and passwords, a time consuming and inefficient task that impacts the warfighter's ability to provide critical battlespace information. Utilizing the joint decision tools and reporting

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I. Description of Operations Financed:

capability of GCSS results in the warfighter's ability to access data from multiple sources within minutes rather than hours.

c. National Military Command System (NMCS): (FY 2011: \$3,488 thousand): The NMCS provides Senior Leaders, National Military Command Centers (NMCCs), Executive Travel Fleet, Office of the Secretary of Defense, Chairman, Joint Chiefs of Staff, and the President of the United States with the ability to execute C2 over all military forces, ensure continuous availability of emergency messaging, maintain situational and operational awareness, and provide crisis action and operational capabilities. The NMCS operation is vitally important to the government's ability to respond to all contingencies ranging from local events (natural disasters, terrorism, etc.) to global and/or nuclear war. The NMCS Engineering program ensures that NMCS is modernized to provide optimal performance to meet any and all crisis situations. The NMCS Engineering program provides innovative and cost-effective engineering solutions to ensure that components and facilities provide the Joint Staff with the necessary emergency messaging, situational awareness, crisis action, and operational capabilities. The NMCS engineering provides overall configuration management and guides the future evolution of the many NMCS systems while continuing to meet national security needs. As the primary mechanism for gathering and disseminating information between DoD deployed forces and senior national security decision-makers, the NMCS must operate efficiently to support the government's ability to safeguard national security.

The FY 2011 budget request (\$3,488 thousand), will allow the NMCS Engineering to focus on integrating nuclear command and control systems with Global Strike, Missile Defense and crisis response C2 systems. The funding will provide a robust, responsive, scalable architecture of mobile and fixed nodes and support future solutions for emerging national C2 requirements. Activities will include developing and implementing changes to survivable mobile command centers, terrestrial and SATCOM network topologies, and

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I. Description of Operations Financed:

operational capability architectures and roadmaps. The NMCS will engineer the Space Digital Network to replace the Missile Warning System and will support the Joint Staff's implementation of the alternate NMCC Joint Operations and Intelligence Center (NJOIC).

d. Senior Leadership Enterprise (FY 2011: \$102,786 thousand): This program supports National Leadership Command Capabilities and is classified. Details provided for this program are submitted in appropriately classified DoD exhibits submitted separately.

e. Defense Message System (DMS) (FY 2011: \$14,405 thousand): The DMS is the DoD system of record for high assurance, command, control and communications (C3) organizational (official) messaging, which supports interoperability in the warfighting and Intelligence communities, the Allied nations, and non-DOD agencies. The program is in sustainment and overseen by the DISA DMS Global Service Manager (GSM). The program ensures that multiple components comprising the DMS are fully integrated, retain their reliability, certification and accreditation, and Federal Information Security Management Act (FISMA) compliance, while achieving or exceeding established performance metrics. The objective of the program is to ensure availability of the capabilities that satisfy organizational messaging requirements.

The FY 2011 funding (\$14,405 thousand) finances the integration, operational capabilities and security compliance activities relative to a program in sustainment. The funding provides technical and program management resources through contract support and government oversight to integrate, test, and maintain the DMS system. Without full funding, DoD will not be able to sustain and operate the DMS system of record to exchange organizational/official messaging among the military components, federal agencies, Allies and DoD elements. This would adversely affect the operational Command and Control messaging capabilities that support the Warfighter.

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f. Multinational Information Sharing (MNIS) Program (FY 2011: \$42,087 thousand):

The MNIS Program has two operational components, Combined Enterprise Regional Information Exchange System (CENTRIXS) which is focused on COCOM regional and tactical operations and Griffin which is focused on strategic operations with English speaking Allies. The CENTRIXS and Griffin enable secure sharing of operational and intelligence information with enhanced collaboration among U.S. forces and their most trusted Allies. Additionally, these systems support operations between multinational partners in the ongoing global anti-terrorism efforts and the current Iraq and Afghanistan efforts. These systems increase overall combat effectiveness by leveraging capabilities and information from all partners and reducing the possibility of fratricide. These coalition information sharing systems directly support the DoD strategic goals to "Win our Nation's Wars" and "Deter conflict and promote security" by enabling forces to effectively and synergistically leverage mission partner resources available in the theater of operations to achieve mission success. They are fully aligned with the DISA strategy to "accelerate operational effectiveness and efficiency" and "enable sharing of information while staunchly defending it." The MNIS program currently supports five COCOMs (US Central, Pacific, European, Southern, and Joint Forces Commands) with connectivity to 80,000 users in 89 nations at over 150 sites plus 11 Nation-to-Nation private (bilateral) networks. The CENTRIXS Cross Enclave Requirement (CCER) will provide a common suite of Information Sharing (IS) services for all coalition partners, controlled access to some IS services, and trusted partner access to their similarly protected cross-enclave networks. The CCER will achieve its Full Operational Capability (FOC) in FY 2011 satisfying COCOM coalition information sharing requirements for timeliness and agility while reducing infrastructure footprint and sustainment costs.

FY 2011 funding (\$42,087 thousand) pays for program management, system and infrastructure sustainment, annual software licensing fees, software/hardware maintenance fees, and

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I. Description of Operations Financed:

network/engineering support services for CENTRIXS and Griffin to (1) expand CENTRIXS centralized support services to meet the enhanced CCER capabilities; (2) sustain the CCER Initial Operating Capability (IOC) achieved in FY 2010; (3) sustain the remaining (approximately twenty-eight) Communities of Interest (COIs) not transitioned to CCER capability until late in this fiscal year; (4) sustain a network of Griffin guards to allow e-mail with attachments between and among national systems; and (5) provide a global, interoperable, interconnected, inexpensive, and easy-to-use information sharing system.

g. Net-Enabled Command Capability (NECC) (FY 2011: \$0 thousand): The NECC was initially established to draw from the command and control (C2) community to evolve current and new C2 capabilities into a fully integrated, interoperable, collaborative Joint solution. The NECC was cancelled because it was at significant risk of not being able to deliver capabilities to meet validated warfighter requirements and was not able to meet its Initial Operational Capability within schedule. Instead, the DoD will focus the Joint Command and Control (C2) efforts on consolidating the systems and technologies of the NECC program into the Global Command and Control System (GCCS) family of systems. The approach will be an incremental, spiral approach to modernizing the GCCS family of systems, deploying modular, operationally useful, and tested capabilities while moving towards a net-centric, web-based, standards-based service oriented architecture. The funding is being redirected to support sustainment of the current Global Command and Control System - Joint (GCCS-J) Family of Systems (FoS) to ensure the sustainment and synchronization of activities required to maintain a robust command and control program. Additional plans are to be prepared for review at the Materiel Development Decision supporting sustainment of the current GCCS FoS and achievement of an improved joint C2 capability.

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FY 2010 funding (\$0 thousand) funds are reduced from \$9,602 thousand to \$0,000 thousand based on congressional direction in the FY 2010 National Defense Authorization Act (NDAA) that directed the Department to merge the NECC and GCCS. As a result of the NDAA, the Department will terminate the NECC program in FY 2010 and move funding to PE 0303150K for GCCS sustainment.

5. Deliver Capabilities Effectively and Efficiently/Shared Services:

Mission Area Component (\$ in Thousands)	FY2009	FY2010	FY2011
a. Management Headquarters	41,502	34,137	37,929
b. Pentagon Reservation Maintenance Revolving Fund	14,552	16,167	13,092
c. Shared Service Units /Program Executive Offices	35,308	32,474	33,610
d. Other Programs	18,874	834	603
Deliver Capabilities Effectively/Efficiently and Shared Services Total	110,236	83,612	85,234

a. Management Headquarters (FY 2011: \$37,929 thousand): Headquarters Management funding is utilized for salaries and operating expenses associated with the Command and Executive Staff and their key control organizations, which provide oversight, direction, and control of DISA activities. The services delivered by the Command and Executive staffs are a key enabler supporting the DISA mission to continuously operate and assure a global net-centric enterprise in direct support to the joint warfighter, national level leaders, and other mission and coalition partners across the full spectrum of operations. In FY 2011, the staff will continue to support the Director, DISA, in decision-making; strategy-development (and communicating that strategy both internally and externally); aligning DISA program execution with DoD in planning, engineering, acquiring, fielding, and supporting global net-centric solutions; operating the DISA Information System Network (DISANet) and ensuring information assurance and management of DISA information

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I. Description of Operations Financed:

technology resources; enforcing and improving financial compliance and audit readiness; and, developing and professionalizing the workforce. The staff will also continue to direct acquisition lifecycle management activities across the agency and ensure compliance with all DoD acquisition policies and mandates.

A funding shortfall will severely impact the ability of the agency's headquarters management staff to perform their mission by diminishing the quality and timeliness of services provided by the Comptroller; Chief of Staff; Office of the Director; Inspector General; Small Business Office; Equal Employment Opportunity Office; General Counsel; Foreign Military Sales Office; Component Acquisition Executive; Manpower, Personnel, and Security Executive; Chief Information Officer; and the Strategic Planning and Information Executive. Their decisions and actions greatly impact the ability to provide necessary business and mission support services; comply with statutory and regulatory mandates; operate facilities; implement and maintain personnel and security programs; and ensure the agency's information technology infrastructure is operable, efficient, and protected.

b. Pentagon Reservation Maintenance Revolving Fund (PRMRF) (FY 2011: \$13,092 thousand):

The PRMRF funding supports the DISA share of tenant charges and real property operations associated with the Pentagon Reservation, Pentagon Renovation, and Site R including the Pentagon Force Protection Agency (PFPA) support. The FY 2011 funding for PRMRF provides a safe, secure, healthy, energy-efficient, and high quality work environment for the DISA workforce located at these sites.

c. Shared Service Units (SSU)/Program Executive Offices (PEO) (FY 2011: \$33,610 thousand): This funding will provide foundational operating capabilities for the agency, such as: financial, information technology/assurance, manpower, security, and acquisition products and services to all agency programs and business areas world-wide.

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I. Description of Operations Financed:

Planned major efforts in FY 2011 include:

- Chief Financial Executive (CFE) - The FY 2011 funding provides for salaries, operating expenses, payments due to the Defense Finance and Accounting Service (DFAS), and contract support in the areas of:
 - o (1)accounts payable support (which includes receiving, processing and filing DISA vendor and intra-government invoices/bills);
 - o (2)continued Financial Improvement Initiatives in accordance with Sec. 1008 of the FY 2002 National Defense Authorization Act;
 - o (3)continuing implementation of the Chief Financial Officer Act to include preparation of annual, agency-wide financial statements; and
 - o (4)implementation of the Defense Agency Initiative (DAI).

- Chief Information Officer (CIO) - The FY 2011 funding will provide for salaries, operating expenses, and services that result in the following:
 - o (1)management of the DISA systems Information Assurance(IA) accreditation and IA training certification;
 - o (2)management of DISA Computer Network Defense (CND) support and deployment of Host Based Security Systems (HBSS);
 - o (3)IA compliance management of DoD directives, IA Vulnerability Alerts, Joint Task Force for Global Network Operations (JTF-GNO) taskings;
 - o (4)management of Public Key Enabling/Public Key Interoperability (PKE/PKI) support to DISA systems, programs and individuals; management of the Enterprise Mission Assurance Support System (eMASS);
 - o (5)implementation of Agency wide Enterprise Architecture (EA) development plan;
 - o (6)maintenance of EA Repository;

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I. Description of Operations Financed:

- o (7)operation and maintenance of DISA Knowledge Management (KM) and Internet services on DoD Defense Knowledge Online (DKO) portal;
 - o (8)completion of the Agency-wide implementation of Identity Management (IdM), Electronic Records Management (ERM) and Business Intelligence (BI) suite of products;
 - o (9)completion of the migration of DISA Single Sign-On (SSO) applications to DKO SSO;
 - o (10)operation and maintenance of the DISA Network (DISANet) to include maintenance support of software applications on the network;
 - o (11)life cycle management of DISANet servers and infrastructure;
 - o (12)dual operations of DISANet in the National Capital Region and Ft. Meade, MD until Base Realignment and Closure (BRAC) is complete.
- Manpower, Personnel, and Security (MPS) - The FY 2011 funding will provide for salaries and operating expenses as well as contract efforts for DISA personnel supporting Strategic Management of Human Capital, Manpower Staffing Standards Studies, and operations of DISA Headquarters Facility located at Fort Meade, MD. The funding will provide for the physical protection, personnel security investigations by the Office of Personnel Management (OPM), and maintaining closed circuit television components and access control devices to protect existing systems and personnel within DISA. The funding will be used for Interagency Support Agreements for Civilian Personnel Services provided by DFAS, policy oversight, human resource development, organization and manpower administration, payroll, travel, transportation, mail management, safety, visual information, security, real estate, facilities, supply services, and BRAC. During FY 2011, DISA will move the base operating support to a new facility located at Ft. Meade, MD, while continuing to maintaining operations at current facilities located in the NCR area.

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I. Description of Operations Financed:

- Component Acquisition Executive (CAE) - The FY 2011 funding will provide for salaries, operating expenses, and contractor subject matter expertise and operational support in the areas of:
 - o (1) acquisition policy development, implementation and oversight;
 - o (2) acquisition life-cycle planning, development, and sustainment;
 - o (3) acquisition workforce development, training, and certification; and
 - o (4) the day-to-day administrative operations of the Office of the CAE.
 - o

- Chief of Staff/Director's Group (DD) - The FY 2011 funding will provide for salaries and operating expenses of personnel assigned to the agency's Chief of Staff.

These SSU products and services are foundational to the effective operation of the mission enables the support to the joint warfighters, National level leaders, and other coalition partners across the full spectrum of operations. The FY 2011 funding shortfalls will severely impact the ability of the agency's shared service units to provide financial, manpower/personnel, security, facility, acquisition, and information technology support necessary for: (1) agency operations; (2) compliance with applicable internal control and operating statutes/regulations; (3) payment of salaries and benefits and (4) maintenance/sustainment of facilities. If the core information assurance activities of the CIO are not funded, then the Agency's ability to operate and protect the enterprise infrastructure and command and control systems for the warfighter would be degraded and vulnerable to cyber attacks.

The Program Executive Office - The FY 2011 funding (\$1,014 thousand) supports management oversight for the Satellite Communication, Teleport, and Services The program portfolio

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I. Description of Operations Financed:

includes DoD Teleport, Joint Internet Protocol Modem (JIPM), Mobile User Objective System (MUOS) interfaces, Commercial Satellite Communications (COMSATCOM), Global Broadcast System (GBS) applications, Presidential Communications Modernization (PCM) Program Office, and the Global Information Grid (GIG) Services Management (GSM) Program. This funding continues the implementation of DoD goals to deliver best value and operationally relevant Teleport, Satellite Communications, and Services to the Commander-in-Chief and the warfighter.

6. Special Missions: In response to Executive Orders, Presidential Directives, and DoD Directives, DISA provides engineering, information systems, communications, and operational support to the President of the United States as the Commander-in-Chief. These responsibilities were identified in DISA's Charter which tasked DISA to be "responsible for planning, developing, and supporting command, control, and communications (C3) that serve the needs of the President and the Secretary of Defense under all conditions of peace and war". To support this responsibility, DISA has consolidated Presidential support under Special Missions.

Mission Area Component (\$ in Thousands)	FY2009	FY2010	FY2011
a. White House Communications Agency	122,696	125,633	120,136
b. White House Situation Support Staff	8,801	6,288	5,789
c. Crisis Management System	11,543	9,994	9,784
d. Minimum Essential Emergency Communications Network	11,037	5,571	6,815
e. Communications Management Control Activity	864	1,310	1020
Special Mission Area Total	154,941	148,796	143,544

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I. Description of Operations Financed:

a. White House Communications Agency (WHCA) (FY 2011: \$120,136 thousand): The White House Communications Agency (WHCA) is a joint military Service agency under the operational control of the White House Military Office (WHMO) and administrative control of the Defense Information System Agency (DISA). The WHCA provides a wide variety of services; however, the core of the agency's mission is to provide instantaneous secure and non-secure voice support to the President of the United States (POTUS) anytime, anywhere. Other voice, video and data communications services are provided as necessary to allow for staff support and protection of the President. The WHCA provides the President and Vice President audiovisual services in Washington, DC and at trip sites worldwide. To support this requirement, the WHCA organization is structured to allow for Fixed and Travel communications (Deployable) support. The FY 2011 funding (\$113,961 thousand) will continue to provide support and services to the POTUS via a Command and Control assured High Assurance Wide Area Network known as the Black Convergence Network. Multiple services and networks are allowed to securely traverse this capability.

The WHCA has a fixed robust communications network that provides for telephone communications, data communications, VHF Radio communications (to include paging), audiovisual, and graphic communications support. The systems used to provide these services are a combination of commercial, government owned, and commercially leased systems. The WHCA is the sole source of communications for the US Commander-in-Chief and other national leadership. The services provided allow the exchange of secure, critical, timely and accurate information between US Civilian and Military leadership and US allies.

b. White House Situation Support Staff (WHSSS) (FY 2011: \$5,789 thousand): The WHSSS was created by Presidential direction and provides classified communications, computer, and intelligence systems for the National Security Advisor, White House Situation Room, the National Security Council (NSC) staff, and other White House offices. The WHSSS funds

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I. Description of Operations Financed:

support the information systems used by the National Security Council (NSC) and others. The FY 2011 funding will support upgrades and sustainment to the classified and the unclassified network systems used by the White House Situation Room and the NSC. If full funding is not received the program will experience degradation of support and contractual services to the White House IT infrastructure impacting routine operations supporting the President and his senior staff.

c. Crisis Management System (CMS) (FY 2011: \$9,784 thousand): The CMS is owned by the NSC and operated and maintained by DISA under NSC direction and a National Security Decision Directive. The program provides state-of-the-art video teleconferencing - SVTS, Crisis Management Network (CMN), and the Executive Voice over Secure Internet Protocol (VoSIP) phone network (including the National Intelligence Watch Officers Network (NOIWON)) to the President, Vice President, National Security Advisor, and others as directed by the NSC. The system functions in both fixed and mobile modes for exchange of time sensitive high interest information which extends the White House Situation Room presence. The program supports the President, National Security Council, Cabinet Members, Joint Chiefs, various agency watch centers, headquarters, and COOP sites.

The funding for CMS pays for the cost of maintenance, configuration management, certification and accreditation activities including system security monitoring and testing, and engineering support. The program provides real time Top Secret Sensitive Compartmented Information (TS/SCI) secure video conference communications for the President and high level advisors including multi-party calls between fixed and mobile sites for day-to-day and crisis operations. The FY 2011 funding will result in continued system operation, system engineering, and maintenance. If the program does not receive adequate funding, the President and senior levels of government will be denied their communications infrastructure systems for day-to-day and crisis communications which could potentially impact national security.

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I. Description of Operations Financed:

d. Minimum Essential Emergency Communications Network (MEECN) (FY 2011: \$6,815 thousand):

The MEECN is a highly survivable communications "system-of-systems" which is capable of transmitting Nuclear Command and Control (NC2) messages and establishing crisis conferences with the President, Vice President, Secretary of Defense, and the Chairman of the Joint Chiefs of Staff to the Commanders of the Combatant Commands and to deployed US nuclear forces. The MEECN includes the Emergency Action Message (EAM) dissemination systems and those systems used for integrated Tactical Warning/Attack Assessment (TW/AA), Presidential decision making conferencing, force report back, re-targeting, force management, and requests for permission to use nuclear weapons.

The DISA supports MEECN as the Nuclear Command, Control, and Communications (NC3) system engineer in four major areas:

- 1) Plans and Procedures
- 2) Systems Analysis
- 3) Operational Assessments
- 4) Systems Engineering.

The NC3 System is composed of C3 assets that provide connectivity from the President and the Secretary of Defense through the National Military Command System (NMCS) to nuclear execution forces integral to fighting a "homeland-to-homeland," as well as theater, nuclear war. Supporting efforts assure positive control of nuclear forces and connectivity between the Secretary of Defense and strategic and theater forces. Additionally, the DISA provides direct and specialized support to Assistant Secretary of Defense for Networks & Information Integration (ASD(NII)) and the Joint Staff (JS), and recommends support or non-support for NC3 programs as well as fail-safe procedures and risk reduction actions. These efforts assure an informed decision making linkage between the President, the Secretary of Defense, and the Commanders of the Unified and Specified

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I. Description of Operations Financed:

Commands. This capability provides our national leadership the proper command and control of our forces during times of stress and national emergency, up to and including nuclear war. If these efforts are not funded, the DISA will not be able to provide critical engineering support for MEECN, nor will it be able to perform its DoD and Joint Staff mandated functions as the Nuclear C3 system engineer.

The FY 2011 funding will provide contracts for updates to other volumes of the Nuclear C3 System Description Document and similar annually required activities that support developing and revising Joint Staff emergency action plans and procedures; and engineering, documenting, and assessing the nuclear and senior leadership C3 system architectures and vulnerabilities. This funding will fund contract support for annual operational reports and assessment plans associated with planning, executing, analyzing and reporting on worldwide operational assessments of the nuclear C3 system; and planning, executing and analyzing staff assessment and command assistance visits conducted by the Joint Staff on National Military Command System (NMCS) battle staffs.

e. Communications Management Control Activity (CMCA) (FY 2011: \$1,020 thousand): The CMCA supports the United States Secret Service (USSS) in their presidential campaign and dignitary protective duties. In addition, the CMCA supports the Joint Staff/J6, Joint Directorate of Military Support (JDOMS) for special events. Public Law 106-544 appointed the USSS responsibility for coordinating, planning, exercising, and implementing security for National Special Security Events (NSSE). Additionally, DoD Directive 3025.13 mandated that the DISA provide CMCA Headquarters operations and maintenance funding.

The FY 2011 funding will support the following:

- Development of the Operational Training Reference Manual
- USSS Presidential Campaign training of 100 Army and Air Force personnel
- Presidential Campaign

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I. Description of Operations Financed:

- UN General Assembly
- State of the Union Address
- US Navy Fleet Week
- Major Telecom Company visits
- Special Olympic World Summer Games - India
- Veterans Wheelchair Games
- Veterans Golden Age Games
- International Sea Power Symposium
- Marine Corps Marathon

Without full funding, the above events will have reduced security for participants possibly causing injury or death to civilian participants of each of the events. If this mission were not funded, the USSS would be forced to hire contractors to provide communications support for these events. Hiring contractors to provide the support not provided by the DoD would not be cost effective for the US Government.

II. Force Structure Summary: N/A

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III. Financial Summary

	FY 2009 <u>Actuals</u>	<u>Budget Request</u>	FY 2010 <u>Congressional Action</u>			<u>Current Estimate</u>	<u>FY 2011 Estimate</u>
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
A. <u>BA Subactivities</u>							
BA4 Admin and Services-Wide Activities							
1. Transition to Net Centric Environment	180,278	200,203	-7,905	-3.95%	192,298	192,298	195,395
2. Eliminate Bandwidth Constraints	254,087	147,765	-2,227	-0.15%	145,538	145,538	156,748
3. GIG Network Operations and Defense	438,438	512,649	-16,170	-3.15%	496,479	496,479	516,774
4. Exploit the GIG for Improved Decision Making	227,114	226,039	-5,808	-2.57%	220,231	220,231	286,755
5. Deliver Capabilities Effectively/Efficiently	110,236	86,387	-2,775	-3.21%	83,612	83,612	85,234
6. Special Missions	154,941	149,120	-324	-0.22%	148,796	148,796	143,544
Total BA 4	1,365,094	1,322,163	-35,209	-2.66	1,286,954	1,286,954	1,384,450

* The FY 2009 Actual column includes \$31,100 thousand of FY 2009 Bridge Funding Appropriations (PL 110-252); \$119,205 thousand of FY 2009 Supplemental Appropriations Act funding (PL 111-32); and includes \$2,247 thousand of No-Year Spectrum Relocation funds.

** The FY 2010 Estimate column excludes \$245,117 thousand requested in the FY 2010 Defense-Wide Overseas Contingency Operations Budget Request.

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III. Financial Summary

B. <u>Reconciliation Summary</u>	<u>Change</u> <u>FY 2009/FY 2010</u>	<u>Change</u> <u>FY 2010/FY 2011</u>
Baseline Funding	1,322,163	1,286,954
Congressional Adjustments (Distributed)	-33,000	0
Congressional Adjustments (Undistributed)	0	0
Adjustments to Meet Congressional Intent	0	0
Congressional Adjustments (General Provisions)	-1,649	0
Congressional Earmarks	-560	0
Subtotal Appropriated Amount	1,286,954	1,286,954
Fact-of-Life Changes (CY to CY Only)	0	0
Subtotal Baseline Funding	1,286,954	1,286,954
Anticipated Supplemental	245,117	0
Reprogrammings		0
Price Changes		16,266
Functional Transfers		0
Program Changes		81,230
Current Estimate	1,532,071	1,384,450
Less: Wartime Supplemental	-245,117	0
Normalized Current Estimate	1,286,954	1,384,450

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III. Financial Summary

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2010 President's Budget Request (Amended, if applicable)	1,322,163	1,322,163
1. Congressional Adjustments		-35,209
a. Distributed Adjustments		
1) Comprehensive National Cybersecurity Initiative - unexecutable growth	-9,500	
2) Removal of one-time fiscal year 2009 costs for CENTRIX and NCES	-22,000	
3) Program adjustment for NECC	-9,602	
4) Transfer of NECC Funding to Support GCCS-J Sustainment	9,602	
5) In-Sourcing adjustment	-1,500	
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions - Sec 8097 Economic Adjustments	-1,649	
e. Congressional Earmarks - Sec 8037 Mitigation to Environment Impacts	-560	
FY 2010 Appropriated Amount		1,286,954
2. War-Related and Disaster Supplemental Appropriations		
a. Anticipated Supplemental (Program)		245,117
3. Fact of Life Changes		
FY 2010 Baseline Funding		1,532,071
4. Reprogrammings (requiring 1415 Actions)		
Revised FY 2010 Estimate		1,532,071
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		-245,117
FY 2010 Normalized Current Estimate		1,286,954
6. Price Change		16,266
7. Functional Transfers		
8. Program Increases		134,205
a. Annualization of New FY 2011 Program		
b. One-Time FY 2011 Increases		

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C. Reconciliation of Increases and Decreases

	Amount	Totals
1) NCES: Develop an unclassified information sharing service with input from the COCOMs and under oversight of ASD(NII) and the Joint Staff (FY 2010 Base: \$110,813 thousand)	3,000	
c. Program Growth in FY 2011		
1) NCES: Increased funding supports operational sustainment of Vice-Chairman's innovation initiatives; capacity growth of Collaboration services; Enterprise Services updates and enhancements; and provisioning of enterprise SOAF services for additional PORs and COIs based on projected growth in accordance with the approved program funding profile, and transition and operationalization of SKIWeb as it moves from USSTRATCOM into DISA DECCs (\$3,800 thousand). Includes transition of the Global Content Delivery Service to the DWCF (-\$14,000 thousand). (FY 2010 Base: \$110,813 thousand)	4,990	
2) CNCI: Increased funding for classified work (FY 2010 Base: \$53,997 thousand)	34,447	
3) SLE: Increased funding for classified work (FY 2010 Base: \$55,924 thousand)	46,079	
4) GCCS-J: Net change in reduction (-\$51,100 thousand) for pending GCCS assessment; increase to fully sustain and maintain the current operational C2 system of record (GCCS-J), and modernize and transition to the Department's next generational Joint Command and Control program evolving from the GCCS-J and FoS, incorporating the most advanced agile technologies and capabilities. (FY 2010 Base: \$76,127 thousand)	15,121	

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C. Reconciliation of Increases and Decreases	Amount	Totals
5) Teleport: Increase in program funding to support increased infrastructure requirements and activities required to sustain Teleport equipment and shared service requirements, satellite gateway enhancements, and equipment to provide MUOS users with "Voice and full Generic Discover Server services (\$1,240 thousand) (FY 2010 Base: \$10,535 thousand)	8,100	
6) GEMISIS: Increase due to the transition of CJSMP Version 2.2 approved capabilities from the Army into GEMISIS Increment 1 and the associated deployment and sustainment costs. (FY 2010 Base: \$2,517 thousand)	3,858	
7) Field Command: Increase in funding for utilities and mission support infrastructure such as, servers, DISANet and Network Services equipment, cubicles, furnishings, and TNC Command Center fit out (FY 2010 Base: \$61,575 thousand)	2,384	
8) DISN EA: Supports civilian pay costs, non-recurring costs associated with infrastructure transition effort, reduction in supplies, materials and equipment requirements (FY 2010 Base: \$87,918 thousand)	2,694	
9) MEECN: Increase in equipment maintenance and payroll costs (FY 2010 Base: \$5,571 thousand)	1,180	
10) GCSS: Increase to support civilian payroll and operational support requirements (FY 2010 Base: \$16,172 thousand)	1,456	
11) DIB: Increase in classified efforts (FY 2010 Base: \$4,913 thousand)	870	

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C. Reconciliation of Increases and Decreases

	Amount	Totals
12) JSSC: Increase for life cycle refreshment of JSSC Joint Multimedia Center audio/visual equipment and Secure Messaging and Routing Terminal; Increase to establish liaison space in the Pentagon that hosts collaborative tools and information systems for the DISA Director to ensure access to critical information; increased personnel costs (FY 2010 Base: \$28,309 thousand)	235	
13) Mgmt HQs: Increase in civilian pay and shared services costs (FY 2010 Base: \$34,137 thousand)	3,380	
14) MNIS: Supports increased requirements to implement a single centrally-managed network with a common suite of services and establish a single platform for U.S. and Coalition forces (FY 2010 Base: \$38,974 thousand)	2,593	
15) PRMRF: Space/Rent change for the Pentagon Reservation (FY 2010 Base: \$16,167 thousand)	163	
16) GIG-ES: Supports increase in civilian payroll costs and contract support services in the EWSE program (FY 2010 Base: \$67,842 thousand)	1,106	
17) Shared Services/PEOs: Supports Increase in shared services costs and other operational support requirements (civilian pay adjustments, travel, contract support); and Includes reduced FY 2011 customer rates charged by DFAS (-\$244 thousand) due to projected FY 2010 Cash Growth (FY 2010 Base: \$32,474 thousand)	312	

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	Amount	Totals
18) Contractor Services Insourcing: The DISA is insourcing contractor services where it is more appropriate and/or efficient to do so. This program increase is requested to hire 17 civilians, reducing contract costs by \$1,641 thousand. (FY 2010 Base: \$59,382 thousand)	2,237	
9. Program Decreases		-52,975
a. Annualization of FY 2010 Program Decreases		
b. One-Time FY 2010 Increases		
1) ISSP/IA/PKI: Increase in classified efforts due to internal realignment of funds (FY 2010 Base: \$308,319 thousand)	-13,000	
c. Program Decreases in FY 2011		
1) ISSP/IA/PKI: Reflects transition of maintenance of enclave sensors and firewalls to the DoD components; completion of fielding of perimeter defense, insider threat, and directory service infrastructure and transition to sustainment; increased shared services costs; and reduced operation and maintenance costs for multiple IA services; and increased funding for GCDS (+\$4,500 thousand) (FY 2010 Base: \$308,319 thousand)	-10,811	
2) ACTD: Decrease due to realignment of O&M funds to RDT&E (FY 2010 Base: \$11,362 thousand)	-8,269	
3) WHCA: Decrease in travel and other operations support requirements (FY 2010 Base: \$125,633 thousand)	-7,216	

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	Amount	Totals
4) NetOps: Funding transferred to IA to facilitate development of a comprehensive, fused NetOps and IA situational awareness capability, and changes in operational support requirements; increased support to Gateway Services Desk Support; establishment of DISA Field Office (DFO) and DISA Support Element (DSE) co-located in the USCYBERCOM Headquarters, (FY 2010 Base: \$39,366 thousand)	-284	
5) DSO: The U.S. State Department recently directed that key US representatives at international spectrum meetings must be government employees. The Strategic Planning Office has been heavily relying on contractors to support these meetings. This decrease represents a downward adjustment in contract dollars associated with this contractor support. (FY 2010 Base: \$29,294 thousand)	-3,695	
6) DISN Subs: Decrease due to closure of Reston site at end of FY 2010 resulting in reduced subscription charges. (FY 2010 Base: \$13,869 thousand)	-2,724	
7) NMCS: Net change in decreased civilian pay requirements and increased equipment requirements (FY 2010 Base: \$4,473 thousand)	-1,042	
8) Other Prgms: Decrease in operational support requirements (FY 2010 Base: \$15,086 thousand)	-571	
9) WHSSS: Decrease in civilian pay costs and contract support requirements (FY 2010 Base: \$6,288 thousand)	-583	
10) CMS: Decrease in contract support requirements (FY 2010 Base: \$9,994 thousand)	-342	

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C. Reconciliation of Increases and Decreases

	Amount	Totals
11) CMCA: Decrease in operational support requirements (FY 2010 Base: \$1,310 thousand)	-307	
12) CWID: Reduction in support to the Combined Federated Battle Laboratory Network requirements (FY 2010 Base: \$2,281 thousand)	-98	
13) STEP: Decreased operational and support requirements (FY 2010 Base: \$1,405 thousand)	-65	
14) DMS: Decrease in payroll and operational support requirements. (FY 2010 Base: \$14,309 thousand)	-90	
15) Contract Services Insourcing: In FY 2011, the DISA intends to replace approximately 18 contractors with approximately 17 government employees for a cost saving of \$1,641 thousand. (FY 2010 Base: \$41,713 thousand)	-3,878	
FY 2011 Budget Request		1,384,450

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The DISA's approach to performance-budget integration and measurement is through using tools, such as In-process Reviews, program reviews, continuous process improvement (CPI), and campaign plans, to manage, monitor and execute the DISA Surety-Reach-Speed strategy and the investments and initiatives that support it. Top corporate-level strategy and measures are supported by lower level strategic initiatives and measures developed by subordinate organizations. The higher-level strategy is supported with outcome-oriented as well as output measures, with targets. The customer portions of the strategy and their measures are supported by financial, internal process (CPI), and learning and growth related portions of strategies and measures. Targets are set to promote continuous improvement.

The investments and initiatives associated with each strategy area are a principal means for attaining the performance desired, and metrics illustrate whether the targets for each strategy area or goal have been achieved. Initiatives are resourced (e.g., funded) and have or are associated with a schedule. Initiative owners brief the DISA senior leadership periodically on their progress in executing their portion of the strategy. The reviews have proven invaluable because they provide an opportunity to discuss strategy on an ongoing basis and obtain an integrated view of Agency performance. They strengthen individual accountability and ensure initiative or investment owner alignment with Corporate-level priorities.

The DISA strategy is driven by the DoD strategic plan (2006 Quadrennial Defense Review (QDR)), as well as the National Defense Strategy (June 2008). Within the QDR, the DISA aligns to the QDR's fundamental imperatives to be more agile providing joint warfighting capability and prepare for wider asymmetric challenges, as well as to implementing enterprise-wide changes to ensure that organizational structures, processes, and procedures effectively support DoD's strategic direction. The DISA maps to the DoD QDR

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goals of "Goal 2: Reorient Capabilities and Forces" and "Goal 3: Reshape the Defense Enterprise." The DISA supports the DoD Chief Information Officer's vision for information sharing to "Deliver the Power of Information - An agile enterprise empowered by access to and sharing of timely and trusted information."

The DISA uses other external measurement methodologies to track performance that are integrated into the DISA budget. For example, readiness metrics and supporting data to measure readiness to execute mission essential tasks are captured under the DoD Readiness Reporting System (DRRS) required by the DoD Directive 7730.65. Strategies are developed for rectifying readiness deficiencies, and these strategies are addressed in program/budget planning. Another external measurement used is the performance and budget information for Capital Asset Plan and the Business Case Summary Exhibit 300s required by the Office of Management and Budget Circular A-11. The DISA is implementing the DoD directed Continuous Process Improvement (CPI)/Lean Six Sigma (LSS) Program, which includes areas related to track performance, such as making improvements in productivity and performance against mission (availability, reliability, cycle time, investment, and operating costs). There is various other programs which develops specific metrics to measure and access accomplishments. Some are noted below:

Net-Centric Enterprise Services (NCES)

The validated NCES CPD contains the functional, operational, and Key Performance Parameter (KPP) metrics that the NCES stakeholders consider as the threshold performance required to support a military utility determination. These performance metrics form the basis for the Initial Operational Test and Evaluation (IOT&E) and subsequent Follow-on Operational Test and Evaluation (FOT&E) testing by the Lead Operational Test Agency (OTA) to make the suitability, effectiveness, and survivability determination.

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To support a continuous monitoring approach and to ensure the NCES Program continues to meet the mission needs of the stakeholders, the NCES Program Manager (PM) developed a Performance Measurement Plan consisting of five key performance management areas with the expected outcomes. These areas include:

Activity

- Customer Perspective (Determine the customers' (warfighter, business, and DoD Portion of the Intelligence Mission Area) needs and work with them and the Operational Sponsor to develop reasonable performance expectations that support evolving missions, and solicit continual feedback from the customer on the utility, effectiveness, and suitability of all delivered services)
- Financial Perspective (Satisfy the Clinger-Cohen Act of 1996, the DISA and DoD Cost Strategic Goals, determine if Program funding is supporting the customers' mission needs and effectively supporting preplanned product improvements (P³I), and decreased sustainment costs)
- Requirements Satisfaction (Deliver the NCES CPD stated requirements, work with the Operational Sponsor to identify deltas from the NCES Capability Development Document (CDD) that were not fully satisfied and

Expected Outcome

Receive an overall customer satisfaction rating of three or better as defined in the NCES CPD Operational Metrics

Continue to provide services to additional POR/COIs and scale services out to support user demand while maintaining an overall return on investment (ROI) that is greater than or equal to one

Continue to improve the performance while adding functionality and extending access to additional

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determine when they can be implemented via P³I, and work with the Operational Sponsor to re-validate service requirements prior to contract re-compete and identify any added enhancements required to support evolving mission needs)

- Contractor Performance (Service providers meet or exceed required service levels and demonstrated capability to quickly respond to short notice requirements)

- Internal Process Perspective (Perform timely and effective program control and execution, pro-actively identify and resolve issues prior to the customers' awareness of the problem, and implementation of effectiveness business processes which facilitates continual improvement on performance requirements in SLAs).

unanticipated users; receive an overall satisfaction rating of three or better from the NCES Operational Sponsor

Monthly analysis of performance reporting by the managed service providers, and independent Enterprise Service Management (ESM) service will verify and validate that service performance and availability meet established SLAs

Maintain a comprehensive integrated management schedule to track status of program actions to provide management visibility into currency of all actions; data includes: Planned Start/End Dates, Actual Start/End Dates, Level of Effort (Planned, Current, Spent), and Progress (% Complete)

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The management areas are designed to ensure that problems in the NCES PMO activities can be identified rapidly for resolution, while providing maximum support to the NCES stakeholders' mission. These five management areas and associated metrics will provide quantitative data that can be used to prove that the NCES is realizing its vision of providing core enterprise services to the DoD that are secure, interoperable, and responsive to current and future NCES stakeholder missions in a cost-effective manner.

Global Information Grid Engineering Services

Modeling and Simulation measures performance by determining the successful execution of processes, sub-processes, and procedures conducted by individual action officers, and from customer feedback. Individual action officers measure technical performance by constantly validating customer requirements, continuously monitoring the fidelity of the model and improving it as needed, and iteratively assessing the correctness of simulation results.

The Forge.mil site provides weekly and monthly usage metrics to measure the level of adoption and these metrics are posted to the SoftwareForge project on SoftwareForge. The following technical metrics, at a minimum, will be captured:

- number of registered users
- number of projects hosted
- number of users per project
- number of software commits
- number of downloads of software components
- number of related projects

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Future planned metrics will include the number of projects using the follow-on capabilities of CertificationForge, TestForge, and StandardsForge in addition to SoftwareForge.

The IT Standards will be evaluated by its ability to satisfy the following Measures of Success (MOS) and Performance Criteria (PC):

- Achieve in FY 2011 full implementation of the GIG Technical Guidance-Federation and witness DoD wide community acceptance and use.
- GIG Technical Guidance Federation (GTG-F) and GESP updated and/or produced on schedule along with associated DECC hosting of web enabled repository maintains 95% or greater application availability.
- GTG Federation integrates with the DoD Metadata Registry (MDR) in support of the ASD/Joint Staff J6 system certification process.
- Customer satisfaction for accessing, declaring content and measuring compliance with the GTG-F will be assessed / surveyed.
- Interoperability Enhancement Process for Tactical Data Link family completes final phase and migration of all TDL system implementation data resident in the iSmart database.
- iSmart web enabled content updated on schedule and DECC hosting maintains 95% or greater application availability.
- Interoperability Enhancement Process achieves fully automated and populated database for improved configuration management capability of Tactical Data Link standards.
- Measured reduction in costs associated with the elimination of manual configuration management processes and ability to measure immediate cost impacts to system implementations as TDL standards evolve/change.
- Assessment processes achieve fully automated / virtual review of technical compliance under GTG Federation

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- Measured reduction in costs associated with the processing and analysis of virtual Information Support Plan (ISP) vice JCIDS capabilities documents.
- Fully operational ISP Assessment Module (IAM) completed and applied against Net Ready KPP content declared by PMs.
- IAM improves accuracy and speed (turnaround) of reviews back to PM and measures aggregate level of use/compliance with Enterprise Wide Service Profiles (EWSE) and other systems engineering guidance contained in the GTD.

Performance of UC&C will be evaluated successful production of a UC&C Concept Paper accepted by the DCS PM and the provision of UC&C technical requirements input to the DCS acquisition.

Defense Information System Network:

Primary performance metrics are:

	<u>FY 2009</u>	<u>FY 2010 & FY 2011</u>
Number of circuits transitioned per week.	35 per week Target Average Not Met * (Actual 25 per week)	Planned 30 per week target

** In FY 2009 the program re-engineered the circuit transition process to optimize productivity, achieving a 40% increase in rate of transitions in comparison to FY 2008. Through the use of a performance based contract this revised goal will be met in FY 2010 and FY 2011.*

Quarterly Product Support Reviews for Tech Refresh	Target Met to date (Actual Monthly)	1 per quarter
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Fully reimburse the DWCF for Kosovo planned costs within 98% of planned cost	Target Met to date (Actual 100%)	Target 98% of costs
Ensure network availability of DSCS (Target 99.99%)	Target Met to date (Actual 99.99%)	Planned target 99.99%
Ensure switch systems can support survivable nuclear command and control mission for EPC/SECN (Target 99.99%)	Target Met to date (Actual 99.99%)	Planned target 99.99%

Information Systems Security Program (ISSP)/Information Assurance

The ISSP is developing several key metrics to improve operations and maintenance functions by emphasizing deployment of capabilities, use of capabilities by customers, and reporting on the reduction in overall sustainment costs by utilizing enterprise capability fielding.

The Key Performance Parameters (KPPs), which provide meaningful performance and workload data for the major milestones are maintained by the program for standardization and reporting purposes. The following Metrics satisfy OSD and DISA mandated requirements that are the mission space for the Program Executive Office Mission Assurance.

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OSD GOAL	METRIC	CAPABILITY
To Understand the Battlespace	Number of Next-gen and ECOS consolidated sensors deployed on NIPR (FY 2009 = 0%, FY 2010 = 40%, FY 2011 = 40%)	Situational Awareness
To Understand the Battlespace	Number of Next-gen and ECOS consolidated sensors deployed on SIPR (FY 2009 = 82%, FY 2010 = 95%, FY 2011 = 100%)	Situational Awareness
To Prevent and Delay Attackers from Getting in the GIG	Number of approved DMZ extensions to establish perimeter infrastructure (FY 2009 = 0%, FY 2010 = 100%)	Mission Assurance
To Prevent and Delay Attackers from Getting in the GIG	Percent total DISA owned Aps in approved DMZ extensions (FY 2009 = 30%, FY 2010 = 80%, FY 2011 = 100%)	Mission Assurance
To Prevent and Delay Attackers from Getting in the GIG	Percent total DECC hosted Internet facing Aps in approved DMZ extensions (FY 2009 = 5%, FY 2010 = 50%, FY 2011 = 100%)	Mission Assurance
To Assure Information Sharing	Number of total Cross Domain Flows provided by the enterprise Service (FY 2009 = 60%, FY 2010 = 80%, FY 2011 = 100%)	Cooperative Efforts
To Assure Information Sharing	CDES Service Sites (Target = 5, Actual = 3)	Cooperative Efforts

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To Assure Information Sharing	Percent of CDS connections (into SIPR from lower level networks) that have monitoring for misuse on low and High side (FY 2009 = 5%, FY 2010 = 50%, FY 2011 = 100%)	Cooperative Efforts
To Manage Access	Operate and sustain certificate issuance to satisfy required 99.9% availability at all times.	Identity Management
To Prevent Attackers from Staying in or Acting	Number of Host counts in support of HBSS on NIPRNet (FY 2009 = 0%, FY 2010 = 50%, FY 2011 = 100%)	Protection
To Prevent Attackers from Staying in or Acting	Number of Host counts in support of HBSS on SIPRNet (FY 2009 = 0%, FY 2010 = 50%, FY 2011 = 100%)	Protection

The DMS primary Performance Metrics are:

	<u>FY 2009</u>	<u>FY 2010 & FY 2011</u>
Availability of DMS Backbone & Local Sites:	≥ 99% Target Met	≥ 99% Planned
Directory Accuracy:	≤ 2% of total entries Target Met	2% of total entries planned

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Global Electromagnetic Spectrum Information System (GEMISIS)

	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
HNSDWO			
Users	318	350	350
Host Nations Captured	189	190	190
Availability (%)	99%	99%	99%
Database Record Validations	5	3	3
Training Events	0	2	2
Help Desk Service	8 hrs/5 days a week	8 hrs/5 days a week	8 hrs/5 days a week
Help Desk Trouble Tickets			
Priority 1	45	40	35
Priority 2	120	75	67
Priority 3	232	180	165
Priority 4	75	70	62
CJSMPT			
Users	N/A	370	530
Applications Distributed	N/A	1	2
Data Pushes	N/A	185	210
	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
CJSMPT			
COCOMs/Commands Supported	N/A	7	10

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Training Events	N/A	7	10
Help Desk Service	N/A	8 hrs/5 days a week	8 hrs/5 days a week
Help Desk Trouble Tickets			
Priority 1	N/A	120	171
Priority 2	N/A	225	321
Priority 3	N/A	540	771
Priority 4	N/A	210	300

Defense Spectrum Organization

1. The COCOM Support effectiveness will be measured by the following metrics:
 - a. Average time to deploy
 - b. Number of trained personnel on board
 - c. Number of exercises supported
 - d. Number of weeks spent training CONUS units
 - e. Number of personnel receiving training
 - f. Number of weeks spent training OCONUS countries
 - g. Customer Feedback on quality of service
 - h. Percent of required country studies completed

2. The IO/STO Support effectiveness will be measured by the following metrics:
 - a. Number of manhours utilized supporting COCOMs and JTFs (GPS)
 - b. Number of manhours utilized supporting COCOMs and JTFs (STO)
 - c. Number of ad hoc requests responded to (GPS Analysis)
 - d. Increase/Decrease in analysis from previous year

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3. The JSIR Support effectiveness will be measured by the following metrics:
 - a. Percent of documented JSIRs resolved
 - b. Number of times JSIR database queried
 - d. Availability of JSIR database (24/7/365)
 - e. Number of trained personnel

4. The IO/STO Space Database Support effectiveness will be measured by the following metrics:
 - a. Number users/queries to space database
 - b. Number of satellite launches requiring an update to the space database used by the spectrum community
 - c. Number of payload updates to the space database used by the spectrum community
 - d. Volume of message traffic sent

The SPO will develop and execute realistic allocation/reallocation strategies to ensure balanced utilization of spectrum among national security, public safety, and national economic opportunities. In addition, the SPO will propose actions necessary to enhance the DoD global access to the spectrum for future use, and position the DoD to respond to international spectrum management issues. The following measures will be used.

DSMA: The FY10 measure will be the percent of DSMA Artifacts that are DoDAF V2.0 Compliant. In FY11, the following metrics will be used:

- The number of Artifacts used by the DoD agencies and DoD Contractors (e.g., measured by tracking downloads from DARS, requests, etc.)
- The percentage of the DoD spectrum-related programs using DSMA
- Gauge of usefulness based on user feedback

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Spectrum Requirements Generation: The proposed ontology will be evaluated based on the following metrics:

- User feedback addressing usefulness of the reports
- Percentage of spectrum management databases incorporating proposed ontology
- Percentage of proposed data elements incorporated into the Military Communications-Electronics Board Pub 8.

DoD Electromagnetic Spectrum Management Strategic Plan: The measure of performance will be an assessment of customer (ASD/NII, MILDEPs, Joint Staff, Agencies) feedback regarding the timeliness, clarity, and relevance (i.e., usefulness) of the Strategic Plan.

Spectrum Policy Initiative for the 21st Century: The measure of performance will be the percentage of DoD positions (on spectrum reform) successfully formulated, coordinated, and adopted at the national level. Specific deliverables for FY 2010 and FY 2011 (the Biennial DoD SSP and Annual DoD PSPI Progress / Summary report to the NTIA) will be measured using an assessment of customer (ASD/NII) feedback regarding the timeliness, clarity, and relevance (i.e., usefulness).

DoD Legislative Support: The measure of performance will be an assessment of customer (ASD/NII) feedback regarding the timeliness, clarity, and relevance (i.e., usefulness) of the DSO proposed response to legislative inquiries.

WRC/NATO/CCEB Support: The measure of performance will be the percentage of the DoD positions successfully formulated, coordinated, and adopted at the national and international levels.

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Satellite Coordination: The measure of performance will be:

- Number of analyses of foreign satellite-related proposals completed vs. number of analyses requested.
- Percentage of successful negotiations (defined as upholding the DoD position) whether the negotiations are via correspondence or bilateral international meetings.

Global Command and Control System - Joint (GCCS-J)

	<u>FY 2009</u>	<u>FY 2010 & FY 2011</u>	
GCCS-J	FY 2009 (Results)	FY 2010 (Estimated)	FY 2011 (Estimated)
Effectively communicate with external command and control systems	Global 4.2, JOPES 4.2, and SORTS 4.2 successfully completed testing with a 100% of all current and new system interfaces.	100% successful test of new critical system interfaces, as well as continued 100% successful test of current system interfaces.	TBD

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GCCS-J	FY 2009 (Results)	FY 2010 (Estimated)	FY 2011 (Estimated)
Fuse select C2 capabilities into a comprehensive, interoperable system eliminating the need for inflexible, duplicative, stovepipe C2 systems	Global v4.1.1 was fielded at 36 sites, 35 of which were critical.	GCCS-J post Block V will focus on planned migration to Net-centric Joint C2 capabilities in coordination with Enterprise Services (NCES). Web-enabled apps to support ubiquitous clients	TBD
The availability of the GCCS-J Strategic Server Enclaves enable enhanced capabilities to the user community	Global 4.1.1.1 is an emergent release to field fixes to global 4.1.1. It includes I3 and infrastructure fixes to issues identified during fielding and testing.	A release of post Block V and emerging warfighter requirements to GCCS-J Strategic Server Enclaves in FY10.	TBD

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Net-Enabled Command Capability (NECC)

NECC primary performance metrics are:

	<u>FY 2009</u>	<u>FY 2010</u>
Cost Performance Index (CPI) (for each CM)	1.0 target (Actuals vary by CM)	
Schedule Performance Index (SPI) (for each CM)	1.0 target (Actuals vary by CM)	

In FY 2009, NECC collected metrics and Earned Value (EV) information, per the program's Cost Control Plan (CCP). The information was collected for the development of the 14 CMs and will be used to inform the future cost estimates for C2 capabilities. In FY 2010, data collection will continue for capabilities being developed under the GCCS-J program.

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

				Change	
	FY 2009	FY 2010	FY 2011	FY 2009/ FY 2010	FY 2010/ FY 2011
V. Personnel Summary					
<u>Active Military End Strength</u>	1,456	1,451	1,451	-5	0
(E/S) (Total)					
Officer	340	334	335	-6	+1
Enlisted	1,116	1,117	1,116	+1	-1
<u>Reserve Drill Strength (E/S)</u>	103	103	103	0	0
(Total)					
Officer	61	61	61	0	0
Enlisted	42	42	42	0	0
Civilian End Strength (Total)	2,413	2,712	2,636	+299	-76
U.S. Direct Hire	2,408	2,707	2,631	+299	-76
Foreign National Direct Hire	-	-	-	-	-
Total Direct Hire	2,408	2,707	2,631	+299	-76
Foreign National Indirect Hire	5	5	5	0	0
Memo: Reimbursable Civilians Included	100	108	94	+8	-14
<u>Active Military Avg Strength</u>					
(Total)	1,456	1,451	1,451	-5	0
Officer	340	334	335	-6	+1
Enlisted	1,116	1,117	1,116	+1	-1
<u>Reserve Drill Avg Strength</u>	103	103	103	0	0
(A/S) (Total)					
Officer	61	61	61	0	0
Enlisted	42	42	42	0	0
	2,382	2,679	2,617	+297	-62

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

	FY 2009	FY 2010	FY 2011	Change	
				FY 2009/ FY 2010	FY 2010/ FY 2011
V. Personnel Summary					
Civilian FTEs (Total)					
U.S. Direct Hire	2,377	2,674	2,612	+297	-62
Foreign National Direct Hire	-	-	-	-	-
Total Direct Hire	2,377	2,674	2,612	+297	-62
Foreign National Indirect Hire	5	5	5	0	0
Memo: Reimbursable Civilians Included	85	93	93	+8	0
Outyear Summary:					
Military End Strength	1,456	1,451	1,451	-5	0
Reserve Drill End Strength	103	103	103	0	0
Reservists on Full Time Active Duty (E/S)	0	0	0	0	0
Civilian FTEs (Military Technician)	2,382	2,679	2,617	+297	-62
(Reimbursable Civilians)	0	0	0	0	0
	85	93	93	+8	0
Average Annual Civilian Salary (\$)	98,681	103,560	107,429	+4,879	+3,869

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

	FY 2009	FY 2009/ FY 2010		FY 2010	FY 2010/ FY 2011		FY 2011	
	<u>Actuals</u>	<u>Price</u>	<u>Program</u>	<u>Program</u>	<u>Price</u>	<u>Program</u>	<u>Program</u>	
<u>CIVILIAN PERSONNEL COMPENSATION</u>								
101	Executive, General and Special Schedules	235,284	5,823	20,261	261,368	4,060	(5,007)	260,421
101	Benefits for Current Employees	62,324	1,543	11,021	74,888	1,163	(7,825)	68,226
103	Wage Board	-	-	-	-	-	-	-
106	Benefits to Former Employees	38	-	(38)	-	-	-	-
107	Voluntary Separation Incentive Pay	-	-	-	-	-	-	-
111	Disability Compensation	-	-	920	920	-	513	1,433
112	Mass Transportation	-	-	-	-	-	-	-
121	Permanent Change of Station (PCS)	-	-	-	-	-	-	-
199	Total Civilian Personnel Compensation	297,646	7,366	32,164	337,176	5,223	(12,319)	330,080
<u>TRAVEL</u>								
308	Travel of Persons	28,499	313	13,228	42,040	589	(2,640)	39,989
399	Total Travel	28,499	313	13,228	42,040	589	(2,640)	39,989
<u>OTHER FUND PURCHASES (EXCLUDE TRANSPORTATION)</u>								

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

				Change				
V. Personnel Summary		FY 2009	FY 2010	FY 2011	FY 2009/ FY 2010	FY 2010/ FY 2011		
671	Communications Services (DWCF) Tier 2	-	-	-	-	-	-	-
672	Pentagon Reservation Maintenance	15,486	(641)	1,121	15,966	(3,238)	524	13,252
673	Defense Finance and Accounting Services (DFAS)	6,743	(13)	(4,001)	2,729	11	3,071	5,811
677	Communications Services (DWCF) Tier 1	13,587	109	(238)	13,458	1,427	(2,305)	12,580
679	Cost Reimbursable Purchases	-	-	-	-	-	-	-
699	Total Purchases	35,816	(545)	(3,118)	32,153	(1,800)	1,290	31,643
 <u>TRANSPORTATION</u>				-				-
771	Commercial Transportation	1,563	17	1,553	3,133	44	(10)	3,167
799	Total Transportation	1,563	17	1,553	3,133	44	(10)	3,167
 <u>OTHER PURCHASES</u>								
912	Rental Payments to GSA Leases (SLUC)	8,486	212	8,432	17,130	240	(5,942)	11,428
913	Purchased Utilities (non-Fund)	4,296	47	47	4,390	61	5,454	9,905
914	Purchased Communications (Non-Fund)	40,639	447	(16,020)	25,066	351	(112)	25,305
915	Rents (Non-GSA)	1,240	14	(1,089)	165	2	1	168
917	Postal Services (U.S.P.S.)	174	-	47	221	-	5	226
920	Supplies & Materials (Non-Fund)	9,989	110	(1,874)	8,225	115	469	8,809
921	Printing & Reproduction	345	4	(44)	305	4	9	318
922	Equipment Maintenance by Contract	739,227	8,131	(67,815)	679,543	9,514	78,200	767,257
923	Facility Sustainment, Restoration, and Modernization by Contract	14,158	156	(1,862)	12,452	174	5,928	18,554
					-			-

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

V. Personnel Summary		FY 2009	FY 2010	FY 2011	Change			
					FY 2009/ FY 2010	FY 2010/ FY 2011		
925	Equipment Purchases (Non-Fund)	42,163	464	(4,811)	37,816	529	(7,677)	30,668
931	Contract Consultants	234	3	553	790	11	31	832
932	Management & Professional Support Services	3,616	40	(3,581)	75	1	9	85
933	Studies, Analysis, & Evaluations	-		112	112	2	(11)	103
934	Engineering & Technical Services	753	8	59	820	11	35	866
937	Locally Purchased Fuel (Non-Fund)	9	3	(12)	-	-	-	-
987	Other Intra-government Purchases	35,677	392	(7,483)	28,586	400	9,406	38,392
988	Grants	101	1	(62)	40	1	(1)	40
989	Other Contracts	98,817	1,087	(43,551)	56,353	789	8,966	66,108
998	Other Costs	1,646	18	(1,301)	363	5	139	507
999	Total Other Purchases	1,001,570	11,137	(140,255)	872,452	12,210	94,909	979,571
	<u>TOTAL</u>	1,365,094	18,288	(96,428)	1,286,954	16,266	81,230	1,384,450

* The FY 2009 Actual column includes \$31,100 thousand of FY 2009 Bridge Funding Appropriations (PL 110-252); \$119,205 thousand of FY 2009 Supplemental Appropriations Act funding (PL 111-32); and includes \$2,247 thousand of No-Year Spectrum Relocation funds.

** The FY 2010 Estimate column excludes \$245,117 thousand requested in the FY 2010 Defense-Wide Overseas Contingency Operations Budget Request

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

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

	<u>FY 2009</u> <u>Actuals</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2010</u> <u>Estimate</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2011</u> <u>Estimate</u>
DLA	394,222	4,692	-22,138	376,776	5,328	65,939	448,043

* The FY 2009 Actual column includes \$34,000 thousand of FY 2009 Bridge Funding Appropriations (PL 110-252); and \$0.0 thousand of FY 2009 Supplemental Appropriations Act funding (PL 111-32).

* The FY 2010 Estimate column excludes \$0.0 thousand requested in the FY 2010 Defense-Wide Overseas Contingency Operations Budget Request.

I. Description of Operations Financed:

The Defense Logistics Agency (DLA) continues to execute the plan to improve the oversight of contractor services, acquire those services more effectively, and appropriately in-source contractor services to achieve efficiencies. The DLA is primarily a Defense Working Capital Fund (DWCF) activity, so the majority of the in-sourcing contractor services will be reflected in the DWCF budget presentation. The DLA Operation and Maintenance (O&M) appropriation is approximately 2% of the overall DLA budget.

Budget Activity (BA) 2 Mobilization Warstoppers: The DLA Operation and Maintenance (O&M) appropriation finances Warstoppers, because preparedness measures must be taken for certain supply items, and critical industrial capability must be preserved to support the Department's readiness and sustainment requirements.

Budget Activity (BA) 4 Administration and Service-Wide Activities: The DLA O&M appropriation finances contracts, supplies, equipment maintenance, communications, salaries, awards, personnel, benefits, travel, per diem, and training for two activities:

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

Narrative Explanation of Changes: The FY 2011 program change is primarily attributable to an increase of \$61.0 million in Facilities Sustainment funding (FY 2010 of \$86.2M, FY 2011 of \$148.8M). The funds for Facilities Sustainment are for long overdue repair and maintenance projects. O&M funds will be used to finance urgently needed life, safety, and health projects.

Other Logistics Services (OLS) (FY 2011: \$391.5 million) includes programs associated with the DLA logistics mission as well as Departmental programs. The DLA is either the executive agent responsible for program oversight and policy guidance or the budget administrator responsible for supporting these programs, described in the paragraphs that follow:

1. Unemployment Compensation
2. Price Comparability
3. Morale, Welfare and Recreation (MWR)
4. Continuing Health
5. Counter-Drug Activities
6. Contingency Operations
7. Disability Compensation
8. Procurement Technical Assistance Program (PTAP)
9. Inventory Management, Catalog Production & Distribution of Maps
10. Logistics Transformation

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11. Homeless Blankets
12. Defense Finance and Accounting Service (DFAS)
13. Government Industry Data Exchange Program (GIDEP)
14. Small Business Administration Support
15. Mobilization Warstoppers
16. Facilities Sustainment
17. Defense Critical Infrastructure Program (CIP)
18. Pentagon Tenant Rent
19. Base Support
20. Department of Justice (DOJ) Litigation Support
21. NSPS Conversion
22. Agile Transportation USTRANSCOM
23. Managerial Support
24. Defense Environmental Restoration Account

1. Unemployment Compensation: (FY 2011: \$12.3 million) The DLA pays the Unemployment Compensation for all Defense Agencies.
2. Price Comparability (FY 2011: \$87.4 million) supports military unique (DoD-mandated) tasks, such as readiness support, that a commercial distribution company would not experience. The DLA prices are comparable to private-sector prices without these costs. For example, a commercial operation would either dispose of inventory demanded only in wartime (War Reserve Materiel) or charge the customer for the costs of retaining this inventory. By funding the cost of retaining this inventory outside customer prices, the DLA can reduce the materiel surcharge (Cost Recovery Rate) to achieve more comparable pricing. The Price Comparability baseline includes peacetime contingency planning and Command and Control Center costs, and the Department's hazardous and ozone depleting substances programs.

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3. Morale, Welfare and Recreation (MWR): (FY 2011: \$17.7 million) The MWR programs exists to support the DLA military, civilians, military retirees and their families by providing support and leisure services. Included are family programs, child and youth programs, recreation and sports programs, and leisure activities. The MWR contributes to the workforce's strength and readiness by offering services that reduce stress and promote self-confidence and foster strong esprit de corps. Funding is based on cost estimates for operating the DLA MWR activities.
4. Continuing Health (FY 2011: \$.2 million) provides coverage for the DLA employees affected by reductions-in-force and BRAC.
5. Counter-Drug Activities funding is for approved counter narcotics projects, mandated drug testing, and drug abuse education. This program funding is budgeted at the Department level with the DLA reimbursement in the year of execution.
6. Contingency Operations (FY 2011: \$.1 million) funding covers Agency costs incurred in support of Bosnia and Kosovo.
7. Disability Compensation (FY 2011: \$.8 million) funding is required for disability compensation for the Clothing Factory (DSCP) closed by BRAC 1993.
8. Procurement Technical Assistance Program (PTAP) (FY 2011: \$24.5 million) 10 USC 2412 Chapter 142 authorizes the Secretary of Defense, acting through the Director, DLA, to enter into cost sharing cooperative agreements with state and local governments, nonprofit organizations, Indian tribal organization and Indian economic enterprises to establish and conduct procurement technical assistance programs. The purpose of the program is to enhance the industrial base, improve local economies and generate employment by assisting with access to defense contracts. Activities include helping business firms market their goods and/or services to DoD, other Federal

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agencies and state and local governments. Under the PTAP statute, DLA can match up to \$.3 million for regionally (less than state wide) eligible entity and \$.6 million for eligible entities providing assistance on a statewide basis per fiscal year.

9. Inventory Management, Catalog Production & Distribution of Maps (FY 2011: \$31.4 million) The DLA serves as the DoD Integrated Materiel Manager and Distributor of approximately 70,000 map items that transferred from the National Geospatial-Intelligence Agency (NGA). The DLA provides a unified world-wide tailored distribution system for all geospatial products; which are no longer strictly hard copy map products and includes a wide variety of classified and unclassified hydrographic, topographic, aeronautical and digital maps, charts and various publications required to support the warfighter.
10. Logistics Transformation (FY 2011: \$8.5 million) Studies specific initiatives that offer potential DoD transformation from the current "mass model" logistics structure into world-class integrated supply chains focused on warfighter needs. Initiatives compliment ongoing reengineering efforts with the Services, consistent with the Logistics Functional Requirements and Joint Vision 2010. Funds will support:
- Provide analysis of operational logistics and focused logistics capabilities to support continuous review and development of the DoD Logistics Transformation Strategy and the Focused Logistics Roadmap;
 - Support the BRAC Industrial Joint Cross Service Group Deliberations and Analytical Requirements;
 - Accelerate implementation of performance based logistics:
 1. Assess commercial benchmarks relative to application on DoD weapon system performance targets.
 2. Establish "customer-facing" metrics such as delivery performance time, definite delivery, and perfect order fulfillment.
 - Establish "internal efficiency" metrics such as inventory days of supply.

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- Identify and understand DoD Field-level Maintenance Costs;
- Ensure synchronization of the various enterprise integration programs under way within the Services and Agencies;
- Provide DoD supply chain metrics and analyses that support Secretary of Defense objectives to improve readiness, decrease support costs, and reform DoD processes and organizations;
- Provide Material Readiness Strategic Roadmap and Maintenance Transformation;
- Implement a modern integrated supply chain by incorporating new innovations and best practices into DoD supply chain policies and processes;
- Coordinate the information technology requirements and functional capability within Deputy Under Secretary of Defense (Logistics and Materiel Readiness) (DUSD(L&MR)) activity; and
- Establish a formal integration and qualification structure to accelerate performance-based logistics initiatives within the Services and Agencies.

These tasks accelerate the transition and transformation of the Department's logistics capabilities. They enable DoD to move toward the objective of transforming DoD logistics capabilities to support joint forces by conducting distributed adaptive operations and integrating logistics capabilities from source of supply or service to point of effect across Services and Defense Agencies. They support the management goals of achieving credibility and effectiveness in acquisition and logistics and using technologies to create future capabilities, systems, and strategies. They support the Secretary's objectives of improving readiness, decreasing support costs, and reforming DoD processes and organizations.

11. Homeless Blankets (FY 2011: \$3.6 million) The Stewart B. McKinley Homeless Assistance Act of 1987 requires the DLA to provide blankets to qualified US 501(C)3

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organizations working with the homeless. Homeless shelters request blankets, which are issued on a first-come, first-served basis up to the amount of funding.

12. Defense Finance and Accounting Service (DFAS) (FY 2011: \$1.9 million) The DFAS requires reimbursement for accounting services provided to the activities and programs reflected in Other Logistics Services, Other Logistics Programs, and Warstoppers.
13. Government Industry Data Exchange Program (GIDEP): (FY 2011: \$3.5 million) The GIDEP's mission is to foster and facilitate the exchange of technical information between government agencies and industry to increase systems safety, reliability, and readiness while reducing systems development, production, and ownership costs. Member agencies include the DoD, Army, Navy and Marine Corps, Air Force, the Department of Energy, and the National Air and Space Administration. Information exchanged has been focused on failure experience, obsolescence management, product change, engineering, reliability/maintainability, and metrology. GIDEP members provide information to the GIDEP database through a web interface and/or through custom reports. GIDEP has been designated by OMB Policy Letter 91-3 as the provider of the government's central database for receiving and disseminating information about nonconforming products and materials (including suspected counterfeits) and by DOD as the Diminishing Manufacturing Sources and Material Shortages (DMSMS) centralized database for sharing DMSMS information among DOD and Industry groups. Supporting a community of approximately 2,000 organizations represented by 6,000 users, GIDEP has reported approximately \$2 billion to date in savings and cost avoidance through the use of this information exchange. This program was realigned from the Navy to the Defense Standardization Program Office (DSPO) in FY 2008.
14. Small Business Administration Support (FY 2011: \$.2 million) This funding pays the costs to certify firms that claim disadvantage business status.

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15. Mobilization Warstoppers: (FY 2011: \$48.4 million) Funding for Warstoppers recognizes that the Department must take extra preparedness measures for certain supply items, and that critical industrial capabilities must be preserved to support the Department's readiness and sustainment requirements. This concept applies to items such as chemical protective suits, nerve agent antidote auto-injectors, meals-ready-to eat, and tray pack assemblies. Peacetime demand for these items is inadequate to sustain an industrial base sufficient for readiness and mobilization. The DLA uses a rigorous business case evaluation to obtain a return on investment that maximizes warfighter benefits. These efforts do not fall within the customer-focused purview of the Defense Working Capital Fund (DWCF). The Warstoppers program is the single Agency program for the preservation of essential production capability. It provides the means to invest in improving industry responsiveness, typically without purchasing finished goods inventory. It includes the funding of Industrial Preparedness Measures (IPMs) that support the "surge" of go-to-war material to increase supply availability of DLA procured items and provides for War Reserve Material (WRM) offsets items as directed in Defense planning documents. The most recent return on investment (ROI) analysis for the program indicates that from 1993 through 2007, the Warstopper program has offset over \$3.4 billion in WRM and maintains a healthy ROI of 7.2:1.
16. Facilities Sustainment (FY 2011: \$148.8 million) provides for maintenance and repair activities to keep facilities in good working order. This includes major repairs or replacement such as, the roof, refinishing wall surfaces, heating and cooling systems, tile and carpeting, etc. This funding includes regularly scheduled minor repairs, adjustments, inspections, preventative maintenance tasks, and emergency responses. Costs for certain types of restoration, modernization, and environmental compliance are funded elsewhere. The FY 2010 funding for this program is \$86.182M.

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17. Defense Critical Infrastructure Program (DCIP) (FY 2011: \$1.2 million) The DCIP supports DoD-wide risk management decisions by responsible authorities to execute the DoD mission-essential functions and primary mission essential functions in support of national essential functions under all circumstances. Defense Logistics Infrastructure Sector Lead Agent funding was realigned from ASD (Homeland Defense & Americas Security Affairs) in FY 2009 to the DLA. This allows Logistics DCIP program management to take place closer to the execution source. The DLA facilitates the identification, assessment, and risk management of DoD-wide logistics critical assets. This information is shared with the CoCOMS, Services, and other Defense Agencies via a DCIP shared data environment for integrated, DoD-wide DCIP risk management. This enables the prioritization of scarce Component resources for remediation of infrastructure vulnerabilities, mitigation of impact of incidents upon infrastructure, and reconstitution of DoD infrastructure capabilities by allowing resources to be applied to Defense Critical Infrastructure assets essential to project, support, and sustain military forces and operations.
18. Pentagon Tenant Rent (FY 2011: \$.0 million) Base tenant rent was realigned by the Pentagon Occupancy Space Allocation Study for staff in the Pentagon Reservation. There is no O&M budget request for this program in FY 2011.
19. Base Support (FY 2011: \$.0 million) Supports the requirements for Agency's Public Works Department base support services and was realigned to the DLA Working Capital Fund in FY 2010. There is no O&M budget request for this program in FY 2011.
20. Department of Justice (DOJ) Litigation Support (FY 2011: \$.0 million) Funds the DLA environmental litigation support to the DOJ. There is no budget request for this program in FY 2011.
21. NSPS Conversion (FY 2011: \$.248 million) Funds the conversion to general schedule.

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22. Agile Transportation (AT) USTRANSCOM (FY 2011: .75 million) Funding to support USTRANSCOM for the Geographic Combatant Commanders (GCCs) automated capability to (1) manage transportation planning and execution processes for cargo and passenger movement within their respective theaters of operation or (2) match global movement requirements against available lift assets to produce an optimized transportation schedule that meets delivery requirements. AT21 Increment 3 Theater Capability will provide continuous visibility, collaboration, automated processes, alerts and an exception management capability supporting transportation planning and execution for theater force and sustainment movements. When fully implemented, it will provide opportunities to streamline cargo movement by optimizing capacity and provide complete visibility by synchronizing theater movements with strategic movements. USTRANSCOM Transportation Working Capital Funds (TWCF) is being utilized for strategic level process improvement, business process management and optimization. TWCF funds are not authorized for development activities supporting theater operations, so appropriated fund sources will support this effort. O&M funds will be used in support of the following activities: server operations and technical support in a Defense Information Systems Agency (DISA) Defense Enterprise Computing Center (DECC) environment; and (2) functional process analysis, process mapping and process standardization.
23. Managerial Support (FY 2011: \$.04 million) Funding supports and pays for various activities like confidential investigations
24. Defense Environmental Restoration Account (DERA): The DERA, established by Congress in FY 1984, funds environmental programs for Installation Restoration Projects (IRPs) at DoD sites. These resources are used for achieving and maintaining compliance with the Resource Conservation and Recovery Act, the Comprehensive Environmental Response, Compensation and Liability Act, the Superfund Amendment and Reauthorization Act of 1986, and the National Contingency Plan. The Defense

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Environmental Restoration Program (DERP) provides centralized management for the cleanup of DoD hazardous waste sites and is supported by funding in the DERA. The DLA implements the DoD DERP program through the IRP that includes a comprehensive program to identify, investigate and clean up contamination from hazardous substances, pollutants, and contaminants at active DLA sites as well as formerly-owned or used properties and Potentially Responsible Party sites (third-party sites) where the DLA is named as a responsible party. This program funding is budgeted at the Department level with the DLA reimbursement in the year of execution.

Other Logistics Programs (OLP) (FY 2011: \$56.5 million and 161 FTEs) are multiple program offices for which the DLA is either the executive agent or the budget administrator. Personnel (FTEs) work exclusively on the respective programs. The O&M appropriation funds the contracts, supplies, equipment maintenance, communications, salaries, awards, personnel benefits, travel, per diem, and training in support of these programs. The Activity Group, described below, includes:

1. The DLA Program Direction
 - 1.1. Automatic Identification Technology (AIT)
 - 1.2. Law Enforcement Support Office (LESO)
2. The OSD Program Direction With Administrative Support From the DLA
 - 2.1. Defense Property Accountability System (DPAS)
 - 2.2. Defense Microelectronics Activity (DMEA)
 - 2.3. Business Process Reengineering Center (BPRC)
 - 2.4. Continuity of Operations Program (COOP)
 - 2.5. DoD Classified Program
 - 2.6. Defense Standardization Program Office (DSPO)
 - 2.7. Joint Contingency Acquisition Support Office (JCASO)
 - 2.8. Joint Purchase Card Program Office (JPCPO)

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1.1 Automatic Identification Technology (AIT) (FY 2011: \$2.6 million) The AIT is a suite of technologies (e.g., bar codes, smart cards, satellite tracking systems, and RFID tags) used to capture, aggregate, and transfer data automatically to the Automated Information Systems (AIS). The use of AIT with AIS provides timely visibility of logistics assets, whether in-process, in-storage, or in-transit. Current DoD policy requires the use of active (high capacity) RFID tags to mark certain consolidated shipments and passive RFID tags for the case, pallet, and item packaging for unique identification items.

1.2 Law Enforcement Support Office (LESO) (FY 2011: \$1.8 million and 14 FTEs) The LESO administers the transfer of excess DoD personal property suitable for use by other Federal and State agencies in law enforcement activities, including counter-drug and counter terrorism activities under Section 1033 of the FY 1997 National Defense Authorization Act. In FY 2004, the Department transferred Drug Interdiction and Counterdrug Activities, Defense, funding for LESO to DLA.

2.1 Defense Property Accountability System (DPAS) (FY 2011: \$10.1 million and 7 FTEs) The DPAS is used by nearly every Component in DoD, supporting over 6,500 users accountable for nearly 7 million assets valued at over \$52 billion. The DPAS is a critical financial feeder system, and provides capital asset values (acquisition value minus accumulated depreciation) that are reported on Component financial statements for personal, military, heritage, and real property accounts. The system is web-enabled and is continually upgraded to comply with the latest business transformation initiatives. The Under Secretary of Defense Acquisition, Technology and Logistics (OUSD(AT&L)) provides program management oversight.

2.2 Defense Microelectronics Activity (DMEA) In FY 2010, the DMEA O&M funding transferred to DLA's Research, Development, Test and Evaluation.

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2.3 Business Process Reengineering Center (BPRC) (FY 2011: \$1.8 million, 14 direct-funded FTEs and 3 reimbursable FTEs) The BPRC is a Center focused on a management analysis discipline that redesigns processes, organizations, and the culture of DoD activities through functional leaders who apply improvement tools and techniques. The Business Process Reengineering (BPR) technique approach of redesign can be radical or incremental to achieve dramatic improvements. The BPR achieves results by analyzing processes through a cross-functional, integrated analysis of multiple activities or functions. The BPR, chartered to support the Under Secretary of Defense Acquisition, Technology and Logistics (USD (AT&L)), includes services to carry out activities such as:

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

2.4 Continuity of Operations (COOP) (FY 2011: \$27.1 million, 50 direct-funded FTEs and 22 reimbursable FTEs), The COOP is under the staff cognizance and oversight of the Office of the Secretary of Defense and was transferred to the DLA in FY 1994. In accordance with DoD Directive 5111.1, Defense Continuity & Crisis Management (DCCM) was established to consolidate continuity-related policy and oversight activities within DoD in order to ensure the Secretary of Defense can perform his mission essential functions under all circumstances. DCCM provides for the Secretary of Defense policy, plans, crisis management, and oversight of Department of Defense continuity related program activities. The DCCM's primary mission is to support the continued execution of the Department's mission essential functions across the full spectrum of threats. The threats range from

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

2.5 DoD Classified Program (FY 2011: \$1.4 million, 9 direct-funded FTEs and 5 reimbursable FTEs) This program was transferred to the DLA in FY 2001.

2.6 Defense Standardization Program Office (DSPO) (FY 2011: \$4.8 million and 12 FTEs) The DSPO was transferred from the OUSD(AT&L) to DLA in FY 1999. The Defense Standardization Program (DSP) is authorized by Sections 2451-2452 of Title 10, United States Code, and the DoDI 4120.24, which implements the DSP in the DoD. The DSPO is the Executive Agent responsible for developing DoD policy and procedures for the DSP, to include the development and use of military specifications and standards; DoD adoption of non-Government standards; Diminishing Manufacturing Sources and Material Shortages; Government-Industry Data Exchange Program; and a variety of related issues. The DSPO represents the Department to DoD communities, other Federal agencies, and the private sector by providing tools, training, and outreach with material standardization products and services that enhance and facilitate understanding, communication, and coordination to improve interoperability and logistics readiness and reduce total ownership costs. DSPO also represents the United States on NATO materiel standardization policy committees.

2.7 Joint Contingency Acquisition Support Office (JCASO) (FY 2011: \$5.3 million and 25 FTEs) JCASO was established in recognition of 2007 NDAA, Section 854, direction to DoD to develop joint policies that provide for a "preplanned organizational approach to program management" for deployed forces. JCASO advances acquisition management of Operational Contract Support (OCS) for planning, exercises and training; when requested by a Combatant Commander during contingencies, JCASO deploys as an enabling joint staff organization to augment the Combatant Commander staff for OCS support. Typical OCS tasks conducted by JCASO:

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- Enforce Combatant Commanders' intent and acting in boards, centers and calls.
- Provide the Combatant Commander with acquisition guidance to multiple components; coalition forces and the whole of Government.
- Maximize efficiencies, minimize costs, enhance support and reduce competition for resources during contingencies in the Joint Operating Area.
- Provide a deployable capability for Combatant Commands to employ when desired.

There is an increase of civilian personnel and salaries for the Joint Contingency Acquisition Support Office from in-sourcing positions currently held by contractor personnel in the COCOMs to provide Combatant Commands a staff element at the operational level for contingency acquisition oversight.

2.8 Joint Purchase Card Program Office (JPCPO) (FY 2011: \$1.6 million) The PCPO function is being realigned from the Army to DLA in FY 2010, to minimize purchase card related fraud, waste, and abuse and enable the transition to a procurement portfolio e-business environment. The OUSD(AT&L) provides program management oversight.

II. Force Structure Summary: N/A

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III. Financial Summary (\$ in thousands)

	FY 2010						
	FY 2009 <u>Actuals</u>	Budget <u>Request</u>	<u>Congressional Action</u>		<u>Appropriated</u>	Current <u>Estimate</u>	FY 2011 <u>Estimate</u>
			<u>Amount</u>	<u>Percent</u>			
A. <u>BA Subactivities</u>							
1. Operational Forces	-	-	-	-	-	-	-
2. Mobilization (Warstoppers)	42,438	47,114	-200	-0.4	46,914	46,914	48,414
3. Training	-	-	-	-	-	-	-
4. Administration and Service-Wide Activities							
Other Logistics Services							
Unemployment Compensation	12,053	12,135	-20	-0.2	12,115	12,115	12,297
Price Comparability	79,231	81,819	-340	-0.4	81,479	81,479	87,407
Morale, Welfare & Recreation (MWR)	13,392	15,270	-64	-0.4	15,206	15,206	17,739
Continuing Health	36	476	-1	-0.2	475	475	149
Counter Drug Activities	406	-	-	-	-	-	-
Contingency Operations	2	513	-2	-0.4	511	511	100
Disability Compensation	806	804	-1	-0.2	803	803	809
Procurement Technical Assistance Program (PTAP)	29,725	20,732	8,912	43.0	29,644	29,644	24,459
Inventory Management, Catalog Production & Distribution of Maps	29,631	30,839	-130	-0.4	30,709	30,709	31,365
Logistics Transformation	13,058	8,359	-35	-0.4	8,324	8,324	8,520
Homeless Blankets	2,053	3,556	-15	-0.4	3,541	3,541	3,624
Defense Finance & Accounting Service (DFAS)	1,752	2,220	-4	-0.2	2,216	2,216	1,923

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III. Financial Summary (\$ in thousands)

	FY 2010						
	FY 2009 <u>Actuals</u>	Budget <u>Request</u>	<u>Congressional Action</u>		<u>Appropriated</u>	<u>Current Estimate</u>	FY 2011 <u>Estimate</u>
			<u>Amount</u>	<u>Percent</u>			
A. <u>BA Subactivities</u>							
Government Industry Data Exchange Program (GIDEP)	3,225	3,445	-14	-0.4	3,431	3,431	3,480
Small Business Administration Support	-	161	-	-	161	161	165
Base Support	493	-	-	-	-	-	-
Supplemental Funds	34,000	-	-	-	-	-	-
Facilities Sustainment	49,387	123,131	-36,949	-30.0	86,182	86,182	148,848
Defense Critical Infrastructure Program Logistics Lead Agent	1,129	1,252	-6	-0.5	1,246	1,246	1,192
Pentagon Tenants' Rent	12	328	-	-	328	328	-
Department of Justice (DOJ) Litigation Support	250	-	-	-	-	-	-
NSPS Conversion	-	-	-	-	-	-	248
Agile Transportation USTRANSCOM	-	-	-	-	-	-	750
Managerial Support	26	41	-	-	41	41	42
Defense Environmental Restoration Account	8,000	-	-	-	-	-	-
Total Other Logistics Services	278,667	305,081	-28,669	-9.4	276,412	276,412	343,117
Other Logistics Programs							
Automatic Identification Technology	2,771	2,710	-11	-0.4	2,699	2,699	2,658
Defense Property Accountability System	11,740	10,006	-42	-0.4	9,964	9,964	10,110
Defense Microelectronics Activity	15,096	-	-	-	-	-	-

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III. Financial Summary (\$ in thousands)

	FY 2010						
	FY 2009 <u>Actuals</u>	Budget <u>Request</u>	<u>Congressional Action</u>		<u>Appropriated</u>	<u>Current Estimate</u>	FY 2011 <u>Estimate</u>
			<u>Amount</u>	<u>Percent</u>			
A. BA Subactivities							
Business Process Reengineering Center	1,775	1,812	-	-	1,812	1,812	1,853
Defense Standardization Program Office	4,905	4,694	-20	-0.4	4,674	4,674	4,763
Continuity of Operations	34,206	26,726	-128	-0.5	26,598	26,598	27,073
Law Enforcement Support Office	1,250	1,745	-7	-0.4	1,738	1,738	1,765
DoD Classified Program	1,375	1,385	-	-	1,385	1,385	1,422
Joint Contingency Acquisition Support Office	-	3,000	-13	-0.4	2,987	2,987	5,279
Joint Purchase Card Program Office	-	1,600	-7	-0.4	1,593	1,593	1,589
Total Other Logistics Program	73,118	53,678	-228	-0.4	53,450	53,450	56,512
Total	394,222	405,873	-29,097	-7.2	376,776	376,776	448,043

* The FY 2009 Actual column includes \$34,000 thousand of FY 2009 Bridge Funding Appropriations (PL 110-252); and \$0.0 thousand of FY 2009 Supplemental Appropriations Act funding (PL 111-32).

* The FY 2010 Estimate column excludes \$0.0 thousand requested in the FY 2010 Defense-Wide Overseas Contingency Operations Budget Request.

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III. Financial Summary (\$ in thousands)

<u>B. Reconciliation Summary</u>	<u>Change</u> <u>FY 2010/FY 2010</u>	<u>Change</u> <u>FY 2010/FY 2011</u>
Baseline Funding	405,873	376,776
Congressional Adjustments (Distributed)	-28,419	
Congressional Adjustments (Undistributed)	-	
Adjustments to Meet Congressional Intent	-	
Congressional Adjustments (General Provisions)	-678	
Subtotal Appropriated Amount	376,776	
Fact-of-Life Changes (CY to CY Only)	-	
Subtotal Baseline Funding	376,776	
Anticipated Supplemental	-	
Reprogrammings	-	
Price Changes	-	5,328
Functional Transfers		-
Program Changes		65,939
Current Estimate	376,776	448,043
Less: Wartime Supplemental	-	
Normalized Current Estimate	376,776	

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C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2010 President's Budget Request (Amended, if applicable)		405,873
1. Congressional Adjustments		-29,097
a. Distributed Adjustments		
1) Facilities Sustainment	-36,419	
2) Procurement Technical Assistance Program	9,000	
3) In-Sourcing Adjustment	-1,000	
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions		
1) Sec 8097 - Economic Assumptions	-506	
e. Congressional Earmarks - Sec 8037 Mitigation of Environment Impacts	-172	
FY 2010 Appropriated Amount		376,776
2. War-Related and Disaster Supplemental Appropriations		-
3. Fact of Life Changes		-
FY 2010 Baseline Funding		376,776
4. Reprogrammings (requiring 1415 Actions)		-
Revised FY 2010 Estimate		376,776
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		-
FY 2010 Normalized Current Estimate		376,776
6. Price Change		5,328
7. Functional Transfers		-
8. Program Increases		76,299
a. Annualization of New FY 2010 Program		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
b. One-Time FY 2011 Increases		
c. Program Growth in FY 2011		
1) Unemployment increase due to estimated program requirements for employee benefits (FY 2010 Base: \$12.135M)	12	
2) Facilities Sustainment increase for activities such as roof replacement, refinishing of wall surfaces, repairing and replacement of heating and cooling systems, replacing tile and carpeting, necessary to keep facilities in good working order (FY 2010 Base: \$123.131M)	61,459	
3) Warstoppers increase to preserve essential industrial base production capability for the clothing and textile supply chain (FY 2010 Base: \$47.114M)	843	
4) Morale, Welfare and Recreation increase for additional child and youth program support throughout the DLA enterprise. Adequate staffing and program support for the DLA child development centers will reduce program risks and liability and improved program oversight and effectiveness (FY 2010 Base: \$15.27M)	2,320	
5) Mapping increase due to Defense Logistics Information Service program operating costs (FY 2010 Base: \$30.839M)	226	
6) Disaster Relief Blankets increase based on program estimated requirements (FY 2010 Base: \$3.556M)	33	
7) Logistics Transformation increase for estimated Department transformation initiatives in support of the warfighter supply chain (FY 2010 Base: \$8.359M)	79	
8) Small Business payment increase due to estimated costs for the Small Business Administration to certify firms that claim small disadvantage business status (FY 2010 Base: \$0.016M)	2	
9) Official Representation Funds increase for estimated Agency requirements (FY 2010 Base: \$0.016M)	1	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
10) Director's medallions increase due to estimated program requirements (FY 2010 Base: \$0.13M)	1	
11) Price Comparability increase to support depot operations (FY 2010 Base: \$81.819M)	4,455	
12) Agile Transportation increase to support USTRANSCOM for Geographic Combatant Commanders automated capability to streamline cargo movement (FY 2010 Base \$0.0M)	750	
13) NSPS increase to support conversion efforts to general Schedule (FY 2010 Base: \$0.0M)	248	
14) Increase for the Government Industry Data Exchange Program is due to fact of life changes (FY 2010 Base: \$3.445M)	1	
15) Increase for the Business Process Reengineering Center is for labor (FY 2010 Base: \$1.812M)	13	
16) Increase is due to the Defense Property Accountability System operation funding requirements (FY 2010 Base: \$10.006M)	5	
17) Increase for the Defense Standardization Program Office is due to operation funding requirements (FY 2010 Base: \$4.694M)	20	
18) Increase in labor for the Classified Program (FY 2010 Base: \$1.385M)	15	
19) Increase due to the Defense Continuity Program Office (part of Continuity of Operations Program) operation funding requirements (FY 2010 Base: \$26.726M)	39	
20) Increase for the Law Enforcement Support Office is due to fact of life changes (FY 2010 Base: \$1.745M)	2	
21) Increase to the PTAP baseline to fund Center awards (FY 2010 Base: \$20.732M)	3,526	
21) Increase for the Joint Contingency Acquisition Support Office is for in-sourcing positions that are currently held by contractor personnel in the COCOMs (FY 2010 Base: \$3M)	2,249	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
9. Program Decreases		-10,360
a. Annualization of FY 2010 Program Decreases		
b. One-Time FY 2010 Increases		
1) Decrease to subtract out Congressional add for PTAP	-9,126	
c. Program Decreases in FY 2011		
1) Decrease for Automatic Identification Technology is due to reduced contractor support costs (FY 2010 Base: \$2.710M)	-79	
2) Decrease in Joint Purchase Card Program Office is due to reduced contractor support costs (FY 2010 Base: \$1.6M)	-26	
3) Continuing Health decrease due to estimated employee benefits (FY 2010 Base: \$.476M)	-333	
4) Contingency Operations decrease due to lower Agency costs in support of Bosnia and Kosovo Contingency Operations (Base: \$.513M)	-418	
5) Disability Compensation decrease due to estimated program requirements for employee benefits (FY 2010 Base: \$.804M)	-5	
6) Defense Critical Infrastructure Protection decrease for Logistics Sector Lead Agent program requirements (FY 2010 Base: \$1.252M)	-71	
7) DFAS decrease due to direct billable workload for the DLA General Fund Appropriations (FY 2010 Base: \$2.22M)	-302	
FY 2011 Budget Request		448,043

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IV. Performance Criteria and Evaluation Summary

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

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

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

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

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IV. Performance Criteria and Evaluation Summary

and return on investment which is calculated against the offset of unfunded War Reserve Requirements identified by the Services.

The Procurement Technical Assistance Program (PTAP) is monitored and evaluated by the bi-annual Procurement Technical Assistance (PTA) Performance Data Reports. The report is submitted by each Procurement Technical Assistant Centers (PTACs) on the first six months of performance and the final yearly report summary, which is due 90 days after the expiration date of the PTA Cooperative Agreement's performance period. The report tracks the number of Active Clients, Outreach Events, Initial and Follow-up Counseling Sessions by category of Small Business Concerns, Other Businesses, and the number and dollar value of prime and subcontract awards. The dollar value of prime and subcontract awards is used to calculate the number of jobs potentially created as a result of the PTAC's efforts. Report submission validations occur during on-site reviews.

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

The Defense Critical Infrastructure Program (DCIP) supports DoD-wide risk management decisions by responsible authorities to enable the continued execution of DoD mission-essential functions (MEFs) and primary mission essential functions (PMEFs) in support of national essential functions (NEFs) under all circumstances. The DLA, as the DCIP Logistic Lead Agent, facilitates the identification, assessment, and risk management of DoD-wide logistics critical assets by sharing logistics infrastructure information with the CoCOMS, Services, and other Defense Agencies via a DCIP shared data environment.

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IV. Performance Criteria and Evaluation Summary

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

Facilities Sustainment

<u>Funding Levels</u>	<u>FY 2009</u> <u>Actual</u>	<u>FY 2010</u> <u>Estimate</u>	<u>FY 2011</u> <u>Estimate</u>
Operations & Maintenance			
Sustainment	49,387	86,182	148,848
Demolition	-	-	-
Subtotal	49,387	86,182	148,848
Defense Working Capital Fund			
Sustainment	311,000	520,000	855,000
Restoration and Modernization	49,500	61,500	67,100
Demolition	25,800	19,100	32,900
Subtotal	386,300	600,600	955,000

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IV. Performance Criteria and Evaluation Summary

<u>Funding Levels</u>	<u>FY 2009</u> <u>Actual</u>	<u>FY 2010</u> <u>Estimate</u>	<u>FY 2011</u> <u>Estimate</u>
Total Facilities Sustainment			
Sustainment	360,387	606,182	1,003,848
Restoration and Modernization	49,500	61,500	67,100
Demolition	25,800	19,100	32,900
Total	435,687	686,782	1,103,848
DLA	45%	108%	57%
Department Sustainment Goal for DLA	90%	90%	90%

The Environmental Restoration Program funded by DERA uses two Measures of Merit (MOM) which are categorized by risk (MOM#R1) and phase (MOM#R2). Table 1 shows estimates for site cleanup by risk category (MOM#R1) at the end of FY 2008 and FY 2009:

Category	FY 2008	FY 2009
High Risk	3	2
Medium Risk	1	1
Low Risk	3	1

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IV. Performance Criteria and Evaluation Summary

Table 2 shows projected status by activity type (MOM#R2) at the end of FY 2008 and FY 2009:

Category	FY 2008	FY 2009
Investigation	9	9
Cleanup	30	28
Response Complete	336	338

The Defense Property Accountability System currently supports 1.4 million assets worth \$44 billion. The DPAS is utilized by Military Services and Agencies as solution for tracking Government Furnished Equipment in accordance with DoDI 5000.64. The DPAS is an integrated business management system for providing accounting and accountability of DoD-owned property and equipment for the Army, Navy, Marine Corp, and most Defense Agencies. DPAS is the only equipment management system that fully meets the definition of an accountable property system of record (APSR) per DoD Instruction 5000.64, by providing equipment transparency and accountability throughout the asset's lifecycle—from acquisition through to delivery, use, re-use, and final disposition processing. DPAS interfaces with seven accounting systems, the Wide Area Work Flow (WAWF), and the Item Unique Identification (UID) Registry, and additionally manages the Real Property UID (RPUID). This PKI compliant, web-based capability provides the best commercial practices functionality for equipment management. The DPAS metrics provides statistics on several categories such as IUID registry usage and compliance, inventory frequency and compliance with industry standards, and capital asset reporting, as well as having audit capabilities on several life cycle stages.

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IV. Performance Criteria and Evaluation Summary

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

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

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

A Business Process Improvement project that IC initiated in 2007, and which is ongoing, to improve the process to support a 48-hour turn-around in support of cooperative projects that support coalition operations. Since November 2007 errors have reduced from 80% to 35% and OSD processing time from 60 days to 34 days. Approximately, 190 agreements are processed each year. Foreign contributions to these agreements (as a

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IV. Performance Criteria and Evaluation Summary

result to U.S. Acquisition programs) are approximately \$4B over a five-year period. Other on-going processes include: LO/CLO review and approval process; COMSEC release process; Tactical Datalink release process, and intelligence release process.

One of DPAP's big initiatives is the DoD's Knowledge Based Services (KBS) portfolio.

- o KBS portfolio review focused on Engineering Management (EM) and Program Management (PM)
- o EM obligations total \$17B or 36% of KBS spend
- o PM obligations total \$16B or 34% of KBS spend
- Portfolio review process:
 - o Interviews
 - o Acquisition process mapping
 - o Involve key stakeholders (based upon annual EM/PM spend)
- Initial targeted opportunities resulting from the KBS Portfolio Review include:
 - o Decrease T&M use - 37% of EM and 10% of PM obligations
 - o Increase competition base for Task Orders and BPAs - 33% of combined EM and PM obligations awarded to single offerors and 22% received two or fewer offerors
 - o Refresh pricing of BPAs - Price negotiations are infrequently conducted when awarding BPAs against a GSA schedule
 - o Enhance requirements translation teaming - Early involvement by the contracting office during requirements generation produces a more effective and enforceable PWS
 - o Issue representative task orders - Issuance of representative task orders with the basic IDIQ RFP maximizes competitive pricing
 - o Decrease DoD fees for acquisition services - 40% of combined EM and PM obligations are awarded by activities other than the customers' dedicated contracting activity

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IV. Performance Criteria and Evaluation Summary

- o Standardize acquisition IT systems - Variations in the levels and types of acquisition IT systems exist
- o Improve contract management - Contract management is reactive and inactive until performance failures occur
- o Institute PWS templates - PWS templates streamline the acquisition process
- DoD senior procurement leadership out briefed on targeted opportunities during Dec 2009
- BPR Project #1: KBS Portfolio Review
- Metric: For targeted opportunities, develop business cases that identify the benefits and cost of implementation and potential DoD-wide savings
- Case for potential departmental savings of select targeted opportunities in-process

Another DPAP project is to provide Status of DoD's Execution of Section 807, NDAA FY08

- FY08 NDAA amended § 2330a of Title 10, USC to include § 807, "Inventories and Reviews of Contracts for Services"
- May 16, 2008, a DUSD (A&T) memorandum established phased implementation
- October 20, 2008, FY07 contractor inventory report submitted to Congress (partial submission)
- May 26, 2009, DUSD (A&T) revised guidance and accelerated implementation
- August 04, 2009, MILDEP FY08 contractor inventory report submitted to Congress
- September 29, 2009. ODA FY08 contractor inventory report submitted to Congress
- November 03, 2009, the DepSecDef identifies the contractor inventory as containing insufficient information upon which to predicate a strategic in-sourcing decision
- During November 2009 GAO initiates a review of the 2008 inventory to Congress
- § 803 of FY10 NDAA requires:
 - o The DoD annual budget include projected FTEs based upon contractor inventory
 - o GAO will review inventory submissions during FYs 10-12.

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- BPR Project #2: Contractor Inventory
- Metric: Develop and issue standardized guidance for generating annual Report to Congress, to include a DoD-wide methodology for calculating contractor full time equivalents.

- The Office of the Director of Acquisition Resources and Analysis (ARA), within the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics (OUSD (AT&L)), has the responsibility of supporting the Major Defense Acquisition Program (MDAP) reporting and oversight requirements. OUSD (AT&L) continues to modernize and streamline the acquisition reporting and management process. OUSD (AT&L) uses the Defense Acquisition Management Information Retrieval (DAMIR) to support the Department of Defense's Acquisition Visibility (AV) as well as Congressional statutory and regulatory reporting requirements. DAMIR is the AV Business Enterprise Priority (BEP).

- DAMIR gathers MDAP and Major Automated Information System (MAIS) narrative, schedule, performance, life cycle cost, contract, and budget information from Program Offices and Service-level management systems. DAMIR provides transparency in acquisition by exposing accurate, authoritative, and reliable information for acquisition decision making and oversight. In addition, DAMIR is the Department's authoritative source for Selected Acquisition Reports (SARs) to Congress; Acquisition Program Baseline (APBs) for MDAP programs and SAR baseline. OSD, OMB, Congress and other stakeholders access this information using DAMIR eliminating the need for hardcopies.

- Furthermore, OUSD(AT&L) directed the establishment of a Service-Oriented Architecture (SOA) Demonstration Project. SOA, and its related governance and IT

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support mechanisms, is a means by which accurate, timely, authoritative data are made transparently available across the DoD acquisition enterprise. SOA incorporates the policies, practices, and business processes through which governance ensures the right information is provided and consumed. DAMIR was a successful part of the initial demonstration and is a major tool in the overall SOA initiative.

- DAMIR tools continue to harness existing technology to exploit volumes of data and evolve as the enterprise meets new business challenges. DAMIR also plays a key role in support of AT&L goals, objectives, and Quadrennial Defense Review (QDR) initiatives.
- DAMIR has continued to see a growth in the number of users and logins. From January to December 2009 DAMIR had 37,311 logins. The logins represent users from the acquisition community, all branches of the Services and users external to DoD. DAMIR's external users extend to staff members from the Senate and Congressional Arms Services Committees, Congressional Budget Office (CBO), Congressional Research Service (CRS) and Office of Management and Budget (OMB).
- In addition, DAMIR on the NIPRNET is authorized to operate at the System High security mode of operations with a maximum level of Unclassified. DAMIR received approval to operate (ATO) in 2007 with sustained annual Federal Information Security Management Act (FISMA) reviews that received very high ratings. The DAMIR team continues to work very closely with OSD-CIO, AT&L and eBusiness to ensure security measures adhere to the DoD Information Assurance Certification and Accreditation Process (DIACAP) information assurance controls. This entails updating system level and security documentation, testing security controls for annual reviews and addressing results from software release scans.

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For BPRC support to AT&L/ARA Enterprise Integration, specifically with respect to the Acquisition Visibility Service Oriented Architecture project, metrics relate to the proportion of Major Defense Acquisition Programs (MDAPs) and percentage of total Future Years Defense Program (FYDP) resources incorporated into the acquisition data governance and visibility framework represented by AV SOA. The initial concept demonstration made 61 authoritative data elements visible for 12 programs, totaling approximately \$103B or about 6% of the MDAP FYDP. The follow-on pilot project made 140 data elements available for 37 programs, totaling approximately \$1.2T, or 5% of MDAP FYDP. By the end of CY 2009, a total of 148 data elements were available for 102 MDAP programs, totaling approximately \$1.6T --nearly 100%--of MDAP FYDP. The BPRC team has also helped the AV SOA team streamline its internal processes, adding emphasis to the requirements definition process that feeds the AV SOA implementation. Currently 11 functional requirements analyses are underway supporting 5 communities of interest.

The Joint Contingency Acquisition Support Office (JCASO) was established to provide a programmatic approach to orchestrating, synchronizing, and integrating program management of contingency acquisition planning and operations. At a fully operating capability, the JCASO will be able to reduce the overall acquisition cost of contingency operations and reduce instances of redundancy in contracting for supplies and services.

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V. <u>Personnel Summary</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	Change FY 2009/ FY 2010	Change FY 2010/ FY 2011
<u>Active Military End Strength (E/S)</u>					
(Total)	42	63	63	21	-
Officer	1	14	14	13	-
Enlisted	41	49	49	8	-
<u>Civilian End Strength (Total)</u>	290	146	161	-144	15
U.S. Direct Hire	290	146	161	-144	15
Foreign National Direct Hire	-	-	-	-	-
Total Direct Hire	290	146	161	-144	15
Foreign National Indirect Hire	-	-	-	-	-
Memo: Reimbursable Civilians Included	84	30	30	-54	-
<u>Active Military Average Strength (A/S)</u>					
(Total)	42	63	63	21	-
Officer	1	14	14	13	-
Enlisted	41	49	49	8	-
Civilian FTEs (Total)	279	146	161	-133	15
U.S. Direct Hire	279	146	161	-133	15
Foreign National Direct Hire	-	-	-	-	-
Total Direct Hire	279	146	161	-133	15
Foreign National Indirect Hire	-	-	-	-	-
Memo: Military Technician Included					
Memo: Reimbursable Civilians Included	82	30	30	-52	-
Average Annual Civilian Salary (\$ in thousands)	131,466	149,260	154,056	17,794	4,796

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

<u>OP 32 Line</u>	FY 2009 <u>Actuals</u>	Change FY 2009/FY 2010		FY 2010 <u>Estimate</u>	Change FY 2010/FY 2011		FY 2011 <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	28,657	713	-12,484	16,886	316	2,343	19,545
103 Wage Board	52	1	-53	-	-	-	-
199 Total Civ Compensation	28,709	714	-12,537	16,886	316	2,343	19,545
308 Travel of Persons	592	6	367	965	13	51	1,029
399 Total Travel	592	6	367	965	13	51	1,029
673 Def Fin & Acctng Svc	1,752	-4	468	2,216	9	-302	1,923
679 Cost Reimbursable Purchase	252,430	2,777	10,941	266,148	3,726	69,847	339,721
699 Total Purchases	254,182	2,773	11,409	268,364	3,735	69,545	341,644
771 Commercial Transport	90	-	-13	77	-	-	77
799 Total Transportation	90	-	-13	77	-	-	77
920 Supplies/Matl (non fund)	498	5	-340	163	1	18	182
922 Eqt Maint Contract	2	-	-	2	-	-	2
925 Eqt Purch (non fund)	-	-	22	22	-	-	22
987 Other IntraGovt Purch	13,642	149	-2,190	11,601	162	-42	11,721
989 Other Contracts	96,488	1,045	-18,856	78,677	1,101	-5,975	73,803
998 Other Costs	19	-	-	19	-	-1	18
999 Total Other Purchases	110,649	1,199	-21,364	90,484	1,264	-6,000	85,748
Total	394,222	4,692	-22,138	376,776	5,328	65,939	448,043

* The FY 2009 Actual column includes \$34,000 thousand of FY 2009 Bridge Funding Appropriations (PL 110-252); and \$0.0 thousand of FY 2009 Supplemental Appropriations Act funding (PL 111-32).

* The FY 2010 Estimate column excludes \$0.0 thousand requested in the FY 2010 Defense-Wide Overseas Contingency Operations Budget Request.

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Defense Legal Services Agency (DLSA)



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DEFENSE LEGAL SERVICES AGENCY
Operation and Maintenance, Defense-Wide
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Operation and Maintenance, Defense-Wide Summary (\$ in thousands)

Budget Activity (BA) 4: Administration and Service-wide Support

	<u>FY 2009</u> <u>Actuals</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2010</u> <u>Estimate</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2011</u> <u>Estimate</u>
DLSA	107,472	1,783	-66,794	42,461	624	-681	42,404

* The FY 2009 Actual column includes \$39,900 thousand of FY 2009 Bridge Funding Appropriations (PL 110-252); and \$33,929 thousand of FY 2009 Supplemental Appropriations Act funding (PL 111-32).

* The FY 2010 Estimate column excludes \$115,000 thousand requested in the FY 2010 Defense-Wide Overseas Contingency Operations Budget Request.

I. Description of Operations Financed: The Defense Legal Services Agency (DLSA) provides legal services to the Office of the Secretary of Defense, Department of Defense (DoD) Field Activities, and the Defense Agencies.

The largest component of DLSA, the Defense Office of Hearings and Appeals (DOHA), adjudicates numerous types of cases that arise from all Military Departments and Defense Agencies. DOHA provides hearings and issues decisions in personnel security clearance cases for contractors performing classified work for all DoD components and 23 other Federal Agencies.

DOHA conducts personal appearances and issues decisions in security clearance cases for DoD civilian employees and military personnel. DOHA also conducts hearings and issues decisions in cases involving claims for DoD Dependents Schools Activity benefits and TRICARE payment for medical services. DOHA's claims function includes review of uniformed service and carrier claims for loss or damage of household goods and review of waiver applications. DOHA provides support to the Deputy General Counsel (Legal Counsel) and is the point of contact for selection of third party neutrals in DOHA alternative dispute resolution processes. DOHA expects more cases requiring due process to result from the referrals of completed industrial security clearance investigations.

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Pursuant to the Secretary of Defense's issuance of Military Commission Order Number 1 on March 21, 2002, the Office of Military Commissions (OMC) was established under DLSA to facilitate preparation for and trial of cases before military commissions. Starting in FY 2011 OMC funding is included in an Overseas Contingency Operation request.

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

Changes from FY 2010 to FY 2011: Price change total \$624 thousand. Program decreases total \$-681 thousand. Program growth in civilian pay of \$+18 thousand will be used to stabilize baseline funding for civilian payroll. After considering the effects of inflation, the net program change is a decrease of \$-699 thousand.

II. Force Structure Summary: None

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III. Financial Summary (\$ in thousands)

	FY 2010						
	FY 2009 <u>Actuals</u>	Budget <u>Request</u>	<u>Congressional Action</u>		<u>Appropriated</u>	<u>Current Estimate</u>	FY 2011 <u>Estimate</u>
<u>Amount</u>			<u>Percent</u>				
A. <u>BA Subactivities</u>							
1. DLSA HQ	12,420	12,735	-21	0.2	12,714	12,714	12,885
2. DOHA	23,164	29,797	-50	0.2	29,747	29,747	29,519
3. OMC	71,888	0	0	0	0	0	0
Total	107,472	42,532	-71	0.2	42,461	42,461	42,404

* The FY 2009 Actual column includes \$39,900 thousand of FY 2009 Bridge Funding Appropriations (PL 110-252); and \$34,000 thousand of FY 2009 Supplemental Appropriations Act funding (PL 111-32).

* The FY 2010 Estimate column excludes \$115,000 thousand requested in the FY 2010 Defense-Wide Overseas Contingency Operations Budget Request.

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III. Financial Summary (\$ in thousands)

<u>B. Reconciliation Summary</u>	<u>Change</u> <u>FY 2010/FY 2010</u>	<u>Change</u> <u>FY 2010/FY 2011</u>
Baseline Funding	42,532	42,461
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-71	
Subtotal Appropriated Amount	42,461	
Fact-of-Life Changes (CY to CY Only)		
Subtotal Baseline Funding	42,461	
Anticipated Supplemental	115,000	
Reprogrammings		
Price Changes		624
Functional Transfers		
Program Changes		-681
Current Estimate	157,461	42,404
Less: Wartime Supplemental	-115,000	
Normalized Current Estimate	42,461	42,404

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2010 President's Budget Request (Amended, if applicable)		42,532
1. Congressional Adjustments		-71
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions - Sec 8097 Economic Assumptions	-53	
e. Congressional Earmarks - Sec 8037 Indian Lands Environmental Impact	-18	
FY 2010 Appropriated Amount		42,461
2. War-Related and Disaster Supplemental Appropriations		115,000
3. Fact of Life Changes		
FY 2010 Baseline Funding		157,461
4. Reprogrammings (requiring 1415 Actions)		
Revised FY 2010 Estimate		157,461
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		-115,000
FY 2010 Normalized Current Estimate		42,461
6. Price Change		624
7. Functional Transfers		
8. Program Increases		18
a. Annualization of New FY 2010 Program		
b. One-Time FY 2011 Increases		
c. Program Growth in FY 2011		
1) <u>Compensation and Benefits</u> . Program growth in civilian pay of \$18 thousand will be used to stabilize baseline funding for civilian payroll. (FY 2010 Baseline: \$34,723 thousand)	18	
9. Program Decreases		-699

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
a. Annualization of FY 2010 Program Decreases		
b. One-Time FY 2010 Increases		
c. Program Decreases in FY 2011		
1) <u>Management & Professional Support Services</u> . Decrease of \$-699 thousand in management and professional support services to fund higher priority items within the DLSA baseline. (FY 2010 Baseline: \$5,226 thousand)	-699	
FY 2011 Budget Request		42,404

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IV. Performance Criteria and Evaluation Summary

The Defense Legal Services Agency (DLSA) provides legal services to the staff elements of the Office of the Secretary of Defense and the Defense Agencies. DLSA's activities include providing opinions and counseling on legal compliance issues affecting policy formulation and implementation; participation in developing the Department's legislative program, including drafting legislation and comments; negotiations on behalf of DoD clients with private entities and other Government agencies; ensuring proper use of Government funds and property; adherence to ethical standards; and participation in contractual matters.

The Defense Office of Hearings and Appeals (DOHA), the largest component of the Defense Legal Services Agency, provides hearings and issues decisions in personnel security clearance cases for contractor personnel doing classified work for all DoD components and 20 other Federal Agencies and Departments; conducts personal appearances and issues decisions in security clearance cases for DoD civilian employees and military personnel; settles claims for uniformed service pay and allowances, and claims of transportation carriers for amounts deducted from them for loss or damage; conducts hearings and issues decisions in cases involving claims for DoD School Activity benefits, and TRICARE/CHAMPUS payment for medical services; and functions as a central clearing house for DoD alternative dispute resolution activities and as a source of third party neutrals for such activities.

DOHA has several elements: the Director, an Appeal Board, Administrative Judges, Department Counsel, Security Specialists, the Claims Division including the Claims Appeals Board, and Support Staff. DOHA has its headquarters in Arlington, Virginia and maintains field offices in Boston, Massachusetts; Los Angeles, California and Columbus, Ohio. The Director, Appeal Board, Administrative Judges, a small cadre of Security Specialists, the Claims Division, and Support Staff reside at headquarters.

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The Los Angeles office has Administrative Judges, Department Counsel and Support Staff. The Boston office has an Administrative Judge. The Columbus office has Security Specialists, an Attorney-Adviser, and Support Staff.

DLSA is evaluated on the basis of the quality and timeliness of its myriad of services; adherence to appropriate standards of professional conduct and DoD ethical and adjudicative standards; the professional independence, impartiality and competence exhibited by its attorneys; and its overall responsiveness to the needs of its clients.

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

Executive Order 10865, as amended by Executive Order 10909, Executive Order 11382 and Executive Order 12829 mandate the due process regulation found in DoD Directive 5220.6. Executive Order 12829, January 6, 1993, established DoD as the executive agent for the entire federal government's implementation of the National Industrial Security Program (NISP) along with continuing responsibility for implementation of the procedural requirements of Executive Order 10865. Section 203 of Executive Order 12829 continues the process mandated by Executive Order 10865.

Finally, Executive Order 12968, signed August 2, 1995, by President Clinton did not

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affect the industrial security program and was specifically designed not to change the full due process given to contractors. However, as noted below, Executive Order 12968 did extend the opportunity to appear personally before a decision maker to all clearance holders and applicants. DOHA implements these personal appearances for the Department. The due process workload associated with the Industrial Security (ISCR) cases and Personal Appearance (PA) cases DOHA handles is currently increasing because of past security clearance investigation backlogs. While the number of cases requiring due process is likely to increase, the number of cases received for initial adjudication is harder to predict, given unresolved policy variables as to the distribution of initial adjudications between the DOHA and the Defense Industrial Security Clearance Office (DISCO) of the Defense Security Service. Therefore, the Department uses a three year historical average as the measurement for budgeting for ISCR and PA cases.

Personal Appearance (PA) Program: Executive Order 12968 mandates that the "opportunity to appear personally" shall be part of security clearance due process for all military and civilian clearance applicants. DoD Regulation 5200.2-R provides for "personal appearances" by military and civilian clearance applicants which are handled by the same DOHA Administrative Judges who handle cases involving employees of Defense contractors and of other contractors.

This decision was made in part due to the collective experience of DOHA Administrative Judges in convening industrial security clearance hearings and the logic of centralizing security clearance due process proceedings generally in the Department. DOHA is the only DoD entity with experience providing a clearance applicant with the opportunity to appear personally as a regular part of due process.

The workload associated with the personal appearance cases DOHA handles is currently increasing as a result of security clearance reinvestigation backlogs being worked.

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Claims Appeals Board: The Claims Appeals Board has ultimate settlement authority over many different types of claims and related matters. This authority is relatively new within the Department of Defense (DoD), and resulted from legislation in 1995 and 1996 which transferred claim settlement responsibility from the Comptroller General to, among others, the Secretary of Defense. The Board is a streamlined reconstitution of the portion of the GAO/OGC division which considered uniformed service and carrier claims. Under Title 31, United States Code, Section 3702, the Secretary of Defense now settles claims involving uniformed service members' pay, allowances, travel, transportation, retired pay, and survivor benefits. Additionally, the Secretary of Defense settles claims by transportation carriers involving amounts collected from them for loss or damage incurred to property incident to shipments at government expense.

The Secretary's responsibilities in these areas are not restricted to DoD. The Secretary also has the statutory responsibility for settling the accounts of deceased DoD service members. As a result of a recent Office of Management and Budget (OMB) Determination Order, the Secretary was given the OMB Director's general claims settlement authority over most activities within DoD, and the bulk of the waiver authority within the Federal government; that is, the Secretary now exercises the former authority of the Comptroller General to consider applications by service members and DoD employees to waive overpayment debts exceeding \$1,500, and upon request advises non-DoD agencies on waiver applications by their civilian employees.

Claims Appeals Board workload is expected to increase. For example, the number of carrier claims regarding loss and damage increased dramatically during the last year that such claims were considered at GAO, and they continue to increase. Changes to GAO's

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IV. Performance Criteria and Evaluation Summary

statutory authority to relieve certifying, disbursing and other accountable officers of financial liability may result in added responsibilities.

Workload:	FY 2009 <u>Actuals</u>	FY 2010 <u>Estimates</u>	FY 2011 <u>Estimates</u>
Cases Reviewed (ISCR & ADP)	10,303	11,333	12,466
Due Process Cases	1,320	1,452	1,597
Claims Cases Reviewed	596	656	722
Mediations/ADR Consultations	73	80	88

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<u>V. Personnel Summary</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	Change FY 2009/ FY 2010	Change FY 2010/ FY 2011
<u>Active Military End Strength (E/S)</u> (Total)	92	206	206	114	0
Officer	60	114	114	54	0
Enlisted	32	92	92	60	0
<u>Civilian End Strength (Total)</u>	265	191	191	-74	0
U.S. Direct Hire	265	191	191	-74	0
<u>Active Military Average Strength (A/S)</u> (Total)	92	206	206	114	0
Officer	60	114	114	54	0
Enlisted	32	92	92	60	0
Civilian FTEs (Total)	191	191	191	0	0
U.S. Direct Hire	191	191	191	0	0
Average Annual Civilian Salary (\$ in thousands)	148	179	200	31	21

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

<u>OP 32 Line</u>	FY 2009 <u>Actuals</u>	Change <u>FY 2009/FY 2010</u>		FY 2010 <u>Estimate</u>	Change <u>FY 2010/FY 2011</u>		FY 2011 <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	39,643	981	-6,431	34,193	530	18	34,741
199 Total Civ Compensation	39,643	981	-6,431	34,193	530	18	34,741
308 Travel of Persons	3,606	43	-3,548	101	1	0	102
399 Total Travel	3,606	43	-3,548	101	1	0	102
672 PRMRF Rent	1,734	-71	-1,567	96	-19	0	77
680 Purchases from BMF	13	0	-13	0	0	0	0
771 Commercial Transportation	23	0	-23	0	0	0	0
912 Rental Payments to GSA	6,890	172	-5,943	1,119	16	0	1,135
914 Purch Communications	381	5	-285	101	1	0	102
915 Rents (non GSA)	235	3	-177	61	1	0	62
917 Postal Services (U.S.P.S.)	54	1	14	69	0	0	69
920 Supplies/Materials	880	0	-804	76	1	0	77
921 Printing and Reproduction	23	0	63	86	1	0	87
922 Equipment Maintenance	129	2	-131	0	0	0	0
925 Equipment Purch by Cont	1,859	22	-1,881	0	0	0	0
932 Mgt & Professional Spt Svc	33,339	401	-28,586	5,154	72	-699	4,527
933 Studies Analysis & Eval	0	0	0	0	0	0	0
934 Engineering & Tech Svcs	13,170	158	-13,328	0	0	0	0
987 Other Intra-Govt. Purch	2,978	36	-2,014	1,000	14	0	1,014
988 Grants	400	5	0	405	6	0	411
000 Interest & dividends	10	0	-10	0	0	0	0
989 Other Contracts	1,430	17	-1,447	0	0	0	0

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

<u>OP 32 Line</u>	FY 2009 <u>Actuals</u>	Change <u>FY 2009/FY 2010</u>		FY 2010 <u>Estimate</u>	Change <u>FY 2010/FY 2011</u>		FY 2011 <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
998 Other Costs	675	8	-683	0	0	0	0
999 Total Other Purchases	64,223	759	-56,815	8,167	93	-699	7,561
Total	107,472	1,783	-66,794	42,461	624	-681	42,404

* The FY 2009 Actual column includes \$39,900 thousand of FY 2009 Bridge Funding Appropriations (PL 110-252); and \$34,000 thousand of FY 2009 Supplemental Appropriations Act funding (PL 111-32).

* The FY 2010 Estimate column excludes \$115,000 thousand requested in the FY 2010 Defense-Wide Overseas Contingency Operations Budget Request.

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DEFENSE MEDIA ACTIVITY



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DEFENSE MEDIA ACTIVITY
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DEFENSE MEDIA ACTIVITY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2011 President's Budget (PRESBUD)

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

Budget Activity (BA) 4: Administrative and Service-wide Activities

Agency	FY 2009 <u>Actuals</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2010 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2011 <u>Estimate</u>
	236,334	3,114	13,796	253,244	3,563	-929	255,878

* The FY 2009 Actual includes \$6,500 thousand of FY 2009 Bridge Funding Appropriations (PL 110-252); and \$11,185 thousand of FY 2009 Supplemental Appropriations Act funding (PL 111-32).

* The FY 2010 Estimate column excludes \$13,364 thousand of FY 2010 Overseas Contingency Operations Appropriations (P.L. 111-118).

* The FY 2011 Estimate column excludes \$14,799 thousand of requested FY 2011 Defense-wide Overseas Contingency Operations Budget Request.

I. Description of Operations Financed - The Defense Media Activity (DMA) is the DoD's internal news and media production and distribution organization with the mission of supporting public internal communications operations of the Office of the Secretary of Defense (OSD) and each of the Military Departments by gathering information on DoD policies, programs, and priorities and delivering it to the DoD worldwide military audience - active, reserve, civilian and contractors, including their families, on land and at sea.

The DMA accomplishes this mission through various forms of communication venues to include the American Forces Radio and Television Service (AFRTS) and the Direct to Sailor (DTS) satellite networks, which communicate Department of Defense (DoD) information to the internal audience and provide U.S. television and radio news, information and entertainment programming. The DMA provides print media with the Military Department flagship magazines such as Soldiers, All-Hands, Marines and Airman Magazines. The DMA develops and supports an infrastructure that provides information via the World Wide Web through the production and distribution DefenseLINK, Navy.mil, Marine.mil, and AFLink public-facing web sites. This service is provided to service members, civilians and their families overseas and onboard U.S. Navy ships.

The DMA oversees the administration of the Stars and Stripes - a media organization authorized to provide independent news and information of value to the U.S Military

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community which is free of DoD editorial control. The DMA is responsible for various other missions such as Visual Imagery (VI) which includes Combat Camera images to support DoD operations and can be supplied directly to the American Public and operates the Defense Information School which provides initial, intermediate and senior level training and education for all DoD, inter-agency, and coalition/Allied personnel in the areas of Public Affairs (PA) and VI to include Combat Camera.

The DMA is continuing to execute the plan to improve the oversight of contractor services, acquire those services more effectively, and in-source contractor services where it is more appropriate and efficient to do so. In FY 2011 DMA intends to replace approximately 24 contractors with government employees.

The net change in total funding between FY 2010 and FY 2011 is \$2,634 million (less than 1% change to FY 2011 total).

II. Force Structure Summary: N/A

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III. Financial Summary

IV.

	FY 2010						
	FY 2009 <u>Actuals</u>	Budget <u>Request</u>	<u>Congressional Action</u>			Current <u>Estimate</u>	FY 2011 <u>Estimate</u>
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
A. <u>BA Subactivities</u>							
1. Defense Media Operations	236,334	253,667	-423	-0.17	253,244	253,244	255,878
Total	236,334	253,667	-423	-0.17	253,244	253,244	255,878

* The FY 2009 Actual includes \$6,500 thousand of FY 2009 Bridge Funding Appropriations (PL 110-252); and \$11,185 thousand of FY 2009 Supplemental Appropriations Act funding (PL 111-32).

* The FY 2010 Estimate column excludes \$13,364 thousand of FY 2010 Overseas Contingency Operations Appropriations (P.L. 111-118).

* The FY 2011 Estimate column excludes \$14,799 thousand of requested FY 2011 Defense-wide Overseas Contingency Operations Budget Request.

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<u>B. Reconciliation Summary</u>	<u>Change</u> <u>FY 2010/FY 2010</u>	<u>Change</u> <u>FY 2010/FY 2011</u>
Baseline Funding	253,667	253,244
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-423	
Subtotal Appropriated Amount	253,244	
Fact-of-Life Changes (CY to CY Only)		
Subtotal Baseline Funding	253,244	
Anticipated Supplemental	13,364	
Reprogrammings		
Price Changes		3,563
Functional Transfers		
Program Changes		-929
Current Estimate	266,608	255,878
Less: Wartime Supplemental	-13,364	
Normalized Current Estimate	253,244	

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<u>C. Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2010 President's Budget Request (Amended, if applicable)		253,667
1. Congressional Adjustments		-423
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions		
1) Sec 8097 - Economic Assumptions	-316	
e. Congressional Earmarks - Sec 8037 Mitigation of Environmental Impact	-107	
FY 2010 Appropriated Amount		253,244
2. War-Related and Disaster Supplemental Appropriations		13,364
3. Fact of Life Changes		
FY 2010 Baseline Funding		266,608
4. Reprogrammings (requiring 1415 Actions)		
Revised FY 2010 Estimate		266,608
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		-13,364
FY 2010 Normalized Current Estimate		253,244
6. Price Change		3,563
7. Functional Transfers		
a. Transfers In		1,893
1) Funding from Marine Corps to cover printing cost for magazines.	593	
2) Funding from Army to cover Lifecycle Replacement of Broadcast Equipment for FY 2011.	1,300	

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<u>C. Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
b. Transfers Out		-3,540
1) 3 FTEs transferred to Army for Service Liaison Element	-300	
2) 3 FTEs transferred to Air Force for AF Service Liaison Element	-346	
3) 10 FTEs and program funding for the Office of Public Communications and Current News and Media Analysis transferred to OASD(PA).	-2,894	
8. Program Increases		2,068
a. Annualization of New FY 2010 Program		
b. One-Time FY 2011 Increases		
c. Program Growth in FY 2011		
1) Funding for NSPS Termination and Conversion	356	
2) Foreign Currency Fluctuation	229	
3) Net increases for additional civilian personnel at DINFOS to support Army end-strength growth minus the cost savings from in-sourcing.	1,483	
9. Program Decreases		-1,350
a. Annualization of FY 2010 Program Decreases		
b. One-Time FY 2010 Decreases		
1) Program reductions for economic inflation factors	-1,350	
FY 2011 Budget Request		255,878

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IV. Performance Criteria and Evaluation Summary

As Defense Media Activity (DMA) evolves from its initial to final organizational form, all Performance Criteria and Evaluation Metrics will be reviewed to reflect changes in structure.

Overseas Radio and Television Products

The Overseas Radio and Television Products budget of \$133.4M accounts for 52.2 percent of the overall DMA \$ 255.9M FY 2011 O&M Budget.

American Forces Radio and Television Service (AFRTS) - Communicates DoD policies, priorities, programs, goals and initiatives via its American Forces Network (AFN) satellite programming network, which reaches DoD service members, civilians, co-located State Department members, and their families overseas, and sailors; Marines and civilian mariners onboard ships. AFRTS sets policy, manages worldwide resources including manpower/fiscal standards, equipment systems/engineering /maintenance assets for AFN network/ outlets.

Technical Systems Maintenance	All DMA technical systems, including all broadcast/acquisition/production/transmission systems maintained to ensure an operational availability of 99.9%, which is equivalent to an acceptable downtime rate of 52 minutes per year.
Telecommunication Circuits	All DMA telecommunication circuits including fiber optic/data/microwave/satellite maintained to ensure an operational availability of 99.9%.
Expansion Capability	Sufficient telecommunications bandwidth or data network capacity shall be designed to sustain DMA mission accomplishment throughout the current FYDP
Redundancy	All DMA systems identified as "on-air critical" have single redundancy built in/capabilities/alternative workflow methods to permit full accomplishment of mission if these is a failure of any single piece of equipment/circuit/system.

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IV. Performance Criteria and Evaluation Summary (continued)

Overseas Radio and Television Products (continued)

<u>American Forces Radio and Television Service</u> <u>Performance Metrics</u>	<u>FY</u> <u>2009(1)</u> Actual	<u>FY</u> <u>2010(1)</u> Projected	<u>FY</u> <u>2011(1)</u> Projected
Countries receiving Radio and TV programming	177	177	177
Afloat units receiving Radio and TV programming	279	279	279
Hours - Radio news, sports & info, 24 hours/day(5 channels)(2)	43,800	43,800	43,800
Hours - Radio music service, 24 hours/day(7 channels)(3)	61,320	61,320	61,320
Hours - TV programming, 24 hours/day (7 channels) (4)	61,320	61,320	61,320
Hours - AFN Global High-Definition Programming, 24/7(1 channel)	0	720 (5)	8,760
Hours - Direct to Home (DTH)Regional TV programming-(Land Based)(6)	0	105,120	105,120
Hours - Direct to Sailor (DTS) (Afloat) Global TV programming	35,040	35,040	35,040
Number of Radio/TV internal information spots produced (7)	1,293	1,293	1,293
<p>Notes:</p> <p>(1) Metrics represent operating on a 24/7/365 basis</p> <p>(2) Provides Radio programming addressing American listeners(news, opinion, sports, talk, and National Public Radio (NPR))</p> <p>(3) Provides Radio programming addressing American listeners(pop, urban, rock, country, jazz)</p> <p>(4) Multiple television channels of America's most popular shows, programmed to attract all audience tastes and interests:</p> <ul style="list-style-type: none"> • AFN Xtra (targets DoD's key demographic: 18-25 male demographic with young adults) • AFN Sports (live sports events and sports-talk programming) • AFN Family (family entertainment with content parents can rely on) • AFN Movie (movies and Hollywood entertainment talk and behind-the-scenes shows) • AFN Spectrum (alternate entertainment counter-programmed with other AFN entertainment) • AFN Prime (mix of network affiliate shows (3 versions targeted to different time zones) • AFN News (24/7 delivery of top-rated news programs) <p>(5) HD TV programming hours-FY10 represents launch of HDTV capability (FY10 - 3 HRS per day for 8 months of the year)</p> <p>(6) AFN-BC assumes responsibility of AFN's Pacific Region DTH in FY10.</p> <p>(7) Spots are 10, 15, 30 and 60 seconds in length.</p>			

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IV. Performance Criteria and Evaluation Summary (Continued)

Overseas Radio and Television Products (continued)

Defense Media Center (DMC) - Provides stateside radio and television news, sports, and entertainment programming for broadcast to overseas DoD service members, civilians, co-located State Department members and their families, and sailors and Marines onboard Navy ships via the various Armed Forces Networks (AFN)).

STRATEGIC OBJECTIVE #1: Broadcast America's top-rated radio and television programming to reach overseas military community serving their country.

OUTPUT: Provide satellite delivery of 7 distinct channels of television, 12 channels of radio, and overseas distribution of the Pentagon Channel.

OUTCOME: Deliver the highest rated stateside radio and television programming to an overseas audience of almost 1 million personnel serving in countries overseas and aboard Navy ships at sea.

EFFICIENCY: Provides a highly efficient delivery platform for the effective distribution of DoD internal communication (IC) and military command information to the overseas military community.

QUALITY: DMC delivers the top-rated radio and television programs aired in the U.S. as determined by Nielsen Media Research, ARBITRON, Talkers Magazine and other broadcast industry rating services. Audience feedback from AFRTS worldwide scientific surveys and anecdotal audience data received by email, indicate that DMC's highly targeted group of AFN programming services are preferable to the multitude of diverse channel choices available from U.S. domestic satellite and cable providers.

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IV. Performance Criteria and Evaluation Summary (Continued)

Overseas Radio and Television Products (continued)

<u>Defense Media Center Performance Metrics (Radio)</u>	<u>FY 2009</u> (Actual)	<u>FY 2010</u> (Projected)	<u>FY 2011</u> (Projected)
AFN Satellite Music - Channels (Land Based)	7	7	7
Current CD Music Packages(2)	192	192	192
Program CD's(3)	195	195	195
AFN News/Information Channels (Land Based)	5	5	5
Direct to Sailor-AFN Radio Channels available to afloat units (4)	3	3	3

Notes:

- (1) Metrics represent operating on a 24/7/365 basis
- (2) Compilation CD's(3/package) delivered to 38 land units & 26 large afloat units per week
- (3) Minus time sensitive CD's delivered to 65 smaller afloat units per week
- (4) AFN Channels providing music, news, information, entertainment and sports to afloat units

<u>Defense Media Center Performance Metrics (Television)</u>	<u>FY 2009</u> (Actual)	<u>FY 2010</u> Projected	<u>FY 2011</u> Projected
AFN Satellite TV Services - (Land Based)(1)	7	7	7
Direct to Sailor- AFN TV Channels available to afloat units (2)	3	3	3
Direct To Home (DTH) TV Services (Land based)(3)	9	9	9
High Definition Global TV Services (Land Based)	0	0	1
Tape Television Services (4)	576	576	576
Hours of Purchased Programming (5)	5,700	6,028	6,028

Notes:

- (1) Channels providing Standard Definition (SD) television services to the AFN audience
- (2) AFN Channels providing music, news, information, entertainment and sports to afloat units
- (3) Channels providing service to the AFN audience
- (4) Bi-weekly sports and entertainment programming hours to afloat units (48 hours/month)
- (5) Hours of TV programming purchased annually - Increase is based on adjusted hourly costs from suppliers

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IV. Performance Criteria and Evaluation Summary (Continued)

Overseas Radio and Television Products (continued)

Broadcast News

Provides DoD military/civilian workforce and families, and sailors/Marines onboard Navy ships, DoD Military Department and regional/local command/internal broadcast news/information products. These products are delivered via AFRTS. Surveys are conducted both formally and informally through Military Department online services semi-annually. Feedback is received via the Goldwater-Nichols Act surveys of commands. Results indicated there is continuous demand from combatant commands and components for these products.

<u>Performance Metrics (1)</u>	<u>FY 2009 (Actual)</u>	<u>FY 2010 (Projected)</u>	<u>FY 2011 (Projected)</u>
Regularly Scheduled Radio Broadcasts	2,672	2,672	2,672
Regularly Scheduled TV Broadcasts	4,132	4,132	4,132
Radio/TV Internal Information Spots	730	730	730
Average Number of Members Served	2,000,000	2,000,000	2,000,000
Original Daily Web and Podcasts	13	12	12
Daily New Media Products(BLOGS/VCLIPS)	7	8	8
Original Special Radio Broadcasts Produced	50	50	50
Original Special TV Broadcasts Produced	549	551	551
Regularly Scheduled Live Weekly TV Broadcasts	17	17	17
Annual Hours of Radio Broadcasts	5,460	5,460	5,460
Annual Hours of TV Broadcasts	15,163	15,163	15,163

1) No growth in products and services is planned

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IV. Performance Criteria and Evaluation Summary (continued)

News and Media Information Products

The News and Media Information products budget of \$54.6M accounts for 21.4 percent of the overall DMA \$ 255.9M FY 2011 O&M Budget.

Non- Broadcast News

Non-Broadcast news video, multi-media and print products and services are tailored to deliver DoD and Service Leadership messages and internal command information to a worldwide DoD audience. The program encompasses consolidated major products such as the Army's "Soldier" magazine; the US Navy's "All Hands" magazine; the US Marine Corps' "Marines" magazine, the US Air Force's "Airman" magazine and DoD's American Forces Press Service (AFPS) press releases. Delivery methods include official service websites, e-mail, computer servers using File Transfer Protocol (FTP) and Real Simple Syndication (RSS) feeds to notify readers of new information.

<u>Performance Metrics</u> ⁽¹⁾⁽²⁾	<u>FY 2009</u> (Actual)	<u>FY 2010</u> (Projected)	<u>FY 2011</u> (Projected)
Copies of Printed Periodicals	8.358	8.358	8.358
Members Served (DoD & Military)	3.841	3.841	3.841
Electronic Periodicals Downloaded (Portable Document & Flash Page Views)	3.150	3.150	3.150
Electronic News Stories Read (Page Views)	50.142	50.142	50.142
American Forces Press Service (AFPS)Articles ⁽³⁾	3.200	3.200	3.200
Special Publications Printed (Posters, Planners, Almanacs)	2.541	2.541	2.541
Special Publications Electronically Distributed (News Service Reports, Stand To Reports, Plan Of The Day Notes)	3.927	3.927	3.927
<small>(1)No growth in products and services is planned (2)Data in millions (3) Other Articles not categorized as AFPS - 0.108 FY10 and FY11</small>			

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IV. Performance Criteria and Evaluation Summary (continued)

News and Media Information Products

Public Web

EFFICIENCY: DMA's Public Web security posture is robust and meets all DoD security requirements with functionality that protects a significant amount of bandwidth ensuring web site can continue to be efficiently operated during disruption attempts by hackers. The DMA public web homepage (www.defenselink.gov) normally experiences an average number of 1.3 million page views of per week. During a recent denial of delivery/service attack, over 263 million requests were received in a one day period. During this attack the network infrastructure was able to isolate our Content Delivery Network (CDN) to protect 98 percent of our bandwidth (capacity) ensuring that all our Web sites continued to be served.

STRATEGIC OBJECTIVE #1: The DMA Public Web program provides a robust, scalable, secure, Web environment for all DoD and the general public that meets the demands of its customers. Traffic to DoD public Web sites continues to grow as people turn to the Web to view the latest up-to-the-minute news/feeds and mission related photos and videos.

OUTCOME: Hosting of DoD, Air Force, Navy and Marine Corps Web sites currently serves over 107 million visitors a year with an estimated growth to 114 million by 2010.

EFFICIENCY: By consolidating the hosting environments the DMA Public Web program will decrease infrastructure, manpower and operating costs currently in 3 different locations.

STRATEGIC OBJECTIVE #2: Ensure that Web sites hosted within the DMA Public Web infrastructure are protected and secure from domestic and international cyber attacks.

OUTCOME: Effective security posture to mitigate Distributed Denial of Service (DDoS) attacks.

EFFICIENCY: DMA's Public Web security posture is robust and meets all DoD security requirements with functionality that protects a significant amount of bandwidth ensuring web site can continue to be efficiently operated during disruption attempts by hackers.

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IV. Performance Criteria and Evaluation Summary (continued)

News and Media Information Products - Public Web

The DoD public web homepage (www.defense.gov) normally experiences an average number of 1.3 million page views per week. During a recent denial of delivery/service attack, over 263 million requests were received in a one day period. During this attack the network infrastructure was able to isolate our Content Delivery Network (CDN) to protect 98 percent of our bandwidth (capacity) ensuring that all our Web sites continued to be served.

STRATEGIC OBJECTIVE #3: Provide authorized DoD content providers to the DMA Public Web with the tools to publish products to the Web and the ability to gather actionable insights and key performance metrics.

OUTCOME: The DMA Public Web enterprise web-based content management system (CMS) is designed to support DoD Web sites. The CMS allows authorized DoD content providers to submit information, news stories, images, and video/audio products globally.

EFFICIENCY: With a consolidated CMS, content providers around the world have quicker access to publish information improving performance & decreasing infrastructure/manpower operating costs.

<u>Public Web Performance Metrics</u>	<u>FY 2009⁽³⁾</u> (Actual)	<u>FY 2010⁽⁴⁾</u> (Projected)	<u>FY 2011⁽⁴⁾</u> (Projected)
Annual Number of Visitors ⁽¹⁾	23.70	113.68	120.87
Average Number of Terbytes Used ⁽²⁾	7.95	37.21	41.20
Annual DMA Public Web Budget (Millions) ⁽³⁾	\$ 4.44	\$ 9.32	\$ 9.67
Average \$ Cost Per Visitor (Millions)	\$ 0.129	\$ 0.082	\$ 0.080
Average \$ Cost Per Terra Byte (Millions)	\$ 0.403	\$ 0.250	\$ 0.235
Notes: (1) All visitor data in millions (2) Bandwidth measurement in Terabytes was chosen as a performance metric due to its relationship with the number of customers who can access the DMA Public Web and the speed which the data can be downloaded to these customers (3) FY 2009 data reflects support for DMA DoD and Navy components only (4) FY 2010 and FY 2011 increase due to expansion of DMA Public Web support to Air Force and Marine Corps Components			

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IV. Performance Criteria and Evaluation Summary (continued)

News and Media Information Products

Visual Information

Defense Imagery Management Operations Center (DIMOC)

The Defense Imagery Management Operations Center (DIMOC) is the operational arm of Defense Visual Information (DVI) and executes its programs on behalf of the ASD/PA and the Director, DMA, to provide visual information (VI) support to all DMA mission areas; support to communications, operations, training and other missions of the DoD; and implements DoD policy and Federal law requirements for VI. DIMOC provides multimedia digitization and Tier II-level archival storage for DMA and DoD. DIMOC acts as the single DoD agent for imagery records management and maintains 24/7 situational awareness of worldwide DoD imagery acquisition assets. DIMOC has three distinct programs which are outlined as follows:

1. Customer Service and Order Fulfillment

DIMOC manages its customer service and order fulfillment programs via a comprehensive Customer Relationship Management (CRM) system. The VI Customer Service program receives, manages and distributes requests for imagery and provides customer assistance with DMA digital asset management and imagery distribution systems. The VI Order Fulfillment program delivers imagery products in numerous formats to Combatant Command, military service and DoD customers. Imagery products include still images, raw video, and produced video and multimedia products that have been created within the DMA or received from DoD imagery producers stationed around the world. Imagery products are delivered in both physical (prints, videotape, etc.) and digital formats. Imagery products are created or duplicated on-demand from the digital and physical holdings of the DMA/DIMOC.

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IV. Performance Criteria and Evaluation Summary (continued)

News and Media Information Products (continued)

Visual Information (continued)

Customer Service and Order Fulfillment Performance Metrics	FY 2009 (Actual)	FY 2010 (Projected)	FY 2011 (Projected)
Number of <u>Titles</u> of New/Initial Distribution AV Productions	94	99	105
The number of new productions created by the Services is projected to increase slightly through the out-years.			
Number of <u>Copies</u> of New/Initial Distribution AV Productions	83,260	49,400	52,500
The higher number in FY09 reflects a one-time very large mass distribution of a single title.			
Number of <u>Reorder Copies</u> of Visual Information Products (Still, Video Tapes, DVD, CD-ROM)	96,824	106,500	117,150
The purpose of the reorders is to maximize the use of existing productions in order to increase training at a minimal cost.			
Number of Customer Service Orders (Order Fulfillment)	23,979	25,100	26,400
Products include still, video, tapes, DVD, CD-ROM, etc.			
Number of Customer Service Orders (Other Than Order Fulfillment)	3,000	3,600	4,320
Services other than products include password updates, imagery location, imagery transmission, metadata, system access, etc. support			

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IV. Performance Criteria and Evaluation Summary (continued)

News and Media Information Products (continued)

Visual Information (continued)

2. Imagery Management and Digital Distribution
The Visual Information Imagery Management and Digital Distribution program provides 24/7 receiving, processing, managing and storing classified and unclassified imagery products. Provides visual media digital distribution enabling the communication of operational missions of the OSD/Joint Chiefs of Staff /Combatant Commands/other Agencies.

Imagery Management and Digital Distribution Performance Metrics	FY 2009 (Actual)	FY 2010 (Projected)	FY 2011 (Projected)
Minutes of Motion Media Archived	33,800	40,000	48,000
The number of minutes of material available for archiving is driven by component submissions as dictated by operational tempo and world events. New technology facilitates increased motion media submissions.			
Minutes of Motion Media Duplicated	104,439	114,000	100,000
As we continue to transition from analog to digital mediums, we anticipate a reduction in the number of motion minutes duplicated for FY11.			
Still Images Archived	142,000	170,400	201,100
Improved on-line access and distribution has increased interest in submitting imagery by Commands around the world. Expansion to 24/7 support will increase the amount of available imagery.			
Still Images Reproduced (Printed photos)	4,559	4,500	4,500
As the distribution architecture expands to accommodate more self-service, on-line distribution, the number of still images reproduced is expected to level off. All printed photos are in support of OSD/PA.			
Hours of Digitized Motion Media	850	5,000	5,000
Used in-house resources in FY09. Capacity increases in FY10 and beyond due to a new digitization contract.			
Registered Users of Defense Imagery Server(DIS)	3,276	4,100	5,200
DIMOC instituted a new Digital Asset Management System in FY08/FY09. To increase system security, DIMOC deleted inactive accounts and only tracks active and revalidated accounts. Military and public users are allowed access to cleared and released imagery.			
DoD Image Gallery List Subscriber Accounts	9,570	9,982	10,980
The number of subscriber accounts on DoD Image Gallery List Serve is projected to increase slightly through the out-years.			

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IV. Performance Criteria and Evaluation Summary (continued)

News and Media Information Products (continued)

Visual Information Products (continued)

3. Operations and Coordination

The Visual Information Operations and Coordination program is a 24/7 activity with responsibility for operational mission monitoring and internal dissemination of imagery for the DoD. It provides full coordination and synchronization of strategic Visual Information planning with the DoD's operational forces in order to support Office of the Secretary of Defense (OSD), Joint Staff (JS), Combatant Commands (COCOM), Joint Task Forces (JTF), Services, Defense Media Activity (DMA) and other U.S. Government Agencies' classified and unclassified imagery requirements. It serves as DoD's central archiving point for all DoD still and motion imagery and digital distribution system.

Operations and Coordination Performance Metrics	FY 2009 (Actual)	FY 2010 (Projected)	FY 2011 (Projected)
Registered Accounts on File Transfer Applications (Organizational Accts.)	211	261	320
These are registered users who submit imagery electronically			
Images Accessed/Viewed on Defense Imagery Server (DIS).	37,917,067	45,500,480	54,145,571
These numbers reflect the continued increased use of imagery through the Defense Imagery Server.			
Total Images on Defense Imagery Server (DIS)	700,465	805,000	926,400
Expansion to 24/7 support will increase amount of and access to, imagery.			

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IV. Performance Criteria and Evaluation Summary (continued)

Independent News and Media Information Products

The Independent News and Media Information products budget of \$10.5M accounts for 4.1 percent of the overall DMA \$ 255.9M FY 2011 O&M total operating authority.

Stars and Stripes

The Stars and Stripes media organization's mission is to provide independent and unbiased news and information of the highest quality to the U.S. military community. This information is essential to ensuring that members of the military community can exercise the responsibilities of citizenship in a competent manner, as well as for maintaining readiness, morale and quality of life. Information delivery methods include daily printed newspapers and various other printed products, electronic newspapers and other growing informational web-based products. The metrics provided are projected for FY 2011.

STRATEGIC OBJECTIVE #1: Ensure readers have adequate information to competently exercise their rights as U.S. citizens.

OUTPUT: Daily delivery (newspaper, web site, other electronic and printed products) of news and information that furnishes the military community with a source of information from all major news and wire services and from Stars and Stripes news gathering activities.

OUTCOME: According to a study by media research firm, MORI Research, 93 percent described Stars and Stripes as "valuable" and 91 percent rated Stars and Stripes "excellent" or "good".

DEFENSE MEDIA ACTIVITY
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IV. Performance Criteria and Evaluation Summary (continued)

Independent News and Media Information Products (continued)

Stars and Stripes (continued)

EFFICIENCY: The projected cost of gathering and providing this information is less than \$.02 a day per member served. (This metric reflects the estimated editorial costs - news gathering, writing and editing (\$6.818M), divided by 363 days per year, divided by the number of members served (1.02 million)). (Note: The data provided is a subset of STRATEGIC OBJECTIVE #2).

QUALITY: Reader comments from the MORI Research study indicate that readers spend an average of 30 minutes per day reading Stars and Stripes, and 71 percent indicate they are either likely or very likely to continue reading Stars and Stripes after their tour of duty.

STRATEGIC OBJECTIVE #2: Publish daily news and information to promote readiness/advance morale for readers to engage in public issues, connect with the community, and provide entertainment.

OUTPUT: 1,020,000 members served by various Stars and Stripes products.

OUTCOME: In FY 2011 page views of the Stars and Stripes web sites are projected to be 4,500,000/month and visits to online reader comment pages are expected to average 50,000/month.

EFFICIENCY: The daily projected cost of providing this service is less than \$.03 per day per member served (Metric: FY 2011 appropriation (\$10.492M), divided by 363 days per year, divided by 1,020,000 members served.)

DEFENSE MEDIA ACTIVITY
Operation and Maintenance, Defense-Wide
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IV. Performance Criteria and Evaluation Summary (continued)

Independent News and Media Information Products (continued)

Stars and Stripes (continued)

STRATEGIC OBJECTIVE #3: Delivery of news and information in the most economical, efficient and desirable method to the military community.

OUTPUT: Stars and Stripes provides staff-generated stories; delivers five daily geographic editions of the newspaper in electronic format and in print (five print sites in five countries); has five active bloggers; delivers a monthly newsletter to over 11,000 requestors; delivers a "daily headlines" email to subscribers; provides numerous print and electronic niche content products weekly, monthly, and annually; and provides content using video and audio delivery methods.

OUTCOME: In FY 2011, trends indicate the hosting of 17,500 daily unique visitors with average page views exceeding 140,000 daily; the five geographic editions average downloads of 147,337 times per month; visits to the online reader comment pages will average 50,000 per month, and an average of 44,000 copies of various products will be printed daily.

EFFICIENCY: Printing each daily edition at a location close to its readers, and making each edition available electronically, assures distribution for the least cost. Using varied delivery methods has significantly improved the timeliness and value of the news and information provided to members. Consequently, Stars and Stripes receives frequent requests from other media for reuse of its material.

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IV. Performance Criteria and Evaluation Summary (continued)

Independent News and Media Information Products (continued)

Stars and Stripes (continued)

<u>Stars and Stripes Performance Metrics</u>	<u>FY 2009</u> (Actual)	<u>FY 2010</u> (Projected)	<u>FY 2011</u> (Projected)
Average Number Daily Readers of Stars and Stripes Products	155,611	178,952	205,795
Members Served(DoD Military)Overseas	265,000	265,000	270,000
Members Served(DoD & Military)CONUS (Via Web)	750,000	750,000	750,000
Average Daily Cost (ADC) (Per Member Served)(1) (2)	\$0.03	\$0.03	\$0.03
Average Number Electronic Newspapers Downloaded Per Month	132,605	144,882	147,337
Average Number Web Pages Viewed Per Month	4,004,000	4,250,000	4,500,000
Average Number Daily Website Unique Visitors	13,001	15,000	17,500
Number of Daily Electronic Editions (Average Number of Pages per day)	160	160	160
Average Numbers Copies Downloaded from Website per day	4,384	4,789	4,870
Average Number Website Visits to Reader Comment Pages per Month (2)	43,386	47,000	50,000
Notes: (1) Metric: Appropriation divided by 363 days per year divided by number of members served. (2) Data relates to STRATEGIC OBJECTIVE #2			

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IV. Performance Criteria and Evaluation Summary (continued)

DoD CIVILIAN AND MILITARY PERSONNEL JOINT EDUCATION AND TRAINING - The DoD Civilian and Military Personnel Joint Education and Training budget of \$44.2M (both program and civilian pay) represents approximately 17.3% of DMA \$255.9M FY11 O&M Budget.

Defense Information School(DINFOS) - Provides entry level skills, long-term career development, and joint education/training for military/civilian personnel in public affairs, broadcasting, and visual information career fields.

	FY2009(Actual)			FY 2010 (Projected)			FY 2011 (Projected)		
	INPUT (1)	OUTPUT (1)	WORKLOAD (\$000K)	INPUT (1)(2) (3)	OUTPUT (1)(2) (3)	WORKLOAD (\$000K)	INPUT (4) (5)	OUTPUT (4) (5)	WORKLOAD (\$000K)
Initial Training									
Active	2,479	1,538	10,953	2,410	1,538	18,336	1,620	1,620	14,698
Guard	349	217	1,542	340	217	2,587	243	243	2,339
Reserve	318	197	1,405	309	197	2,351	327	327	2,967
Other/Civilian	32	20	141	31	20	236	48	48	436
Subtotal	3,178	1,972	14,041	3,090	1,972	23,510	2,238	2,238	20,440
Advance Training									
Active	654	439	2,889	729	439	5,547	882	882	7,747
Guard	79	53	349	88	53	670	180	180	1,633
Reserve	119	80	526	132	80	1,004	196	196	1,778
Other/Civilian	93	93	411	155	93	1,179	43	43	390
Subtotal	945	665	4,175	1,104	665	8,400	1,301	1,301	11,548
Total Training	4,123	2,637	18,216	4,194	2,637	31,910	3,539	3,539	32,988
(1) Includes Advance-Distance Learning (ADL) students, but not Mobile Training Team (MTT) students (2) INPUT figures represent service requirements. OUTPUT figures (less than Input (Military Departments) represent allocations based on current training facility/student support resource constraints (3) FY10 Projected INPUT reflects current data in Army Training Resource and Requirement System (ATRRS) (4) FY11 Projected OUTPUT reflects the ability to meet Services enhanced training requirements. (5) All FY11 Input/Output Active/Guard/Reserve/Civilian data is estimated.									

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IV. Performance Criteria and Evaluation Summary (continued)

Enterprise Services - Facilities Sustainment, Restoration and Modernization

This program provides facility sustainment, restoration and modernization, and demolition support for the 1.1M square feet of the Defense Media Activity (DMA) operational facilities located world-wide at over 65 different sites. Includes funding for repair, maintenance and construction of American Forces Radio & Television facilities, spaces to support Print and Web media functions, and joint Public Affairs Training.

Metric	2009		2010		2011
	ACTUAL	SUPPLEMENTAL	ACTUAL	SUPPLEMENTAL	ESTIMATE
Sustainment	\$1,667	\$0	\$4,761	\$0	\$4,659
Restoration/Modern	\$ 583	\$0	\$3,198	\$0	\$4,462
TOTAL O&M	\$2,226	\$0	\$7,959	\$0	\$9,121
Facilities Sustainment Model Requirement	\$4,663	\$0	\$4,761	\$0	\$4,706
Component Sustainment Metric	33%	N/A	100%	N/A	99%
Department Sustainment Goal(1)	94%	N/A	95%	N/A	95%
Facilities Replacement Value	\$260,026	N/A	\$269,283	N/A	\$277,146
Component Recapitalization Rate (2)	433.4 Years	N/A	84.2 Years	N/A	62.1Years
Department Recapitalization Goal	67 Years	N/A	67 Years	N/A	67 Years
Notes: (1)DOD Sustainment and Recapitalization Goals were obtained from "Defense Installations Strategic Plan" (2)Recapitalization rate calculated by dividing the replacement value of military facilities by funding used to restore/replace portion of them annually.					

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IV. Performance Criteria and Evaluation Summary (continued)

Enterprise Services - Communications and Information Management Systems

Provides support for all Defense Media Activity communications and information systems and services. The Communications and Information Management Systems budget of \$9.9M represents approximately 3.8 percent of DMA \$255.9M FY11 O&M Budget.

Communications Capacity

Metric Description: Sufficient bandwidth to meet internal and external customer and real-time data communications requirements.

Measurement Frequency	Weekly
Method of Performance Level Calculation	Statistical snapshot sampling every hour at :00. Calculate mean & SD.
Target Value	Bandwidth is 50% greater than mean usage, 99.5% of the time.

Standard Network Outages

Metric Description: DMA Enterprise Network Operations will coordinate all Standard IT Enterprise Network Outages with all DMA directorates and OASD (PA). Network Maintenance advance notifications will be provided to the directorates not less than five business days prior to a scheduled outage to ensure the outage will not disrupt any operational needs.

Measurement Frequency	As occurs
Method of Performance Level Calculation	Time elapsed between outage notification and start of outage.
Target Value	Five or more business days

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IV. Performance Criteria and Evaluation Summary (continued)

Enterprise Services - Communications and Information Management System(continued)

Access to DMA Enterprise Network

Metric Description: Uptime for e-mail, VPN, Printing, Blackberry, File Service, WINS, DHCP, DNS, SMTP, and Authentication
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Measurement Frequency	Monthly
Method of Performance Level Calculation	For each item described above, availability is determined by the following formula: $\frac{\text{Total available minutes per month}}{\text{Total minutes during the month}} \quad \times \quad \text{percent available}$
Target Value	Availability exceeding 99.99%

Metric Description: Uptime for Intranet web server, database servers, application servers, and software applications essential to ended user mission requirements.

Measurement Frequency	Monthly
Method of Performance Level Calculation	For each item described above, availability is determined by the following formula: $\frac{\text{Total minutes during the month} - \text{scheduled downtime} - \text{unscheduled downtime}}{\text{Total minutes during the month} - \text{scheduled downtime}}$
Target Value	Availability exceeding 99.99%

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IV. Performance Criteria and Evaluation Summary (continued)

Enterprise Services - Communications and Information Management System(continued)

Metric Description: Uptime of IT Enterprise Network switches/routers (less scheduled downtime)

Measurement Frequency	Monthly
Method of Performance Level Calculation	For each item described above, availability is determined by the following formula: (Downtime includes that imposed by ITA): Total minutes during the month – scheduled downtime – unscheduled downtime
Target Value	Availability exceeding 99.99%

Emergency Network Outages

Metric Description: Measures the timeliness of notifying affected users of an emergency network outage.
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Measurement Frequency	As occurs, for the DMA IT Enterprise Network
Method of Performance Level Calculation	Time elapsed between the determination that an emergency outage was deemed necessary and the notification.
Target Value	≤ 15 minutes

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IV. Performance Criteria and Evaluation Summary (continued)

**Enterprise Services - Communications and Information Management Systems
(continued)**

Network Security Services

Metric Description: DMA CIO will ensure zone access control for all DMA rooms and telecommunications rooms (Tars) containing DMA IT equipment.	
Measurement Frequency	Scheduled and unscheduled each month
Method of Performance Level Calculation	Number of checks conducted each month; number of violations discovered. No. of violations found during each check (self explanatory): $\frac{\# \text{ of Checks Conducted during period} - \# \text{ of checks w/ violations}}{\text{No. of Checks Conducted during period}}$
Target Value	0 instances per month of security violations.

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IV. Performance Criteria and Evaluation Summary (continued)

**Enterprise Services - Communications and Information Management Systems
(continued)**

Information Assurance

Metric Description: DMA CIO ensures DMA components registers AIS system assets, which then allows for the timely dissemination of critical vulnerability information and remediation.
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Measurement Frequency	Monthly
Method of Performance Level Calculation	Continued monitoring
Target Value	Maintaining 100% compliance, as consistently as possible after newly released IAVAs.

Certification and Accreditation

Metric Description: Meet requirements by conducting annual security control reviews and ensuring DMA-wide systems meet targeted accreditation goals
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Measurement Frequency	Quarterly FISMA updates
Method of Performance Level Calculation	DMA CIO is responsible for ensuring the security of all information and information systems within the DMA enterprise used by military and government staff and contractors of DMA. Further, DMA CIO provides, IAW DoD and FISMA guidance, regularly scheduled reviews and status updates of IT systems' in the DMA IT Portfolio Repository (DITPR).
Target Value	100% compliance

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V. Personnel Summary

	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>Change From FY 2009 to FY 2010</u>	<u>Change From FY 2010 to FY 2011</u>
<u>Active Military End Strength (E/S) Total</u>	1,027	996	982	-31	-14
Officer	60	57	53	-3	-4
Enlisted	967	939	929	-28	-10
<u>Reserve Drill End Strength (E/S) Total</u>	42	42	42	0	0
Officer	10	10	10	0	0
Enlisted	32	32	32	0	0
<u>Civilian End Strength (E/S) Total</u>	682	765	808	83	43
U.S. Direct Hire	604	687	730	83	43
Foreign National Direct Hire	33	33	33	0	0
Total Direct Hire	637	720	763	83	43
Foreign National Indirect Hire	45	45	45	0	0
<u>Active Military Average Strength (A/S) Total</u>	1,027	996	982	-31	-14
Officer	60	57	53	-3	-4
Enlisted	967	939	929	-28	-10
<u>Reserve Drill Strength (A/S) Total</u>	42	42	42	0	0
Officer	10	10	10	0	0
Enlisted	32	32	32	0	0
<u>Civilian FTEs (Total)</u>	682	765	808	83	43
U.S. Direct Hire	604	687	730	83	43
Foreign National Direct Hire	33	33	33	0	0
Total Direct Hire	637	720	763	83	43
Foreign National Indirect Hire	45	45	45	0	0
<u>Average Annual Civilian Salary (\$000)</u>	104.4	104.4	105.1	0	0.70

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

<u>OP 32 Line</u>	<u>Change from</u> <u>FY 2009 to FY 2010</u>			<u>Change from</u> <u>FY 2010 to FY 2011</u>			<u>FY 2011</u> <u>Estimate</u>
	<u>Actual</u>	<u>Price</u> <u>Growth</u>	<u>Program</u> <u>Growth</u>	<u>FY 2010</u> <u>Estimate</u>	<u>Price</u> <u>Growth</u>	<u>Program</u> <u>Growth</u>	
101 Exec, General & Special Schedules	58,550	1,171	16,358	76,079	1,065	3,842	80,986
103 Wage Board	42	1	16	59	1	3	63
104 FN Direct Hire (FNDH)	525	2	1,496	2,023	74	38	2,135
308 Total Travel	4,289	47	-1,216	3,120	44	18	3,182
672 PRMRF Purchases	227	-9	0	218	-44	2	176
673 DFAS	608	-1	997	1,604	6	-70	1,540
771 Commercial Transportation	567	6	766	1,339	19	8	1,366
901 FN Indirect Hires	2,322	8	-648	1,682	62	31	1,775
912 Rental Payments to GSA (SLUC)	2,351	59	898	3,308	46	37	3,391
913 Purchased Utilities (Non-Fund)	928	10	-101	837	12	5	854
914 Purchased Communications (Non-Fund)	34,668	381	-1,957	33,092	463	630	34,185
915 Rents (Non-GSA)	225	2	6	233	3	2	238
917 Postal Services (U.S.P.S)	378	0	-184	194	0	0	194
920 Supplies & Materials (Non-Fund)	5,483	60	8,487	14,030	196	85	14,311
921 Printing & Reproduction	2,023	22	1,707	3,752	53	22	3,827
922 Equipment Maintenance By Contract	5,109	56	1,305	6,470	91	38	6,599
923 923 FSRM by Contract	2,260	25	5,674	7,959	111	1,051	9,121
925 Equipment Purchases (Non-Fund)	15,101	166	19,660	34,927	489	-637	34,779
989 Other Contracts	<u>100,678</u>	<u>1,108</u>	<u>-39,468</u>	<u>62,318</u>	<u>872</u>	<u>-6,034</u>	<u>57,156</u>
Total	236,334	3,114	13,796	253,244	3,563	-929	255,878

* The FY 2009 Actual includes \$6,500 thousand of FY 2009 Bridge Funding Appropriations (PL 110-252); and \$11,185 thousand of FY 2009 Supplemental Appropriations Act funding (PL 111-32).

* The FY 2010 Estimate column excludes \$13,364 thousand of FY 2010 Overseas Contingency Operations Appropriations (P.L. 111-118).

* The FY 2011 Estimate column excludes \$14,799 thousand of requested FY 2011 Defense-wide Overseas Contingency Operations Budget Request.

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Fiscal Year 2011 Budget Estimate
Department of Defense Dependents Education
(DoDDE)



February 2010

DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2011 Budget Estimates

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**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2011 Budget Estimates**

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

Budget Activity (BA) 04: Administration and Service-wide Activities

	FY 2009 <u>Actuals</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2010 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2011 <u>Estimate</u>
DoDDE	3,040,115	57,053	-762,397	2,334,771	44,925	134,841	2,514,537

* The FY 2009 Actual column includes \$87,460.0 thousand of FY 2009 Bridge Funding Appropriations (PL 110-252); and \$776,740.0 thousand of FY 2009 Supplemental Appropriations Act funding (PL 111-32).

* The FY 2010 Estimate column excludes \$558.7 thousand requested in the FY 2010 Defense-Wide Overseas Contingency Operations Budget Request (P.L. 111-118) and \$58.0 million in the FY 2010 Defense-Wide Overseas Contingency Operations Supplemental Request.

* The FY 2011 Estimate column excludes \$485.8 thousand requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

I. Description of Operations Financed: The Department of Defense Dependents Education (DoDDE) programs are the Department of Defense Education Activity (DoDEA), the Family Assistance (FA)/Family Advocacy Program (FAP), and the Transition Assistance/Relocation Assistance Programs (TAP/RAP).

DoDEA is the Presidential and National showcase for education excellence. The DoDEA provides a world-class education program that inspires and prepares all students in military communities around the world to be successful and responsible citizens in a dynamic global environment. Courses of study in DoDEA schools are often more rigorous than those found in public schools in the United States. The DoDEA schools' diverse curriculum offerings fully support the DoDEA Community Strategic Plan (CSP). DoDEA schools are an important quality of life issue for military families and impacts the level of military retention. The DoDEA is a DoD field activity operating under the direction, authority and control of the Under Secretary of Defense for Personnel and Readiness (P&R) and Deputy Under Secretary of Defense for Military Community and Family Policy (MC&FP). The DoDEA is comprised of the Management Headquarters, the Consolidated School Support, the Educational Partnership Program, (EPP), the Department of Defense

**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION
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I. Description of Operations Financed:

Dependents Schools (DoDDS), and the DoD Domestic Dependent Elementary and Secondary Schools (DDESS).

The mission of the Department of Defense Dependents Schools (DoDDS program is to provide a world class educational program that inspires and prepares all students in military communities around the world to be successful and responsible citizens in a dynamic global environment. In accomplishing its mission, the DoDEA looks to National education initiatives to continually enhance its programs. The DoDDS provide an education to 58,196 students in 127 schools located in 12 countries (Bahrain, Belgium, Cuba, Germany, Italy, Japan, Korea, Netherlands, Portugal, Spain, Turkey, and the United Kingdom). The DoDDS program is supported by 8,020 full-time equivalent staff. The DoDDS program also funds for 3,127 students enrolled in Non-DoD Schools.

The mission of the Department of Defense Domestic Dependent Elementary and Secondary Schools (DDESS) program is to provide a world class educational program that inspires and prepares all students in military communities in the United States, Guam and Puerto Rico to be successful and responsible citizens in a dynamic global environment. In accomplishing its mission, the DoDEA looks to the national education initiatives to continually enhance its programs. The DDESS provides education to 29,923 students in 67 schools located in seven states (Alabama, Georgia, Kentucky, New York, North Carolina, South Carolina, and Virginia), the Territory of Guam and the Commonwealth of Puerto Rico. The DDESS program is supported by 4,236 full-time equivalent staff. The DDESS manages special arrangement contracts for 1,548 students with local school districts. The contracts provide funds for payment of tuition and transportation services at locations not served by DDESS. Special arrangement contracts are located in Delaware, Kansas, Massachusetts, New York and Puerto Rico. The DDESS program also funds for 435 students enrolled in the Non-DoD Schools Program.

DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION
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I. Description of Operations Financed:

The **Management Headquarters** is responsible for overseeing, directing and controlling agency activities as well as establishing educational standards, developing agency-wide policy and guidance, monitoring programs and outcomes, providing technical assistance and garnering resources for the DoDEA. The Management Headquarters provides educational leadership, support and direction to area directors, district superintendents and school administrators. The Management Headquarters also develops the pre-K-12 curriculum, conducts educational program evaluations, coordinates curriculum materials adoptions, implements consistent, rigorous educational programs that reflect national trends, and coordinates systemic professional development and accountability profiles. Additionally, Management Headquarters provides counsel to the Under Secretary of Defense, P&R, on matters relating to educational programs.

The **Consolidated School Support** (CSS) functions include the streamlined functional areas of financial management, logistics, procurement, information technology, internal review, manpower management, and safety and security.

The **Educational Partnership Program** The Educational Partnership Program (EPP) responds to Congressional direction in Section 574(d) of the FY 2007 National Defense Authorization Act (P.L. 109-364) to ease the transition of military dependent students to Local Education Agencies (LEAs) as a result of global rebasing, base closure and force structure changes. The DoDEA has nationally recognized expertise and success in educating children of military families where, in spite of the frequent moves of military families, the DoDEA's academic standards and strategies consistently result in student test scores above the National average. The DoDEA's expertise and experience in developing rigorous and successful academic programs are shared with those stateside school districts serving military impacted communities. The Partnership program's emphasis is on collaborations

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I. Description of Operations Financed:

and agreements with affected stateside school systems to assist them in developing instructional programs similar to those in the DoDEA schools. The ultimate goal of the program is to ensure that a high quality educational program is provided to all children of military families living both inside and outside the gates of military installations. The collaboration between DoDEA and the LEAs:

1. Ensures high quality educational programs for the school age children of military families.

2. Promotes academic and social/emotional support for transitioning students from DoDEA to non-DoDEA schools.

3. Creates legislation and policy enhancements and understandings that will impact a military child's success.

4. Extends student learning through online/virtual opportunities.

Impacted Local Educational Agencies are afforded the full range of DoDEA educational enhancements and strategies or selected ones that best meet the needs of the district or school.

The Educational Partnership Program Initiative consists of (1) Partnership Development - developing partnerships with schools and districts that focus on best (instructional) practices and transition support services, (2) Legislation and Policy - negotiating agreements with state and local governments that reduce the transition issues military children face, and (3) Extended Learning - providing online and virtual school opportunities for students and teachers that enhance student learning.

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I. Description of Operations Financed:

Partnership Development: Increase the K-12 student academic and achievement opportunities in partner schools and districts.

Best Practices Collaborative: This component seeks to increase the academic performance of students through alignment of best practices in curriculum, instruction, assessment, and professional development. This component uses program evaluation to promote data-driven decision making and processes for ongoing school program review to support change in classroom practices. Working through a variety of delivery models (to include on-site sessions and expertise), the Collaborative helps LEAs to (1) implement rigorous, standards-based curriculum consistently, (2) provide quality high school programs, (3) utilize appropriate program improvement strategies, (4) implement foreign language practices that enhance proficiency, and (5) provide targeted professional development for teachers and leaders.

Transition Support Services: This component addresses the unique needs of military dependents and provides the support required for them. It works with communities and schools on issues such as graduation requirements, course prerequisites and alternatives that ensure academic rigor and success, etc. Transition Support Services also provides a variety of communication venues for sponsors/parents of school-age children in the military community to ensure awareness of educational opportunities available to them.

Trends and Data Analysis: The work of the EPP includes a data analysis component, which assesses the impact of the EPP's efforts in reaching its stated goals.

Legislation and Policy: Develop and sustain legislative relationships with government and non-government organizations.

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I. Description of Operations Financed:

Impacted Installations and Communities: This component identifies communities, provides liaison functions, collects growth plans and data for DoD-impacted installations and communities, and provides a point of contact for services. The program creates venues for the identification of needs and the sharing of resources and strategies.

Model Legislation: This component assembles, analyzes, and distributes legislation from and between states and local communities and federal departments that affect educational opportunities, transitions, and alternatives for military-impacted installations and communities. It also provides education, assistance, and best practices/models for legislation.

Extended Learning: This program (1) assists communities, installations, and schools in exploring ways to provide, augment, or create online/virtual opportunities to extend student learning and promote teacher and leader professional development and (2) serves military families that choose to home school their children by providing guidelines for choosing a program that meets the academic requirements for a quality education.

The Educational Partnership Program Initiative offsets the challenges experienced by military personnel and their families and provide military children with a stable and secure environment.

The Educational Partnership Program website can be found at <http://www.dodea.edu/partnerships/index.cfm>.

The DoD global defense posture review and known plans for realignment and closures are reflected herein.

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Family Assistance (FA): The FA/FAP program provides programs and outreach services to include, but are not limited to, the 1-800 Military OneSource (MOS), Military Family Life Consultants (MFLC) Programs, financial outreach and counseling, spouse education and training, and support to the Guard and Reserve service members and their families. Funding supports DoD wide service delivery contracts to support all active duty and Guard and Reserve Components and is aimed at providing outreach to geographically dispersed populations. Counseling services include non-medical problem-solving/situational counseling as well as financial counseling. A robust financial counseling program is integrated into the Guard and Reserve outreach program with personal financial counselors being deployed to support service members and families as a part of pre and post-deployment. The Military OneSource (MOS) serves as the single DoD point of contact for the collection of personnel accounting information from the DoD Components (DoDI 3001.02 "Personnel Accountability in Conjunction with Natural or Manmade Disasters) and has become the standard in the Department for providing 24/7 assistance to military members and their family members around the world.

Contract In-Sourcing: The Department is continuing the plan to improve the oversight of contractor services, acquire those services more effectively, and in-source contractor services where it is more appropriate and efficient to do so. In FY 2011 the Department of DoD Education Activity intends to have replaced 91 contractors with 91 government employees at a total a cost savings of \$6,307 thousand through FY 2011.

The Department's commitment to provide support for service members and their families is demonstrated by the increase in the FA/FAP baseline in FY 2011. This increase provides permanent funding to continue non-medical counseling and partial funding for spouse tuition assistance. Resources also sustain a critical financial component at military installations that provide access to counselors for help with issues such as credit, mortgages, budgeting and foreclosure. Funding supports the President's agenda to provide

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training and education to military spouses so they can have mobile careers as well as improve the financial viability of today's military family.

1. Provide access to non-medical counseling services across a broad area to include readjustment counseling for returning service members, financial counseling, employment counseling for spouses, counseling on relationships and communication issues, etc.

2. Provide 24/7 assistance and referral service via a toll free phone or internet (interactive), Face-to-Face counseling near where Service Members and families live, telephonic counseling for those not living near an installation or able to leave the home due to child care, illness, etc., on-line counseling available from any computer with internet connection, which includes a warm hand-off to TRICARE for those situations that warrant medical related assistance.

3. Provide tuition assistance for military spouses to pursue certifications and licensures for portable careers that contribute to their financial stability.

4. Provide Joint Family Assistance infrastructure and program support in all 50 states and the four additional territories to the Guard and Reserve, Active duty Forces and their families who are geographically dispersed.

5. Provide financial assistance with issues such as managing a budget while deployed, developing a financial plan that includes tax free savings offered by the Roth IRA, and enrolling in the Thrift Savings Programs. Workshops and assistance are provided to those facing a mortgage crisis as well as excessive credit card debt.

Family Advocacy: The FAP funds are sent to each of the Military Services for use in their Family Advocacy Programs to ensure delivery of prevention and clinical intervention programs in the areas of domestic abuse, child abuse, and elder abuse. Funding is distributed to the Military Services for program costs to provide services at 300 installations. The FAP staff of over 800 civilians and 650 contractors executes the FAP

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within the Military Department down to the installation level. The FAP program includes the New Parent Support home visiting program to high risk parents for prevention of child abuse and neglect; and domestic abuse victim advocates who provide confidential safety assessment, information about available military and civilian resources, and ongoing victim support, including support in obtaining civilian and military protection orders for current and former spouses and intimate partners. This budget includes funding for the DoD Family Advocacy Command Assistance Team (FAAT) deployments to respond to allegations of complex victim child sexual abuse in the DoD sanctioned out-of-home activities. The budget also includes the operation of the DoD Hotline for reporting allegations of child abuse or safety violations within military child care settings; installation-based public awareness activities for domestic abuse and child abuse and neglect, training of professionals who are required to report suspected child abuse and neglect, and appropriate command responses to allegations of family violence. Finally, the budget supports two joint-Service research projects for improving uniformity of FAP clinical intervention: domestic abuse risk assessment, and severity scales for rating all forms of maltreatment.

1. Provide comprehensive programs for the prevention, identification, and treatment of child abuse and neglect, domestic abuse of current and former spouses and intimate partners, and elder abuse.

2. Raise awareness of family violence in the military community through public awareness activities; train professionals responsible for identifying and reporting child abuse and neglect, foster cooperation among the Services and between military and civilian agencies; and enhance multidisciplinary approaches for addressing the problems associated with family violence.

3. Receive reports of family violence, assess all family members to identify support and treatment needs, conduct meetings at least monthly of multidisciplinary case review committees to verify that reports meet criteria for entry into the Services' central

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registries of family violence reports, match applicants for positions involving services to children against such central registries, and analyze central registry data to identify trends that can be addressed by prevention efforts.

4. Improve prevention and treatment programs through joint-Service and individual Service research and evaluation efforts, including periodic inspection and accreditation.

5. Update and implement joint-Service FAP standards to include the New Parent Support home-visiting program for prevention of child abuse and neglect and to include domestic abuse victim advocacy.

Troops to Teachers: Under the Troops to Teachers (TTT) program military personnel have the opportunity to begin a new career in primary and secondary education. Public Law 107-110 requires the Secretary of Defense to administer the program under Memorandum of Agreement with the Secretary of Education and with funds provided to the Secretary of Defense by the Secretary of Education. With approval, the program will be transferred back to the Department of Defense effective with the FY 2011 Defense Authorization Act. The Troops to Teachers has assisted over 12,000 Service members to become teachers since its inception in the 1990s.

The Transition Assistance and Relocation Assistance Programs (TAP/RAP):

The Transition Assistance/Relocation Assistance Programs' mission under the National Defense Authorization Act (Public Law 101-510 and Public Law 101-189) requires the Secretary of Defense to:

1. Establish a DoD Transition Assistance Program (TAP) to encourage and assist separating or retiring military personnel to enter public or community service jobs under the authority of the National Defense Authorization Act for FY 1993 (Public Law 102-484).

2. Provide employment assistance to separating Service members and their spouses.

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3. Establish a DoD Relocation Assistance Program (RAP) to provide information and services during permanent change of station or transition.

The Transition Assistance and Relocation Assistance Programs (TAP/RAP) are provided to all separating military personnel and their families. Relocation assistance is provided for active duty permanent change of station moves. The TAP staff has nearly 400 civilians and approximately 225 contractors, executed by the Military Departments down to installation level. Funding will maintain staffing at 213 transition and 262 relocation sites worldwide. Funding also supports the TurboTAP web site and the TurboTAP program which is an automated solution to the delivery of Transition Program Services. Integral to the success of TurboTAP is reaching military service members earlier in their careers and ensuring they have the proper tools to make informed decisions. The RAP staff of 175 civilians and approximately 80 contractors similarly executes RAP in the Military Departments down to installation level. Funding supports program service delivery, training, marketing, overseas job fairs, veteran's counselors, database development and maintenance, and other automation support.

As authorized by the National Defense Authorization Act (Public Laws 101-510, 101-189, and 102-484), the TAP/RAP mission is to:

1. Encourage and assist separating or retiring military personnel to enter public or community service jobs;
2. Provide employment assistance to separating Service members and their spouses; and
3. Establish a DoD Relocation Assistance Program to provide information and services during permanent duty travel or transition.

II. Force Structure Summary: N/A

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	<u>FY 2009 Actuals</u>	<u>Budget Request</u>	<u>FY 2010 Congressional Action</u>			<u>Current Estimate</u>	<u>FY 2011 Estimate</u>
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
			A. <u>BA Subactivities</u>				
1. DoDEA	1,760,691	1,765,794	38,039	2.2	1,803,833	1,809,333	1,814,946
Mgt HQ	34,452	35,421			35,421	35,421	35,668
Consolidated School Support	135,111	60,651	38,039	62.7	98,690	104,190	56,372
Educational Partnership Program	61,161	48,090			48,090	48,090	48,633
DoDDS	1,111,476	1,186,560			1,186,560	1,186,560	1,224,578
DDESS	418,491	435,072			435,072	435,072	449,695
2. Family Assistance/Family Advocacy Program	1,217,258	472,422	-10,884	-2.3	461,538	461,538	681,474
Family Assistance/Family Advocacy Program	1,217,258	472,422	-10,884	-2.3	461,538	461,538	667,085
Troops to Teachers							14,389
3. Transition Assistance	62,166	63,900			63,900	63,900	18,117
Total	3,040,115	2,302,116	27,155	1.2	2,329,271	2,334,771	2,514,537

* The FY 2009 Actual column includes \$87,460.0 thousand of FY 2009 Bridge Funding Appropriations (PL 110-252); and \$776,740.0 thousand of FY 2009 Supplemental Appropriations Act funding (PL 111-32).

* The FY 2010 Estimate column excludes \$558.7 thousand requested in the FY 2010 Defense-Wide Overseas Contingency Operations Budget Request (P.L. 111-118) and \$58.0 million in the FY 2010 Defense-Wide Overseas Contingency Operations Supplemental Request.

* The FY 2011 Estimate column excludes \$485.8 thousand requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

B. Reconciliation Summary

Change	Change
<u>FY 2010/FY 2010</u>	<u>FY 2010/FY 2011</u>

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<u>B. Reconciliation Summary</u>	<u>Change FY 2010/FY 2010</u>	<u>Change FY 2010/FY 2011</u>
Baseline Funding	2,302,116	2,334,771
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)	41,000	
Adjustments to Meet Congressional Intent	-10,000	
Congressional Adjustments (General Provisions)	-2,871	
Congressional Earmarks	-974	
Subtotal Appropriated Amount	2,329,271	
Section 8081 Transfer (P.L. 111-118)	5,500	
Subtotal Baseline Funding	2,334,771	
Anticipated Supplemental	616,700	
Reprogrammings		
Price Changes		44,925
Functional Transfers		
Program Changes		134,841
Current Estimate	2,951,471	2,514,537
Less: Wartime Supplemental	616,700	
Normalized Current Estimate	2,334,771	

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C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2010 President's Budget Request (Amended, if applicable)		2,302,116
1. Congressional Adjustments		27,155
a. Distributed Adjustments		
b. Undistributed Adjustments		
1) Impact Aid	37,000	
2) Impact Aid - Children with Disabilities	4,000	
c. Adjustments to meet Congressional Intent	-10,000	
d. General Provisions - Sec 8097 Economic Adjustments	-2,871	
e. Congressional Earmarks - Sec 8037 Indian Lands Environmental Impact	-974	
FY 2010 Appropriated Amount		2,329,271
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		5,500
a. Functional Transfers		
b. Technical Adjustment Transfer to X-Year (P.L. 11-118)	5,500	
FY 2010 Baseline Funding		2,334,771
4. Reprogrammings (requiring 1415 Actions)		
Revised FY 2010 Estimate		2,334,771
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		
FY 2010 Normalized Current Estimate		2,334,771
6. Price Change		44,925
7. Functional Transfers		-46,200
a. Transfers In		
b. Transfers Out: Transition Policy and Care Coordination to the Office of the Secretary of Defense	-46,200	
8. Program Increases		262,393

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
a. Annualization of New FY 2010 Program		
b. One-Time FY 2011 Increases		
c. Program Growth in FY 2011		
1) Management Headquarters: There is an increase of five FTEs to support the Human Resources Division, Grievance Review, Evaluation and Adjudication Team (GREAT). This team is closely aligned with the Labor/Employee relations and serves DoDEA personnel through its work on arbitration cases. These positions provide the face-to-face support for all of DoDEA. (FY 2010 Base: \$35,421 thousand)	537	
2) Consolidated School Support:		
a) Payroll: The increase in payroll is due to an adjustment in the personnel structure within the Human Resources Division. The need for personnel providing transaction processing was replaced by the need for more expensive personnel providing oversight and monitoring, and face-to-face personnel support (requests for personnel actions and new employee in-processing).	107	
b) School Information System: The increase supports an enhanced School Information System (SIS) which manages student data and applications. The SIS improves data management through time-saving workflow technologies and through automating time-consuming data collection and reporting processes. (FY 2010 Base: \$104,190 thousand)	318	

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C. Reconciliation of Increases and Decreases	Amount	Totals
3) Educational Partnership Program: Reflects an increase in grant requirements for the post-implementation of the Partnership program. Increase is due to a contract requirement to monitor and provide quarterly reporting for all awarded grant programs. This contract monitors grant recipients to ensure compliance and assists the government in executing the payment process. (FY 2010 Base: \$48,090 thousand)	866	
4) Department of Defense Dependents Schools:		
a) Korea Tour Normalization: Additional funding will support the projected increase in costs because of the Presidential direction to change military and civilian tours in Korea to standard overseas tours of 2 years unaccompanied and 3 years accompanied with the maximum opportunity for Command Sponsorship. This change in direction will require 1 new school, 140 new teachers, and \$36,400 thousand in outfitting and operational costs to support an increase of 1,285 new students.	36,400	
b) Facility, Sustainment, Restoration and Modernization (FSRM): School building assessment reports indicate that the buildings require an increase in repair and maintenance projects. (FY 2010 Base: \$1,186,560 thousand)	3,414	

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C. Reconciliation of Increases and Decreases	Amount	Totals
5) Domestic Dependent Elementary and Secondary Schools Grow the Force Initiative: The cost increase is to support the projected increase in student enrollment at DDESS schools as a result of the Department's plan to permanently increase the U.S. Army and U.S. Marine Corps end strength for Grow the Force. This increase in student enrollment at DDESS schools will require 1 new school, 6 FTEs, and \$8,902 thousand in costs to support an increase of 950 new students. (FY 2010 Base: \$435,072 thousand)	8,902	
6) Family Advocacy:		
a) Contract Services In-sourcing: The DoDEA is in-sourcing contractor services where it is more appropriate and/or efficient to do so. This program increase is requested to hire 47 civilians, including one additional Human Resources employee, reducing the contract costs by \$6,307 thousand through FY 2011.	4,804	
b) Counseling and Military OneSource Program: Increase in other contracts and travel to support DoD centralized family support programs. This ensures consistency in program delivery, provides flexibility to meet surge requirements, reaches the Guard and Reserve and geographically dispersed, and ensures the needed support to our military community and their families.	176,640	
c) Family Advocacy Prevention Program and New Parent Support Program: Increase for prevention service to active duty and Guard and Reserve members and their families. The New Parent Support Program serves 220,000 children ages 0-3 in families at elevated risk for child abuse and neglect by providing 440 home visitors per year at 171 installations. (FY 2010 Base: \$461,538 thousand)	16,013	

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C. Reconciliation of Increases and Decreases	Amount	Totals
7) Troops to Teachers Program: Military personnel have the opportunity through teacher certification and financial support in the form of stipends to begin a new career in primary and secondary education. (FY 2010 Base: \$0 thousand)	14,389	
8) Transition Assistance Program: There is an increase in personnel costs to support this program. (FY 2010 Base: \$63,900 thousand)	3	
9. Program Decreases		-81,352
a. Annualization of FY 2010 Program Decreases		
b. One-Time FY 2010 Increases: There is a decrease for funds provided in FY 2010 for Impact Aid (-\$37,518 thousand), and Impact Aid for Children with Disabilities (-\$4,056 thousand). There is a decrease also in Consolidated School Support for funds provided in FY 2010 under P.L. 110-118, Section 8081. (FY 2010 Base: \$104,190 thousand)	-47,194	
c. Program Decreases in FY 2011		
1) Management Headquarters:		
a) Headquarters Support Contracts: The decrease in contracts is attributed to the savings resulting from the zero-based budget process. Economies of scale were realized by consolidating several contracts at the Management Headquarters level, which resulted in lower unit prices for services. These contracts included the IT Help Desk contract, the online legal research service contract, copier rental contract, and various subscription consolidations.	-705	

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C. Reconciliation of Increases and Decreases	Amount	Totals
<ul style="list-style-type: none"> b) Facilities Sustainment, Restoration, and Modernization (FSRM): The decrease in FSRM requirements is associated with changes in criterion and conditions for Management Headquarters. Project requirements for the Management Headquarters current facility will be reduced due to the agency's upcoming relocation. (FY 2010 Base: \$35,421 thousand) 	-319	
<ul style="list-style-type: none"> 2) Consolidated School Support: Facilities Sustainment, Restoration, and Modernization (FSRM): The decrease in FSRM requirements is associated with changes in criterion and conditions at the Department of Defense Dependents Schools (DoDDS) level. This funding will be provided to DoDDS in FY 2011 based on known FSRM requirements. (FY 2010 Base: \$104,190 thousand) 	-2,477	
<ul style="list-style-type: none"> 3) Educational Partnership Program: Reflects a reduction of \$1,002 thousand in travel requirements and \$29 thousand in payroll requirements since the program is now in its post-implementation stage. The new Educational Partnership Program contract includes monitoring of grant recipients by the contractor's local offices. Since the engagement of this contract, government travel requirements will be significantly reduced and will adjust the personnel structure of the Branch. (FY 2010 Base: \$48,090 thousand) 	-1,031	
<ul style="list-style-type: none"> 4) Department of Defense Dependents Schools: <ul style="list-style-type: none"> a) Payroll: Reduction in payroll is associated with a decrease in school staffing and revised staffing allocation in anticipation of projected military service transformation. b) Federal Employees Compensation Act (FECA): Reduced requirements for DoDDS share of assessed FECA costs. (FY 2010 Base: \$1,186,560 thousand) 	-19,973	
<ul style="list-style-type: none"> 5) Domestic Dependent Elementary and Secondary Schools: 	-27	

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C. Reconciliation of Increases and Decreases	Amount	Totals
a) Payroll: Reflects change in staffing allocation (teachers, GS employees, aides) which resulted in a reduction in personnel costs.	-3,529	
b) Facilities Sustainment, Restoration, and Modernization (FSRM): Fewer repair and maintenance projects are required as a result of school buildings assessments.	-687	
c) DFAS: Decrease reflects reduction in DFAS costs.	-123	
d) Federal Employees Compensation Act (FECA): Reduced requirement for DDESS' share of assessed costs for Federal Employees Compensation Act (FECA). (FY 2010 Base: \$435,072 thousand)	-1	
6) Family Advocacy Program Contract Services Insourcing: In FY 2011, the DoDEA intends to replace 46 contractors with 46 government employees reducing contract costs by \$6,307 through FY 2011. (FY 2010 Base: \$461,538 thousand)	-4,784	
7) Transition Assistance Program Quality of Life Family Relocation Assistance Program: Reflects decrease in contractor personnel monitoring contract administration. (FY 2010 Base: \$63,900 thousand)	-502	
FY 2011 Budget Request		2,514,537

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IV. Performance Criteria and Evaluation Summary

Enrollment and Number of Schools:

<u>Enrollment:</u>	FY 2009 Actuals	FY 2010 Estimate	FY 2011 Estimate
Special Education	1,186	1,306	1,370
Sure Start	1,070	953	983
Pre-Kindergarten	2,015	2,326	2,445
Kindergarten	8,882	7,806	8,235
Grades 1 through 12	71,627	72,731	75,086
Non-DoD Schools Program	3,145	3,321	3,562
Special Arrangements	<u>1,587</u>	<u>1,613</u>	<u>1,548</u>
Total	89,512	90,056	93,229

Note: Special Education enrollment reflects students enrolled in Pre-school Children with Disabilities and other self-contained special education programs only. Kindergarten through Grade 12 enrollment includes special education students which are educated in the least restrictive age appropriate classroom environment.

The establishment of AFRICOM is expected to result in a significant FY 2010 enrollment increase in the Stuttgart area. Significant enrollment increases are also anticipated in the Vilseck/Grafenwoehr, Kaiserslautern, and Wiesbaden areas.

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IV. Performance Criteria and Evaluation Summary

<u>Number of Schools:</u>	191	191	194
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Department of Defense Dependents Schools: FY 2010 student enrollment increase reflects the opening of Osan Middle School (South Korea). FY 2011 student enrollment increase reflects the opening of Camp Casey Elementary and Middle School (South Korea) and Vicenza Middle School (Italy).

Department of Defense Domestic Dependent Elementary and Secondary Schools: FY 2010 reflects the closure of Robins Elementary School at Robins Air Force Base, Georgia. The FY 2011 reflects the opening of an elementary school at Fort Campbell, Kentucky.

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IV. Performance Criteria and Evaluation Summary

	FY 2009	FY 2010	FY 2011
<u>Funding Levels</u>	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
Sustainment	77,405	73,759	73,774
Restoration and Modernization	17,710	19,903	20,659
Demolition			
Total	95,115	93,662	94,433
DoDEA Sustainment Rate	96%	94%	95%
Department Sustainment Goal for DoDEA	90%	90%	90%

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IV. Performance Criteria and Evaluation Summary

Performance Criterion #1 - Cost and Productivity Metrics: Improve student achievement and education quality. Align proficiency levels to clearly defined program and curricular performance standards.

Goal 1 for FY 2011: Per pupil costs across DoDEA will not increase more than 7 percent over the previous year.

Results: DoDEA's FY 2009 per pupil costs reflected a 4 percent increase over the previous year. Management is committed to the realignment of resources to improve student academic achievement.

Goal 2 for FY 2011: The average K-12 pupil to teacher ratio will not be less than 18:1 and not greater than 24:1 during FY 2009-2011.

Results: DoDEA's FY 2009 K-12 pupil to teacher ratio was 19.4:1. DoDEA is currently within the acceptable range and is committed to providing a full educational program even during periods of Military Service realignments.

Goal 3 for FY 2011: In accordance with the DoDEA Community Strategic Plan, 75 percent of students should perform at or above the standard category on the Terra Nova 3rd Edition Multiple Assessments test battery and no more than 7 percent fall in the below the standard category by 2011.

Results: In 2009, the average standardized test scores for DoDEA students remained stable in reading, language arts, math, social studies, and science. DoDEA's FY 2009 results indicate that 7-11 percent of students fell below the standard, and 65-74 percent of students were at or above the standard.

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Goal 4 for FY 2011: In FY 2009-2011, no less than 95 percent of the DoDEA teachers will be professionally certified in the subject area and grade level to which they are assigned within three years of employment.

Results: In FY 2009, over 97 percent of DoDEA teachers were professionally certified in the subject area and grade level to which they were assigned.

Goal 5 for FY 2011: Of DoDEA schools, 100 percent will receive and maintain accreditation through their regional accreditation agency.

Results: In FY 2009, 100 percent of DoDEA schools were accredited through their regional accreditation agency.

Performance Criterion #2 - Quality and Customer Responsiveness Metrics: The DoDEA conducts independent surveys of its major stakeholder groups, sponsors, students and teachers, every two years, to measure satisfaction levels with the programs and services provided. The survey results are incorporated into each School's Improvement Plan to ensure continued improvement on issues affecting student achievement and satisfaction with the DoDEA education program.

Goal 1 for FY 2011: Customer Satisfaction Survey results will be communicated to major stakeholders and used to identify priority areas for school, district, area, and system improvement.

Results: The results for the DoDEA Customer Satisfaction Survey are available at: <http://www.dodea.edu/datacenter/surveys.cfm>. Results are available for the past three

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IV. Performance Criteria and Evaluation Summary

survey administrations, 2004-2005, 2006-2007, and 2008-2009. The survey results are shared with major DoDEA advisory groups and are also used as one component of the program monitoring components within DoDEA.

Performance Criterion #3: Institutionalize outreach programs supporting military members and their families that provide command flexibility, adopt a community development approach and ensure that programs are cost effective, efficient, and focused on outcomes. The planned strategy is as follows: Promote technology to strengthen and expand outreach to service members and their families. Continue to shift program delivery from center-based to a community outreach approach that recognizes the needs of a geographically dispersed and internet savvy population.

Goal 1 for FY 2011: Continue to work across the States to help deploying and returning units mitigate stress and allow service members and families to have access to a full spectrum of care and support.

Results: The Joint Family Assistance Program has yielded excellent results **in** support of the Guard, Reserve, and geographically dispersed service members and their families. The support to all 50 States and 4 US territories are complete and has been extremely well received by governors and State Adjutant Generals.

Performance Criterion #4: Diminish negative effects of primary stressors unique to military life. The planned strategy is as follows: Provide policy and guidance to promote integrated services targeting deployment, reunion, casualty, and other contingency situations and to reduce the incidence and effects of all forms of family

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IV. Performance Criteria and Evaluation Summary

violence (child abuse and neglect, spouse abuse, and youth violence). Provide counseling and interventions to create a positive outlet for emotions and other stressors to preclude the negative behaviors that are harmful to military members and their families. Provide additional domestic abuse victim advocates at installations where earlier interventions have been unsuccessful.

Goal 1 for FY 2011: Continue to expand the robust delivery of outreach services for military members and families. Leverage technology to ensure that support is available in times of crisis on a National level as well as to handle personal situations that service members and families face daily or as situations arise. Non-medical counseling, financial counseling, health coaching, and spouse training and education initiatives will continue to be strong components of the family support outreach platform. Rates of reported spouse abuse and child abuse and neglect should not exceed their counterpart rates for FY10. The percentage of high-risk parents who have substantiated child abuse or neglect reports one year after participating in the New Parent Support home-visiting program should not exceed 15%.

Results: Counseling and outreach to military members and their families continues to be a high departmental priority. Usage has tripled since the program was introduced. The integrated counseling program that is being delivered to support both active duty and the Guard and Reserve components and their families has three components. The first component includes military family life consultants who provide direct services and outreach on active duty installations as well as at Guard and Reserve weekend drills and family reintegration special events. The second component includes direct services that are available via a 1-800 number. Outreach is also available via MOS, through the MFLCs, and Personal Financial counselors (PFCs). An additional counseling component includes telephonic counseling as well as online counseling via a secure chat mechanism. Health

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IV. Performance Criteria and Evaluation Summary

and wellness coaching is also available via MOS to help service members and families gain control in the areas such as smoking cessation, exercise, nutrition and diet. New Parent Support home visiting will serve additional families and domestic abuse victim advocates will provide advocacy and support to additional victims of domestic abuse

Performance Criterion #5: Diminish negative effects of primary stressors unique to military life. The planned strategy is as follows: Provide policy and guidance to promote integrated services targeting deployment, reunion, casualty, and other contingency situations. Provide policy and guidance to reduce the incidence and effects of all forms of family violence; child abuse and neglect, spouse abuse, and youth violence. Provide counseling and interventions to create a positive outlet for emotions and other stressors to preclude the negative behaviors that are harmful to military members and their families.

Goal 1 for FY 2011: Continue to expand the robust delivery of outreach services for military members and families. Leverage technology to ensure that support is available in times of crisis on a National level as well as to handle personal situations service members and families face daily or as situations needing assistance arises. Non-medical counseling, financial counseling, health coaching, child care expansion and spouse training and education initiatives will continue to be strong components of the family support outreach platform.

Results: Counseling and outreach to military members and their families continues to be a high departmental priority. Sessions have almost tripled since the program was introduced. The integrated counseling program that is being delivered to support both active duty and the Guard and Reserve components and their families has three components.

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IV. Performance Criteria and Evaluation Summary

The first component includes military family life consultants who provide direct services and outreach on active duty installations as well as at Guard and Reserves weekend drills and family reintegration special events. The second component includes direct services that are available via a 1-800 number. Outreach is also available via Military OneSource and through the Military Family Life Coaches (MFLC's) and Personal Financial counselors (PFCs). An additional counseling component includes telephonic counseling as well as online counseling via a secure chat mechanism. Health and wellness coaching is also available via Military OneSource to help service members and families gain control in the areas such as smoking cessation, exercise, nutrition and diet.

The National Defense Authorization Act of FY 1991 (Public Law 101-510) required the Secretary of Defense to provide employment assistance to separating service members and their spouses. The National Defense Authorization Act for FY 1993 (Public Law 102-484) broadened the DoD's responsibility to establish a program to encourage and assist separating or retiring military personnel to enter public or community service jobs. Transition programs provide departing military members the knowledge, skills, and self-confidence to successfully compete in the civilian sector.

Making the Transition Assistance and TurboTAP program and its resources available earlier in a service member's career will allow the service member to make better decisions related to retention and reenlistment vice separation. Automation of the process using TurboTAP will allow both active duty service members and their Guard and Reserve counterparts the ability to accomplish a great deal of this work on the web in a secure environment.

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IV. Performance Criteria and Evaluation Summary

The overall goal of the Transition Assistance and Relocation Assistance Programs is to promote economic well-being of Service Members and their families. With approximately 235,000 separations and over 750,000 moves every year, the economic stability of military families is challenged frequently. By providing state-of-the-art tools, information, and assistance, the Personal Finance and Transition Directorate will continue to ensure military members and their families are better able to manage their financial responsibilities, maintain financial stability, and reduce the impact of economic issues on their overall quality of life.

Performance Criterion #6: Ensure resources and state-of-the-art technology are provided to enhance the employability and financial stability of service members and their families. The planned strategy is as follows:

Identify tools and resources to support efficient and effective delivery systems.

Goal 1 for FY 2011: Use continuous process improvement to improve service delivery to service members and their families. Also use the results of the Status of the Force Surveys to ensure usefulness and effectiveness.

Results: The TurboTAP Transition Program has allowed the Department to leverage the experience that has been gained by a combined program in the Military Services and use the existing infrastructure to reach service members earlier and more effectively. A series of web tools are under development to complement the TurboTAP Program and allow service members to make more informed decisions at critical points in their careers.

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IV. Performance Criteria and Evaluation Summary

Performance Criterion #7: Promote joint and regional services along with the services provided under the Joint Family Resource Center (JFRC) will significantly increase the number of active and Guard/reserve members who receive Transition Assistance and Personal Finance training and assistance. The planned strategy is as follows:

Leverage resources through partnerships, technology, and regional/joint initiatives and the resources of the JFRC.

Goal 1 for FY 2011: Use continuous process improvement to improve service delivery to service members and their families. Continue to reach out to all components through the JFRC. Target is to support all requests for assistance for pre-deployment, deployment, and 30-day post deployment support.

Results: Increased outreach assistance to service members who find themselves in financial difficulties. Provided more web based tools to include the on-line financial assessment tool to help service members make timely and well-informed decisions and to assess the areas they need to improve their financial skills.

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V. <u>Personnel Summary</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	Change FY 2009/ FY 2010	Change FY 2010/ FY 2011
<u>Civilian End Strength (Total)</u>	14,368	14,493	14,683	125	190
U.S. Direct Hire	14,071	14,167	14,376	96	209
Foreign National Direct Hire	79	85	82	6	-3
Total Direct Hire	14,150	14,252	14,458	102	206
Foreign National Indirect Hire	218	241	225	23	-16
Civilian FTEs (Total)	12,536	12,767	12,702	231	-65
U.S. Direct Hire	12,251	12,455	12,408	204	-47
Foreign National Direct Hire	79	85	82	6	-3
Total Direct Hire	12,330	12,540	12,490	210	-50
Foreign National Indirect Hire	206	227	212	21	-15
Average Annual Civilian Salary (\$ in thousands)	\$90,526	\$95,874	\$97,268		

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

<u>OP 32 Line</u>	<u>FY 2009</u> <u>Actuals</u>	<u>Change</u> <u>FY 2009/FY 2010</u>				<u>FY 2010</u> <u>Estimate</u>	<u>Change</u> <u>FY 2010/FY 2011</u>			
		<u>Foreign</u> <u>Currency</u>	<u>Price</u> <u>Growth</u>	<u>Program</u> <u>Growth</u>	<u>Diff.</u>		<u>Foreign</u> <u>Currency</u>	<u>Price</u> <u>Growth</u>	<u>Program</u> <u>Growth</u>	<u>FY 2011</u> <u>Estimate</u>
		<u>Rate</u> <u>Diff.</u>					<u>Rate</u> <u>Diff.</u>			
101 Exec, Gen'l & Spec Scheds	1,105,749	2,281	32,159	52,467	1,192,656	2,614	25,239	-16,026	1,204,483	
103 Wage Board	13,698		424	-684	13,438		214	-343	13,309	
104 FN Direct Hire (FNDH)	3,102		88	138	3,328	14	86	-87	3,341	
104 Separation Liab (FNDH)	37			-37						
106 Benefit to Fmr Employees	117		4	320	441		10		451	
107 Voluntary Sep Incentives	243		6	17	266		6	9	281	
111 Disability Compensation	2,590		23	70	2,683		3	-30	2,656	
199 Total Civ Compensation	1,125,536	2,281	32,704	52,291	1,212,812	2,628	25,558	-16,477	1,224,521	
308 Travel of Persons	100,515	362	1,106	2,558	104,541	406	1,464	3,277	109,688	
399 Total Travel	100,515	362	1,106	2,558	104,541	406	1,464	3,277	109,688	
673 Def Fin & Accounting Svc	9,412		-19	1,506	10,899		43	-136	10,806	
699 Total Purchases	9,412		-19	1,506	10,899		43	-136	10,806	
725 SDDC (Other)	15			-15						
771 Commercial Transport	13,208	40	145	11,565	24,958	41	349	3,988	29,336	
799 Total Transportation	13,223	40	145	11,550	24,958	41	349	3,988	29,336	
901 FN Indirect Hires	8,775	29	251	1,515	10,570	40	244	-512	10,342	
902 FNIH Separation Liability	525			120	645			-12	633	
912 GSA Leases	3,856		96	430	4,382		61	1	4,444	
913 Purch Util (non fund)	29,912	155	329	-3,563	26,833	196	376	2,398	29,803	
914 Purch Communications	10,479	32	115	1,758	12,384	38	173	1,593	14,188	
915 Rents, Leases (non GSA)	9,327	32	103	-872	8,590	37	120	1	8,748	
917 Postal Svc (USPS)	207			50	257				257	
920 Supplies/Matl (non fund)	58,144		640	-43,119	15,665		219	6,458	22,342	

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

<u>OP 32 Line</u>	<u>FY 2009</u> <u>Actuals</u>	<u>Foreign</u> <u>Currency</u> <u>Rate</u> <u>Diff.</u>	<u>Change</u> <u>FY 2009/FY 2010</u>		<u>FY 2010</u> <u>Estimate</u>	<u>Foreign</u> <u>Currency</u> <u>Rate</u> <u>Diff.</u>	<u>Change</u> <u>FY 2010/FY 2011</u>		<u>FY 2011</u> <u>Estimate</u>
			<u>Price</u> <u>Growth</u>	<u>Program</u> <u>Growth</u>			<u>Price</u> <u>Growth</u>	<u>Program</u> <u>Growth</u>	
921 Print & Reproduction	1,682		19	-1,551	150		2	-1	151
922 Eqt Maint Contract	8,694		96	2,471	11,261		158	-1	11,418
923 Facilities Maint Contr	121,364		1,335	8,328	131,027		1,834	-190	132,671
925 Eqt Purch (non fund)	55,088		606	-24,792	30,902		433	7,311	38,646
932 Mgt Prof Support Svcs	130		1	-131					
987 Other IntraGovt Purch	215,121	36	2,366	41,410	258,933	43	3,625	-30,434	232,167
988 Grants	160,704		1,768	-80,967	81,505		1,141	-26,419	56,227
989 Other Contracts	1,107,305	244	12,180	-731,272	388,457	258	5,438	183,996	578,149
Interest Penalty Payments	116		1	-117					
999 Total Other Purchases	1,791,429	528	19,906	-830,302	981,561	612	13,824	144,189	1,140,186
Total	3,040,115	3,211	53,842	-762,397	2,334,771	3,687	41,238	134,841	2,514,537

* The FY 2009 Actual column includes \$87,460.0 thousand of FY 2009 Bridge Funding Appropriations (PL 110-252); and \$776,740.0 thousand of FY 2009 Supplemental Appropriations Act funding (PL 111-32).

* The FY 2010 Estimate column excludes \$558.7 thousand requested in the FY 2010 Defense-Wide Overseas Contingency Operations Budget Request (P.L. 111-118) and \$58.0 million in the FY 2010 Defense-Wide Overseas Contingency Operations Supplemental Request.

* The FY 2011 Estimate column excludes \$485.8 thousand requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

Fiscal Year 2011 Budget Estimates Defense Prisoner of War/Missing Personnel Office (DPMO)



February 2010

DEFENSE PRISONER OF WAR MISSING PERSONNEL OFFICE (DPMO)
Operation and Maintenance, Defense-Wide
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**DEFENSE PRISONER OF WAR MISSING PERSONNEL OFFICE (DPMO)
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**Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
 Budget Activity (BA) 4: Administration and Service-Wide Activities**

	<u>FY 2009 Actual</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2010 Estimate</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2011 Estimate</u>
DPMO	16,561	277	3,806	20,644	387	3,124	24,155

I. Description of Operations Financed: Defense Prisoner of War / Missing Personnel Office (DPMO) provides policy, control, and oversight within the Department of Defense (DoD) of the entire process for investigation and recovery related to missing persons (including matters related to civil, search, rescue, escape, and evasion). In its role as a field activity, DPMO leads the national effort to prepare personnel for possible isolation while pursuing U.S. national objectives abroad, establish the favorable conditions to recover and reintegrate them, and fully account for those lost during the nation's past, present and future conflicts. The DPMO's director is the Deputy Assistant Secretary of Defense for Prisoner of War/Missing Personnel Affairs (DASD POW/MPA), who reports to, advises, and assists the Under Secretary of Defense for Policy in developing and implementing DoD policy on all matters related to personnel accounting and personnel recovery. The DASD POW/MPA oversees the implementation of the national personnel recovery structure including the incorporation of interagency and international cooperation, and the process for investigation and recovery of personnel missing as a result of hostile action. Starting in FY 2011 DPMO will be staffed with 46 Military and 87 civilians. The Department has been directed by law to implement a comprehensive, coordinated, integrated, and fully resourced program to account for designated persons who are unaccounted for from World War II, the Vietnam War, the Cold War, the Korean War, the Persian Gulf War, and other conflicts in which members of the armed forces served at the direction of the Secretary of Defense. Finally, DPMO is charged with providing the

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I. Description of Operations Financed (continued):

strategic guidance and policy for US national level personnel recovery (recovery of living individuals).

The DPMO is a Field Activity that oversees and supports personnel accounting, and personnel recovery functions. The DPMO moves unresolved cases toward the fullest possible accounting by acquiring and maintaining comprehensive records to support case investigations which include interviewing witnesses. The DPMO leads communications and outreach programs to share information on DoD personnel accounting and recovery programs with Congress, families of prisoners of war and missing personnel, military services, veterans service organizations and the general public. These programs include review, declassification, and transfer of releasable information to the Library of Congress (LOC) for public access. DPMO ensures the intelligence community is appropriately tasked to support the personnel accounting mission. The DPMO works closely with the U.S. Pacific Command Joint POW/MIA Accounting Command (JPAC), an operational agency responsible for tactical-level research, analysis, investigation, and site excavation relating to those unaccounted for from past conflicts. Forensic identification support functions are carried out by the Armed Forces DNA Identification Laboratory (AFDIL), the Air Force's Life Sciences Equipment Laboratory (LSEL), and the military services casualty offices. These laboratories and offices support the remains identification process in the personnel accounting mission.

The DPMO develops and publishes the Department of Defense's policy and guidance for personnel isolated from friendly control and accounting for America's missing military members and designated civilians. This includes determining the fate of the missing and communicating with families of the missing service members and other segments of the U.S. population. The DPMO leads negotiations and enters into international arrangements designed to achieve worldwide access to account for and recover missing personnel or

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I. Description of Operations Financed (continued):

their remains. The DPMO develops and publishes policy related to preparing military, DoD civilians and contractors on how to evade capture and survive in captivity. The DPMO operates in environments involving coalitions and interagency-led structures. Operational commanders, their staffs, and recovery forces are trained to proactively recover personnel isolated from friendly control and to oversee repatriation and reintegration activities. The DPMO monitors activities conducted by other departments and agencies, foreign governments and non-government organizations related to the issue of the missing. The DPMO interacts with these entities as appropriate. The DPMO's Front Office (FO) has undergone a significant shift in leadership perspective to support the expanding role of personnel recovery and personnel accounting. Greater outreach to US allies, US-Russia Joint Commission on POW/MIAs, expanded efforts with the Chinese Ministry of Defense, for example, have placed greater emphasis on the DASD, and the Principal Director to become more engaged on numerous recovery and accounting efforts. Consequently the FO has realigned personnel resources to meet that demand. In support of this mission, DPMO performs the following functions:

Operational Support (OP) Directorate - Provides top quality resource management services with a strong DPMO corporate identity, all necessary infrastructure and technical advice to secure and advocate for necessary resources and assets to execute the personnel accounting and recovery missions. The OP manages human resources, information technology and systems support, fiscal management, program and budget operations, security, contract administration, facilities management, procurement, travel and managerial consultation.

Support to the U.S.-Russia Joint Commission (USRJC) - The presidents of the United States and the Russian Federation created the U.S.-Russia Joint Commission (USRJC) on POW/MIAs in March 1992. The USRJC's mission is to determine whether American servicemen were/are held against their will on the territory of the former Soviet Union (FSU) and, if so, to seek their immediate repatriation. This relationship was formalized on July 6, 2009 in

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I. Description of Operations Financed (continued):

an exchange of Diplomatic Notes. The USRJC also seeks information in the FSU that would contribute toward an accounting for missing American service members. The President appoints the commission's American chairman, and the other U.S. commissioners are appointed by their respective leaderships (i.e., U.S. Senate, U.S. House of Representatives, DoD, Department of State, and U.S. National Archives and Records Administration). The DPMO provides administrative, logistical, research, investigative, and analytical support to the American side of the USRJC through offices in Washington, D.C., and in the American Embassy in Moscow. In support of the commission, DPMO conducts archival research, interviews veterans and witnesses to U.S. loss incidents, and field surveys at aircraft crash sites and reported burial locations in an effort to contribute toward resolving the cases of unaccounted for American servicemen from conflicts since the beginning of World War II.

Personnel Accounting Policy - The United States Government (USG) is committed to obtaining the fullest possible accounting for Americans held captive or otherwise missing from the Nation's ongoing and past conflicts, to prepare and train personnel who may become isolated, and to recover those who become missing in the future. The DPMO develops and recommends policy guidance on personnel accounting, oversees the implementation of existing USG policy, and provides the accounting community with oversight and coordination. The Joint POW/MIA Accounting Command (JPAC) is the operational agency responsible for worldwide investigations, recoveries, and identifications. The JPAC's Central Identification Laboratory (JPAC-CIL), the Armed Forces Institute of Pathology's Armed Forces DNA Identification Laboratory (AFDIL), and the Air Force's Life Sciences Equipment Laboratory (LSEL) provide identification and other scientific support to the accounting mission. The Personnel Accounting mission has grown to include supporting international negotiations to secure and maintain access and support for personnel accounting operations; and providing guidance and direction for DoD for personnel accounting matters, for all of America's conflicts, past and present.

DEFENSE PRISONER OF WAR MISSING PERSONNEL OFFICE (DPMO)
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I. Description of Operations Financed (continued):

Personnel Recovery Policy - The number one priority of the government is "live recovery." American service personnel are deployed globally, resulting in the need to bring them home alive anytime, anywhere. The DPMO provides policy oversight for the mission to recover captured, missing, or isolated men and women placed in harm's way while serving the Nation in hostile situations. These actions, defined as "personnel recovery," are the sum of military, civil, and political acts needed to gain the release or rescue of service men and women.

Today, DPMO coordinates throughout DoD and the interagency community on the full range of policy matters dealing with all aspects of personnel recovery. Individuals isolated from friendly forces have a better chance to survive if properly trained and equipped. The labor provides a policy framework that helps to ensure proper training of war fighters. This includes developing and implementing policy governing search, rescue, escape, and evasion.

Each service must work with the others to make successful recoveries. This need for a joint focus on recovery issues prompted DoD to merge three groups to provide operational expertise and guidance on personnel recovery to the war-fighter. The new group is the Joint Personnel Recovery Agency (JPRA), which works with the US Joint Forces Command (USJFCOM) to promote a unified view of personnel recovery. The DPMO works closely with JPRA, the Joint Staff, the Services and combatant commands to coordinate policy and advance important issues pertaining to personnel recovery. The focus is on establishing and overseeing DoD personnel recovery policy while influencing its continued development and implementation at the national level consistent with national strategic objectives. This guidance also includes overseeing the DoD support to civil search and rescue efforts in accordance with applicable national directives, plans, guidelines, and policy.

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I. Description of Operations Financed (continued):

External Affairs (EA) Directorate - The EA Directorate functions as the main conduit for providing information on accounting for America's war missing by communicating with all external audiences except Congress. The Directorate comprises two divisions.

The EA's Declassification/Freedom of Information Act (FOIA) Division implements and executes DPMO's obligation to review, redact, and disclose timely and accurate classified and unclassified information related to POW and MIA programs and activities to all public, governmental, and non-governmental entities. The Division's functions includes FOIA, systematic and automatic declassification review, mandatory declassification review, external inter-Agency review, Privacy Act review, and security and policy review. The Division also provides Vietnam War POW/MIA documentation for release to the Library of Congress for public access, as required by law. All the aforementioned functions are mandated by public law, executive order, and/or presidential decision directives.

The EA's Constituents Services (CS) Division is DPMO's direct voice to the families of America's missing service members, veterans' service organizations, the American public, and other interested parties. Annually, the Division organizes, leads, and oversee eight monthly meetings across the nation, and two annual meetings in Washington, D.C., in which government specialists provide general and case specific information to families of America's missing. These meetings are unique within the U.S. Government and the world.

Strategic Planning & Initiatives (SP&I) - The DPMO leads the strategic planning function within the larger Personnel Recovery and Accounting Communities, ensuring that efforts directly support the DoD strategic plan, goals, and objectives. SP&I strive to develop and implement comprehensive, coordinated, and fully integrated plans to meet new Congressional guidance contained in the 2010 National Defense Authorization Act (NDAA) by synchronizing actions within and across the greater community through advocacy,

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I. Description of Operations Financed (continued):

education, engagement and leadership. The DPMO also monitor trends and shocks for technological, political and social trends in geographic regions and individual countries for possible effects on the world wide POW/MIA community. The DPMO has established programs and processes to elicit and encourage ideas to flourish from all involved with the Personnel Recovery and Accounting missions, utilizing public, private, governmental and non-governmental sources. Initiatives are ongoing to leverage academic and Non-Government Organizations (NGO) resources in the furtherance of the accounting mission. As a high priority, DPMO is involved in interagency actions to develop DoD wide processes to support accounting for Americans on the present battlefield and to facilitate a seamless transition between personnel recovery and personnel accounting. The DPMO is leading the effort to develop a Federated Case Management System.

Research and Analysis (RA) - The RA is a key function in accounting for American POW/MIAs by locating, reviewing, and analyzing historical documents containing details about the context and circumstances of an individual's loss during recent U.S. conflicts. The DPMO assess all JPAC and Stony Beach investigation reports with the goal of finding new information as to the fate of missing Americans and/or any new leads that if pursued, could result in their recovery. These recommended leads are coordinated between DPMO and JPAC analysts twice per year. The DPMO has developed a worldwide research program, which gathers information leading to the fullest possible accounting of U.S. servicemen and selected civilians still missing from World War II, the Cold War, the Korean War, the Indochina War, and the Persian Gulf War. The DPMO historians and analysts, who perform archival research, have identified more than 400 libraries, archives, and special collections in 20 foreign repositories, and approximately 100 domestic archival facilities as essential tools in the process of accounting for the missing servicemen of past wars. In 2009, DPMO located over 180 documents totaling 1500 pages to support JPAC operations and laboratory identification work. In addition to carrying out case-specific

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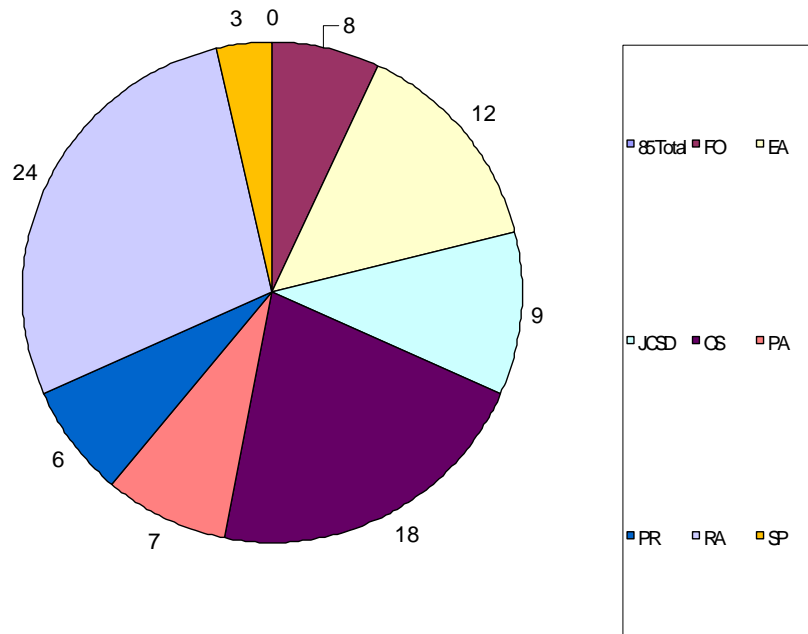
I. Description of Operations Financed (continued):

research and analysis, DPMO's historians are developing broader geographic area studies that investigate the history of missing personnel in specific geographic regions and as the result of large-scale battles. This type of information will help families better understand the context of their loved one's loss and assist in directing worldwide investigative operations. In the last two years, DPMO formed a team dedicated to responding to World War II constituent inquiries. Since DPMO's inception, its research efforts have increased exponentially beyond the Vietnam War.

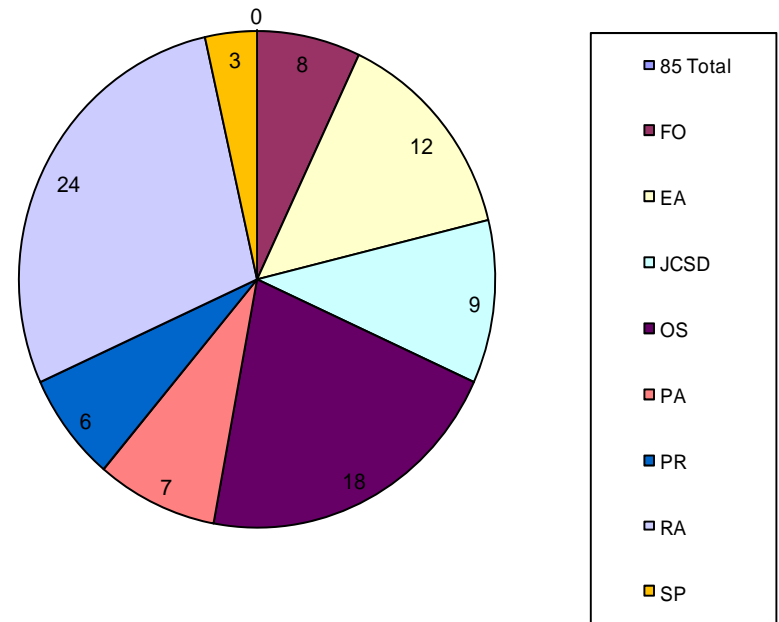
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II. Force Structure Summary:

FY 2011 Civilian Personnel By Directorate



FY 2011 Civilian Personnel By Directorate



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III. Financial Summary (\$ in thousands)

	FY 2010						
	FY 2009 <u>Actuals</u>	Budget <u>Request</u>	<u>Congressional Action</u>			Current <u>Estimate</u>	FY 2011 <u>Estimate</u>
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
A. <u>BA Subactivities</u>							
4. Administrative and Service-Wide Activities	16,561	20,679	-35	-0.17	20,644	20,644	24,155

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III. Financial Summary (\$ in thousands)

<u>B. Reconciliation Summary</u>	<u>Change</u> <u>FY 2010/FY 2010</u>	<u>Change</u> <u>FY 2010/FY 2011</u>
Baseline Funding	20,679	20,644
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)	-26	
Adjustments to Meet Congressional Intent	-9	
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	20,644	
Fact-of-Life Changes (CY to CY Only)		
Subtotal Baseline Funding	20,644	
Anticipated Supplemental Reprogrammings		
Price Changes		387
Functional Transfers		
Program Changes		3,124
Current Estimate	20,644	24,155
Less: Wartime Supplemental		
Normalized Current Estimate	20,644	

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2010 President's Budget Request (Amended, if applicable)		20,679
1. Congressional Adjustments		-35
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions - Sec 8097 Economic Assumptions	-26	
e. Congressional Earmarks - Sec 8037 Mitigation of Environmental Impact	-9	
FY 2010 Appropriated Amount		20,644
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		
FY 2010 Baseline Funding		20,644
4. Reprogrammings (requiring 1415 Actions)		
Revised FY 2010 Estimate		20,644
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		
FY 2010 Normalized Current Estimate		20,644
6. Price Change		387
7. Functional Transfers		
8. Program Increases		3,128
a. Annualization of New FY 2010 Program		
b. One-Time FY 2010 Increases		
c. Program Growth in FY 2010		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
1) Program increases are due to additional worldwide official travel requirements; an increased effort to access archives worldwide; the addition of an arrangement with China for archival research within that country; the establishment of the Federated Case Management (FCM) system and associated contractual, travel and an additional 2 FTE's to manage the program; and additional funding for DPMO's Constituency Outreach Program.	3,128	
9. Program Decreases		-4
a. Annualization of FY 2010 Program Decreases		
b. One-Time FY 2010		
c. Program Decreases in FY 2010		
1) Program decreases are primarily minor, adjustments to various categories of expenses, totaling to -\$4K.	-4	
FY 2011 Budget Request		24,155

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IV. Performance Criteria and Evaluation Summary

Overall Assessment

The DPMO provides leadership and guidance for the DoD effort to account for and recover missing personnel while informing stakeholders of U.S. Government (USG) personnel accounting efforts, and making accounting and recovery information accessible to all interested persons. The DPMO, with National Security Council (NSC) endorsement, has led an interagency effort to produce the first-ever U.S. policy on personnel recovery also known as Annex 1 of NSPD 12. The annex was signed on 4 December 2008; by Mr. Hadley, Assistant to the President for National Security Affairs and Mr. Wainstien, Assistant to the President for Homeland Security and Counterterrorism.

The DPMO's efforts in promoting an integrated government approach to personnel recovery continues to highlight an all encompassing strategic value DPMO has on the national effort in the war on terrorism. The DPMO developed a proactive capability that responds to crisis's involving missing persons, promotes defense relations using personnel recovery as a security cooperation tool, and builds partnership capacity with personnel recovery education and training communities. The DPMO continues to review and enhance its mission strategy and to develop sound metrics and measures that will enhance and strengthen future budget reporting.

Personnel Accounting Policy

The DPMO provides policy, control, and oversight to DoD's worldwide accounting efforts for Americans lost in past conflicts, including the Vietnam Conflict, the Korean War, the Cold War, World War II, Operation Eldorado Canyon, and the 1991 Gulf War. This role

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IV. Performance Criteria and Evaluation Summary (Continued)

includes leading negotiations with foreign governments to gain access for research, investigation, and excavation, and overseeing the effectiveness of technical discussions on these matters by elements of the accounting community. During 2009, DPMO continued to coordinate with relevant combatant commanders to ensure that detailed records on the current missing will be available to support post conflict personnel accounting, should that requirement arise. Then DPMO also works with other DoD and interagency organizations to ensure that USG senior leaders reinforce to foreign officials the importance the American people and the USG place on foreign governments' cooperation on POW/MIA issues.

In conjunction with the State Department, DPMO seeks innovative ways to leverage its humanitarian work to encourage other nations to adopt common perspectives and procedures that advance the USG's ability to operate in coalitions and cooperate on common security challenges. In an effort to leverage their capabilities and within resource limits, DoD POW/MIA accounting organizations will continue to train and engage in professional exchanges with foreign civilian and military personnel involved in similar scientific, forensic, archival, and remains recovery efforts. The DPMO will seek to persuade host nations to become more active in encouraging their citizens to provide information, locate pertinent wartime documents, support flexible field operations, and work with neighboring countries to address American losses in border regions.

Vietnam War - The DPMO continues efforts to increase transparency in POW/MIA accounting efforts with Vietnam, Cambodia, and Laos, and to encourage an open dialogue between the countries of Indochina to enhance mission effectiveness. Combining strategic engagement and analytic assessment with unilateral and joint fieldwork, DPMO provides the architecture for increased access and accounting operation effectiveness.

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IV. Performance Criteria and Evaluation Summary (Continued)

In FY 2009-2010, DPMO's goals included gaining unrestricted access to Vietnam's Central Highlands and expanding accounting operations throughout Vietnam. This was in response to their government's recent offer to expand the pace and scope of US and VNOSMP recovery operations which will bring down the excavation backlog, increase the effectiveness and breadth of Vietnam archival research programs, increase flexibility for operational scheduling of backlogged excavations in Laos, and continue to maintain the comprehensive accounting research and investigations in Cambodia. The DPMO will continue efforts to acquire information from classified and declassified Vietnam War holdings of Russian and other former Soviet archives.

Korean War - The DPMO researchers and analysts continue to conduct extensive research across multiple archives in Washington DC, St. Louis, Missouri, as well as a wide range of foreign archives, and other military history centers in an effort to obtain archival material such as photos, witness statements, loss facts, and other circumstantial evidence that would lead to the resolution of any open Korean War cases. In 2009, over 4600 such documents were screened in the National Archives alone. The DPMO specialists collect, research, and analyze information to support identification of remains recovered from the Korean Peninsula and China from 1990 to 2009, to include remains repatriated from North Korea in April 2007. The DPMO provided critical analysis and supporting identification documentation for the 17 identifications of Korean War dead made in 2009. The DPMO researchers will continue to develop leads for JPAC investigations in South Korea and China in FY 2010 and beyond.

Although USG is unable at this time to conduct accounting operations in North Korea, DoD will work to expand the scope of accounting operations in South Korea.

The DPMO's research efforts further support a joint DPMO, JPAC, and Armed Forces DNA Identification (AFDIL) working group that continues to develop information on the 850

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IV. Performance Criteria and Evaluation Summary (Continued)

plus unknown servicemen buried in the National Memorial Cemetery of the Pacific. During In FY 2007 JPAC identified three remains disinterred from the National Memorial Cemetery of the Pacific with DPMO's research and analysis support, and two more in 2009.

Surviving veterans are a key source for developing leads on Korean War unaccounted for servicemen. In FY 2009, DPMO interviewed more than 100 American veterans who provided valuable information on America's Korean War losses that has been crucial to establishing and verifying 24 prison camp populations and other losses from other POW sites. These camps accounted for the deaths of more than 2,400 American servicemen during their captivity. The Korean War Oral History Program will continue through FY 2010. The DPMO is working with AFDIL on a campaign to collect DNA family reference samples from the families of those still unaccounted for to assist in the remains identification process.

Although China did not approve investigations or excavations in either FY 2007 or FY 2008, DPMO concluded an arrangement with the Peoples Liberation Army to have access to information in Chinese military archives related to missing US servicemen from the Korean War. In FY 2008 and FY 2009, a DPMO delegation visited China's military archives to review their holdings, and was the first foreigners to do so. Work continues on implementing the arrangement by which DPMO passes requests for information to the Chinese and the Chinese in turn, search for information and provide copies or extracts of the information they have discovered. Thus far the Chinese have passed information relating to two air cases (13 personnel), and in one of these they located a crash site. The DPMO believes the Chinese PLA archives contain valuable information related to servicemen missing during the Korean War, and continue to request additional information to resolve these cases.

The DPMO specialists analyzed thousands of pages of Korean War materials from former Soviet Union archives and provided information to 299 next-of-kin. This accomplishment

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IV. Performance Criteria and Evaluation Summary (Continued)

was possible, in part, because DPMO researchers gained access to an important Russian military archive; access that had been terminated in October 2006. The DPMO negotiations with the Russian government to restore access to their archives have to date been unsuccessful, however they are on-going. In the mean time, DPMO has successfully negotiated archive access with Albania, Bulgaria, and Romania.

Cold War - Of the original 162 Cold War losses, the remains of 28 individuals have been recovered and identified. The other 123 may not be recoverable as the losses are believed to have been over water. The DPMO continues to follow up on the remaining cases. In FY 2007, DPMO analyzed formerly classified information provided for the first time ever by the Chinese on a 1956 reconnaissance aircraft shot down, which ~~that~~ clarified the loss incident. In FY 2009, DoD concentrated efforts to account for Cold War losses by conducting archival research, identifying potential witnesses, and analyzing available material. As part of this effort, in FY 2010, DPMO will continue to coordinate its analytic review of Cold War cases to ensure database accuracy.

The bulk of Cold War losses are represented by 10 cases involving the shooting down of American reconnaissance aircraft near or over the former Soviet Union. These 10 cases represent 77 of the 125 unaccounted for personnel from the Cold War, and these cases continue to be prosecuted under the auspices of the U.S.-Russia Joint Commission on POW/MIAs.

World War II - The DPMO deployed the Personnel Missing Second World War (PMWWII) database to the Internet in FY 2007. The PMWWII database is the first complete USG database of Americans missing from WWII. DPMO will continue to refine the PMWWII database during FY

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IV. Performance Criteria and Evaluation Summary (Continued)

2008 - 2009. Additionally, DPMO will continue its outreach program to private citizens and groups to encourage their support of accounting and to increase potential USG recovery opportunities.

The DPMO plans to continue archival and investigative efforts in Russia and other countries of the former Soviet Union through the U.S.-Russia Joint Commission on POW/MIAs. The DPMO will exploit Russian and former Soviet archives and veteran populations to the maximum extent possible for relevant information about American losses. It also will seek to conduct field surveys at numerous aircraft crash sites reported in the Russian Far East that might be associated with U.S. losses during World War II.

Personnel Recovery Policy - In today's security environment, the threat to U.S. government personnel and American citizens working and traveling abroad is more disperse, pervasive, less predictable, and transnational. Human exploitation has become the adversary's tactic of choice against Americans abroad, allies and partners, and coalition partners. Anyone can be a terrorist's main target and the "isolated person" is no longer accidental. Hostage-taking, kidnapping, and indiscriminant governmental detention are the growing trends that threaten to destabilize developing societies. These activities allow the adversary to gain strategic advantage from a tactical event, influence the international peace and security system, degrade the collective international image, and certainly have an impact on the nation's operational resources.

In FY 2009-2010, DPMO will continue to shift the legacy paradigm of the personnel recovery function, where saving lives was the sole focus, toward developing a collective strategy that incorporates personnel recovery into a holistic government approach to address the effects and implications of human exploitation.

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IV. Performance Criteria and Evaluation Summary (Continued)

In a concerted effort to bring greater breadth and depth in the approach to saving lives, developing a global capability that can immediately and effectively respond to crises involving isolated persons, and continue to support the national security objectives, personnel recovery efforts are consolidated in seven focus areas:

1. **Development of U.S. and DoD policy and strategy** relating to the entire process of personnel recovery in compliance with policy direction from National Security Council/Hostage Working Group and as required under DoD policy directives and instructions.
2. **Oversight of DoD's efforts** on the application of personnel recovery policy before, during, and after operational activities.
3. **Incorporation of Interagency** personnel recovery efforts so DoD can leverage all instruments of national power and authorities abroad, thus achieve and maintain a "whole of government" approach to saving lives.
4. **International cooperation** on shared values and common security interests while pursuing opportunities to build personnel recovery capacity through security cooperation activities.
5. **Synchronization of efforts using strategic communication** in order to set the conditions where adversaries are unable to advance their strategic goals through the exploitation of captive, detained, or illegally seized U.S., allied, and coalition personnel and citizens.
6. **Applicability of education and training** for personnel recovery within the planned DoD capability paths.

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IV. Performance Criteria and Evaluation Summary (Continued)

7. *DoD support to civil search and rescue*, both nationally and internationally.

Strategic Planning & Initiatives

The DPMO leads the DoD strategic planning for the larger Personnel Recovery and Accounting Communities. The DPMO's efforts are designed to synchronize the Personnel Recovery and Personnel Accounting community's actions through advocacy, education, engagement and leadership. Relevant technological, political and social trends in geographic regions and individual countries are also monitored for possible effects on the DPMO mission. Within DPMO, programs and processes have been established to elicit and encourage ideas to flourish from all involved with the Personnel Recovery/Accounting (PR/A) mission, by taking advantage of public, private, governmental and non-governmental sources. Initiatives are also underway to leverage academic and Non-Government Organizations (NGO) resources in the furtherance of DPMO's mission. Actions are moving towards a future in which the transition between personnel recovery and personnel accounting is a seamless process from initial isolation to fullest possible accounting.

Research and Analysis

In FY 2009, DPMO is defining the requirements for a POW-MIA community portal capable of delivering real-time access and sharing of information throughout the personnel accounting community. Research and Analysis has already begun to expand data sharing and coordination data bases with the JPAC on the SIPRNET.

Outreach

The DPMO continues an aggressive outreach effort with its highly successful Family Update Program. Each year, the DPMO hosts eight meetings in major cities across the United

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States. Annual Family Update attendance averages between 1,000 and 1,200 family members. The Outreach staff briefs family members face-to-face on government procedures, processes, and efforts to account for Americans missing from World War II, the Cold War, the Korean War, the Vietnam conflict, and the 1991 Gulf War. During these meetings, family members have access to government experts who explain the use of cutting-edge technologies to research, investigate, recover, and identify remains. The discussions include the latest archeological techniques, mitochondrial DNA analysis, archival research, and other important topics. Families are able to review details of their missing family members' case. Additionally, DPMO conducts two annual government meetings in the Washington metro area for the families of the missing from the Korean, Cold and the Vietnam Wars. Approximately 400 to 500 family members attend these meetings annually. Each of these meetings provides access to families for whom there are no DNA Family Reference Samples (FRS) and enables the USG to collect these FRS, which are critical to the accounting process.

In an effort to build awareness and foster support for USG world wide accounting efforts, the DPMO invites members of Congress and their staffs whose state and district offices are near each Family Update meeting. The DPMO's outreach efforts include an aggressive, targeted public affairs program that includes news releases, internal and external television coverage, and a responsive and transparent relationship with local and national news media. Additionally, DPMO publishes and distributes a periodic newsletter, called the **"The Torch"**, to families, the veterans' community, and members of the public. The DPMO continues to conduct special meetings, distributes news releases and other items of interest to news media, families, veterans' service organizations, and congressional members. On behalf of the Secretary of Defense, DPMO annually commissions, prints, and distributes worldwide a unique poster commemorating National POW/MIA Recognition Day in an effort to increase public awareness of the POW/MIA issue. These posters are distributed to the Military Services and units world wide, the Department of Veterans

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Affairs, the majority of veterans' service organizations, families of the missing organizations, and interested Americans.

The DPMO continually updates its internet web site and periodically reconfigures it in response to user suggestions. It contains useful information for family members, researchers, and the public at large. The DPMO internet web site has received as many as **400,000 "hits"** per week from interested parties.

As required by law and executive order, the DPMO has redacted and placed into the public domain in the Library of Congress (LOC) more than 1,000,000 pages of Vietnam conflict POW/MIA-related materials with electronic shipments continuing quarterly. The DPMO has converted the collection from the old microfilm format to electronic image and contracted with the LOC to index and make the collection publicly accessible through the LOC web site. On average, the public accesses the POW/MIA collection web site more than 60,000 times per quarter searching for information on the POW/MIA accounting issue. Public interest remains high on progress in Vietnam War and Korean War/Cold War accounting efforts. The Congressionally authorized Coincidental Travel Assistance Program (COIN Assist) funds transportation for family members to attend the two annual government meetings. Congress authorized the program for family members of Americans missing from the Vietnam conflict. Congress extended the program in FY 2002 to include families of those Americans missing from the Korean and Cold Wars. Implementation of the program continues to contribute significantly to the number of family members who are able to attend the annual Korean/Cold War government briefings. Family members, veterans, and the public continue to express great appreciation for the USG's efforts to continue openness, transparency, and voluntary sharing of its information and efforts concerning the personnel accounting mission.

DPMO FY 2009 FAMILY OUTREACH MEETINGS

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IV. Performance Criteria and Evaluation Summary (Continued)



<u>CITY/STATE</u>	<u>EVENT</u>	<u>MONTH</u>	<u>FAMILY CONTACTS (Actual)</u>	<u>DNA SAMPLES (Actual)</u>
San Diego, CA	Family Update	November	149	29
Miami, FL	Family Update	January	54	10
Albuquerque, NM	Family Update	February	77	16
Bethesda, MD	Family Update	March	122	22
Denver, CO	Family Update	April	105	26
Richland, WA	Family Update	May	97	26
Nashua, NH	Family Update	June	116	29
Minneapolis, MN	Family Update	August	141	30
St. Louis, MO	Korean Cold War	October	350	70
TOTALS:			1211	257

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DPMO FY 2010 FAMILY OUTREACH MEETINGS (est)



<u>STATE</u>	<u>EVENT</u>	<u>MONTH</u>	<u>FAMILY CONTACTS (est)</u>	<u>DNA REFERENCE SAMPLES (est)</u>
Florida	Family Update	January	1,436	10
California	Family Update	February	1,585	10
Hawaii	Family Update	February	90	4
Texas	Family Update	March	1,382	10
N. Carolina	Family Update	April	3,777	20
Washington	Family Update	May	739	6
Washington D.C.	SE Asia	July	2,700	10
Washington D.C.	Korean C/W	August	6,500	30
New York	Family Update	September	4,291	20
Nebraska	Family Update	October	1,593	20
San Francisco	Family Update	November	1,194	10
TOTALS:			26,403	150

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IV. Performance Criteria and Evaluation Summary (Continued)

DPMO FY 2011 PROPOSED FAMILY OUTREACH MEETINGS



<u>STATE</u>	<u>EVENT</u>	<u>MONTH</u>	<u>FAMILY CONTACTS (est)</u>	<u>DNA REFERENCE SAMPLES (est)</u>
Phoenix	Family Update	January	636	7
Ft. Smith, AR	Family Update	February	2,303	11
Nashville, TN	Family Update	March	3,996	25
Columbus, OH	Family Update	April	3,155	20
Sioux Falls, SD	Family Update	May	1,360	11
Washington, DC	SE Asia	June	2,700	15
New Brunswick, NJ.	Family Update	July	4,120	30
Idaho Falls, ID	Family Update	August	309	5
Washington, D.C.	Family Update	September	3,000	20
Eugene, OR	Family Update	October	858	8
TOTALS:			22,437	152

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<u>V. Personnel Summary</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>Change FY 2009/ FY 2010</u>	<u>Change FY 2010/ FY 2011</u>
<u>Active Military End Strength (E/S)</u>	46	46	46	0	0
(Total)					
Officer	31	31	31	0	0
Enlisted	15	15	15	0	0
<u>Civilian End Strength (Total)</u>	69	80	87	11	7
U.S. Direct Hire	69	80	87	11	7
<u>Active Military Average Strength (A/S)</u>	46	46	46	0	0
(Total)					
Officer	31	31	31	0	0
Enlisted	15	15	15	0	0
Civilian FTEs (Total)	69	80	87	11	7
U.S. Direct Hire	69	80	87	11	7
Average Annual Civilian Salary (\$ in thousands)	138.0	142.8	139.7	4.8	-3.1

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

<u>OP 32 Line</u>	<u>FY 2009 Actuals</u>	<u>Change FY 2009/FY 2010</u>		<u>FY 2010 Estimate</u>	<u>Change FY 2010/FY 2011</u>		<u>FY 2011 Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	9,424	188	1,714	11,326	261	1,269	12,856
107 Voluntary Sep Incentives	100	0	0	100	0	0	100
308 Travel of Persons	713	8	66	787	11	422	1,220
673 Def Fin & Accounting Svc	238	0	0	238	1	2	241
912 GSA Leases	991	25	203	1,219	17	0	1,236
914 Purchased Communications	260	3	-100	163	2	-2	163
920 Supplies/Matl (non fund)	132	1	-13	120	2	-1	121
921 Print & Reproduction	49	1	-12	38	0	0	38
933 Studies, Analysis & Eval	18	0	53	71	1	0	72
987 Other Intra-Govt Purch	3,875	43	1,815	5,733	80	1,369	7,182
989 Other Contracts	760	8	80	848	12	65	925
998 Interest & Dividends	<u>1</u>	0	<u>0</u>	1	0	<u>0</u>	<u>1</u>
999 Total Other Purchases	16,561	277	3,806	20,644	387	3,124	24,155

Fiscal Year 2011 Budget Estimates Defense Security Cooperation Agency (DSCA)



February 2010

**DEFENSE SECURITY COOPERATION AGENCY
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**DEFENSE SECURITY COOPERATION AGENCY
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Operation and Maintenance, Defense-Wide Summary (\$ in thousands)

Budget Activity (BA) 04: Administrative & Service-wide Activities

	FY 2009 <u>Actuals</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2010 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2011 <u>Estimate</u>
DSCA	1,443,490	18,262	-841,201	620,551	9,416	53,886	683,853

* The FY 2009 Actual column includes \$671,548 thousand of Supplemental Appropriations for Coalition Support Funds.

* The FY 2010 Estimate column excludes \$1,920,000.0 thousand requested in the FY 2010 Defense-Wide Overseas Contingency Operations Budget Request (P.L. 118-111).

* The FY 2011 Estimate column excludes \$2,000,000 thousand requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request

* The FY 2010 Estimate column excludes \$1,058 thousand X year carryover for Coalition Support Funds

I. Description of Operations Financed: The Defense Security Cooperation Agency (DSCA) administers funding for the Regional Centers for Security Studies, Warsaw Initiative Fund/Partnership for Peace Program, Combating Terrorism Fellowship Program, Regional International Outreach, Security Cooperation Training and Support (formerly called International Programs Security Requirements Course), Global Train and Equip Program, Defense Institution Reform Initiative, Increasing Partner Capacity Building in Rule of Law Context, Coalition Support Funds, and Global Lift and Sustain Support. The DSCA also provides program management and program implementation support to the Humanitarian Assistance, Foreign Disaster Relief, and Humanitarian Mine Action programs, which are funded in a separate appropriation. DSCA is continuing the plan to improve the oversight of contractor services, acquire those services more effectively, and in-source contractor services where it is more appropriate and efficient. In FY 2011 DSCA intends to replace approximately seven contractors with approximately seven civilian FTEs at an estimated cost savings of \$316 thousand.

Changes from FY 2010 to FY 2011: Price changes, including Foreign Currency Fluctuations, are \$+9,416 thousand. After considering the effects of inflation, the net program change is an increase of \$+53,886 thousand.

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Net funding decrease totaled \$-100,291 thousand and is attributed to the reduction in contracting and operational support costs. The size and scope of the following security cooperation programs managed by DSCA decreased: Security and Stabilization Assistance, \$-98,242 thousand; Combating Terrorism Fellowship Program, \$-1,077 thousand; Regional Centers, \$-441 thousand; Warsaw Initiative Fund (WIF)/Partnership for Peace (PfP), \$-293 thousand; Defense Institution Reform Initiative, \$-185 thousand; and Increasing Partner Capacity Building in Rule of Law Context, \$-53 thousand.

Program net increases totaled \$+154,177 thousand. The program contributing to the largest portion of the increase is Global Training and Equipment (1206) with an increase of \$+140,509 thousand. This increase in funding will provide support to the partner nations in Afghanistan and Iraq. Two new programs have been added to the DSCA portfolio for FY 2011, Stability Operations Fellowship Program, an increase of \$+4,977 thousand established to create a two-year pilot, increasing the capacity of governments of foreign countries to cooperate with the United States or to conduct stability operations in lieu of U.S. forces. The second new program added in FY 2011 is the Security Cooperation Assessment Office, increase of \$+2,988 thousand, established to measure the impact of security cooperation programs. Security Cooperation Training and Support increased \$+3,762 thousand allowing for the enhancements for the Defense Institute of Security Assistance Management (DISAM). Other program increases include: DSCA Administrative Operations, \$+1,324 thousand which resulted from an increase in civilian pay of \$+855 thousand, covering 80 FTEs to include the seven FTEs from FY 2010 to FY 2011 from the insourcing initiative, \$+547 thousand in contract support and a reduction of \$-78 thousand in DFAS support costs. Regional International Outreach increased \$+617 thousand providing for required software upgrades, security accreditation, and production and test servers maintenance.

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The Regional Centers for Security Studies: The Near East South Asia Center for Strategic Studies (NESAS), Washington, D.C.; Africa Center for Strategic Studies (ACSS), Washington, D.C.; Asia-Pacific Center for Security Studies (APCSS), Honolulu, Hawaii; Center for Hemispheric Defense Studies (CHDS), Washington, D.C.; and the George C. Marshall European Center for Security Studies (GCMC), Garmisch, Germany are known collectively as the Regional Centers. The Regional Centers support the Department's Security Cooperation objectives and are assigned three core tasks: 1) counter ideological support for terrorism; 2) harmonize views on common security threats; and 3) build the capacity of partners' national security institutions consistent with the norms of civil-military relations. The centers utilize unique academic forums to build strong, sustainable international networks of security leaders. These networks promote enhanced policy understanding and mutually supporting approaches to security challenges (especially the de-legitimization of terrorism), effective security communities which support collective and collaborative action, and improved sustainable partner institutional capacity and capabilities, thus reducing the burden on U.S. forces worldwide. They provide key strategic listening and strategic communication tools, assisting U.S. policymakers in formulating effective policy, articulating foreign perspectives to U.S. policymakers, and building support for U.S. policies abroad.

DSCA has been the Executive Agent for the Regional Centers since October 2005. Unified management improves the Regional Centers support to overseas contingency operations objectives by linking security communities across regions and developing friendly global networks that can defeat global terrorism networks. The funding for the Regional Centers addresses the following specific objectives:

- Strengthen the ability of the five Regional Centers to counter ideological support for terrorism and harmonize views of common security challenges by expanding their program of seminars and courses to affect a wider and more appropriate audience in their respective regions.

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- Significantly increase functionally-focused short courses that build partner capacity in the areas of stability operations, combating terrorism, and homeland defense.
- Increase sustainable security communities that provide access to DoD leaders and provide critical regional policy feedback through a mix of conferences, seminars, and web-based discussion groups.
- Improve outreach and strategic listening through a physical presence in selected regions.
- Facilitate efforts to combat transnational security threats, such as terrorism, that cross Combatant Command (COCOM) boundaries through a series of collaborative working groups that partner centers and their networks.
- Synchronizing Secretary of Defense (SECDEF) priorities in curricula development to ensure that the same message is being transmitted to all representatives.
- Expand activities that leverage the network of past Regional Centers' graduates to advance U.S. interests, counter the influence of extremism, and share lessons learned and best practices.
- Build a federated network of functional communities of influential individuals, including U.S. and foreign partner personnel, who actively exchange insights on security issues, evaluate security trends, and provide feedback on national and security policies.
- Implement information technology solutions that will provide network member tracking and single-point visibility of regional center networks.
- Facilitate harmonization of regional center activities with other DoD international partner strategic education activities.

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Warsaw Initiative Fund (WIF)/Partnership for Peace (PfP) Program: The Warsaw Initiative Fund (WIF) is a bilateral U.S. security cooperation program. It is one of the primary tools the Department of Defense uses to provide financial and technical support to developing countries that are members of the North Atlantic Treaty Organization's (NATO) Partnership for Peace (PfP) program. The WIF program advances defense reform and institution building in Partner countries; enhances Partner contributions to coalition operations; and promotes Partner integration and accession to NATO. In accordance with U.S. policy and recent NATO Summit agreements, program activities are conducted in the following areas: defense policy and strategy; human resource management; logistics and infrastructure; professional defense and military education; stability and peacekeeping operations; emergency planning and consequence management; border security and control; and English language familiarization. Program activities include, but are not limited to, workshops, seminars, and conferences; civilian and military personnel exchanges; and functional area assistance visits. The program also supports military liaison teams as well as Partner country participation in U.S. and NATO military exercises. These activities, and others, help Partner countries implement defense reforms, build capacity, and prepare for NATO membership.

Combating Terrorism Fellowship Program (CTFP): CTFP is a security cooperation program permanently authorized in the National Defense Authorization Act of 2004 (10 USC 2249c). This legislation allows DoD to provide foreign military officers and government security officials with strategic and operational education to enhance partners' capacity to combat terrorism. The goals of CTFP are:

- Build and strengthen a global network of combating terrorism experts and practitioners at the operational and strategic levels;
- Build and reinforce the combating terrorism capabilities of partner nations through operational and strategic-level education;
- Contribute to efforts to counter ideological support to terrorism; and,

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- Provide DoD with a flexible and proactive program that can respond to emerging combating terrorism requirements.

CTFP is a key tool for Geographic Combatant Commands to foster regional and global cooperation in the war against terrorism. CTFP not only complements existing security assistance programs, it fills a void in the U.S. Government's efforts to provide non-lethal combating terrorism assistance. The program has developed mobile and resident institutional courses tailored to the specific need of key regions and countries in order to advance broader U.S. Government combating terrorism objectives. All personnel are thoroughly vetted consistent with legal requirements regarding human rights issues.

The FY 2009 National Defense Authorization Act (NDAA) increased the CTFP authorization from \$25,000 thousand to \$35,000 thousand. The increase funds efforts to defeat terrorism through counter-terrorism and anti-terrorism activities, as well as homeland defense and border control.

DSCA Administrative Operations: The DSCA administrative operations includes salaries and operating expenses of the personnel who manage the DoD-funded security cooperation programs noted above, along with the Humanitarian Assistance, Foreign Disaster Relief, and Mine Action program management costs. This funding supports costs for the DFAS accounting and IT support.

Regional International Outreach (RIO): The RIO program supports the QDR guidance and is an OSD(Policy) initiative that will provide an open source information technology solution assisting the Regional Centers for Security Studies in improving international outreach efforts and fostering collaboration among their faculty, current and former participants, OSD, and other designated DoD educational institutions. The RIO outreach, education, and collaboration efforts are directly tied to building partnership capacity and countering ideological support for terrorism. RIO is a tool that will enable

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faculty, current and former participants, and other users to share information, collaborate on projects, build international communities of interest, and improve administrative activities resulting in time and manpower savings. The RIO program has extended beyond the five regional centers (each with their own site), and now includes an additional five institutions. RIO will field a federated capability in FY 2010, which will tie the centers together along with the additional institutions and others using the same technology.

Security Cooperation Training and Support: This program encompasses a multi-faceted approach to security cooperation support and partner capacity building. Expanding beyond the program formerly called International Programs Security Requirements (IPSR) course, which provides courses of instruction in security requirements for international programs for DoD and defense contractor personnel that have direct responsibility for these programs, the Department has added training in security cooperation program integration.

For the IPSR course, the U.S. has many cooperative programs with allies, and foreign military sales help to ensure their strength. Every DoD employee involved in international programs must understand security arrangements, laws, policies, and procedures that govern foreign involvement in our international programs to protect sensitive and classified technology and military capabilities. This 5-day course is required for DoD or other government employees and defense contractors who have "hands-on" involvement in international programs, such as negotiating, managing, executing, or otherwise directly participating in international government or commercial programs including foreign military sales, cooperative research and development, commercial sales, license application review, systems acquisition, foreign contracting, foreign disclosure, international visits and personnel exchanges, program protection, or industrial security.

The Defense Institute of Security Assistance Management (DISAM) is the DoD's only dedicated institution for the education and training of thousands of U.S. and partner

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country personnel involved in the planning, management, and assessment of security cooperation and partner capacity-building programs-Title 10 and Title 22. DISAM is primarily funded via Title 22 authorities, and is not resourced to support training and education on the integrated planning, management, assessment, and interagency coordination of DoD security cooperation efforts, including many new Title 10 programs. These Title 10 programs are of particular importance to the DoD in meeting the emergent needs of military commanders in support of overseas contingencies, such as DoD efforts in Afghanistan, Iraq, and parts of Pakistan. This DISAM initiative provides for a stable infrastructure and dedicated Operations and Maintenance funding to provide DISAM the additional capability to build and support a comprehensive education platform that will help to alleviate capacity issues for training U.S. and partner country personnel assigned to embassies, headquarters, combatant commands and other security sector establishments on the proper integrated planning, management, assessment, and interagency coordination of security cooperation efforts and Title 10 program execution.

Defense Institution Reform Initiative (DIRI): DIRI is designed to help partners develop accountable, professional, and transparent defense establishments that can manage, sustain, and employ their forces and the capabilities developed through U.S. security cooperation programs.

DIRI focus areas are:

- Defense Policy & Strategy
- Human Resource Management
- Defense Planning, Budgeting and Resource Management
- Logistics & Infrastructure
- Civil-Military Relations and Interagency Coordination
- Professional Defense & Military Education

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The DIRI process is structured to streamline U.S. defense reform efforts, focus priorities and funding, and minimize programmatic gaps. Utilizing national strategic guidance, DoD employment guidance, and State Mission Support Plans (MSPs), this process will incorporate and coordinate OSD, Geographic Combatant Commanders, and country team guidance and goals to develop integrated execution plans and achieve shared objectives. The program supports security cooperation priorities identified in the Guidance for Employment of the Force (GEF). The GEF establishes defense and security sector reform as one of eight primary focus areas for security cooperation.

The DIRI process consists of five distinct phases:

- Phase Zero - Country Coordination: Scope the objectives with the country teams, the combatant commanders, the OSD regional offices, and other USG agencies.
- Phase One - Requirements Determination: Subject matter experts along with OSD, Geographic Combatant Command, and country team support will conduct a survey to determine defense institution status. Surveys are tailored to the culture and region.
- Phase Two - Program Development: A roadmap is developed based on survey findings. The DIRI roadmap is vetted by OSD, Combatant Command and country team until agreed product is reached, then recommendations are shared with partner.
- Phase Three - Program Implementation and Execution: Sequential, country-specific activities for each roadmap block are executed. Activity providers, best suited to meet objectives work in step-by-step process to implement roadmap.

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- Phase Four - Program Assessment: Every 12-18 months, DIRI surveys/roadmaps are re-assessed and updated. New surveys may need to be conducted, dependent on Partner country progress.

Increasing Partner Capacity Build in Rule of Law Context: Effective security cooperation or related defense institution building within Security Sector Reform and Rule of Law programming requires sustained engagement with strategically important international partners. The Defense Institute of International Legal Studies (DIILS) serves as the department's lead agency for providing professional legal seminars and programs, as well as education and training, to international military members and civilian government officials in furtherance of U.S. national security and foreign policy objectives.

In order to develop an effective long term strategy for rule of law programs across a broad spectrum of strategic countries, direct funding that supports strategic and operational priorities in accordance with the Guidance on Employment of the Force (GEF) and other national strategy directives was required. DIILS' ability to develop long range plans tailored to particular security challenges and focused on a specific region or country is critical to the success of global stability.

Funding in FY 2010 provides for the development and implementation of Rule of Law-based programs within each combatant command fulfilling the need for sustained engagement with regional and international partners that is necessary for the comprehensive implementation of long term defense institution building within security sector reform. It also addresses the challenges of doctrinally incorporating stability operations within persistent conflicts, with a focus on establishing effective partnerships in support of U.S. national interest and goals.

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DIILS is currently a reimbursable organization funded under a number of broader programs. Funding also provides support for Department programs without the assessment of surcharges for infrastructure cost.

Global Train and Equip (Section 1206): Represents an innovative approach required to address current threats to our national security. Because current threats often emanate from countries with which we are not at war, we must work through these partner countries to address them. This need becomes more acute in an environment of weak states, rapidly developing threats, and ungoverned areas that can be exploited for terrorist safe haven. Training and equipping foreign forces to address their own security problems is a military requirement to avoid future military interventions and mitigate long term risk.

Global Train and Equip programs are designed to meet time-sensitive and emerging threats and opportunities to build the capacity of partner-nation forces. The initiative enables the Secretary of Defense (with the concurrence of the Secretary of State) to expedite the training and equipping of partners, conducting programs that build the capacity of their national military forces to conduct counterterrorist operations, or to support military and stability operations in which U.S. armed forces are a participant. The initiative is timely, strategy-driven, integrated across diplomacy and defense, and measurable. Global Train and Equip programs are:

- Co-formulated, reviewed, and vetted by Defense and State, both by Combatant Commanders and Ambassadors in the field, and in Washington D.C.
- Approved by the Secretary of Defense and the Secretary of State
- Notified to Congressional oversight committees
- Compliant with Foreign Assistance Act (FAA) and Arms Export Control Act (AECA) security, end-use, and retransfer agreements

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- Directed toward partner nations that uphold human rights, attendant fundamental freedoms, and the rule of law

Illustrative training and equipment includes:

Training: (not exhaustive) counter-terrorism; air assault training and doctrine; civil-military operations; infrastructure security; intelligence analysis and sharing; maritime operations, security, and interdiction; equipment maintenance; border security; and operator training.

Equipment: (not exhaustive) coastal surveillance stations; patrol boats; various spare and replacement parts; avionics and communications upgrades; small arms weapons; small/large caliber ammunition; radios; computers; night vision devices; riverine assault and combat support craft; and HMMWVs.

These programs allow combatant commanders and ambassadors, working together, to train and equip foreign military forces in response to urgent and emergent threats and opportunities to solve problems before they become crises requiring major military interventions. By building the capacity of partners to handle their security problems, these effects reduce stress on U.S. forces. The Geographic Combatant Commanders consider global train and equip authority DoD's single most important tool to shape the environment and counter terrorism outside Iraq and Afghanistan.

Although the Global Train and Equip authority has been in effect just three years, it has rapidly become the gold standard for interagency cooperation to meet emerging threats and opportunities because of the revolutionary way it is managed. Unique program aspects include:

- Speed and Prevention. Traditional security assistance takes three to four years from concept to execution. Global Train and Equip authority can respond to urgent

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and emergent threats or opportunities in six months or less. For example, early successes included:

- o Enabled a rapid response to a resurgent Taliban threat by augmenting Pakistani air assault capability, resulting in an increased operations tempo and increased capture and kill rates.
 - o Rapidly moved basic supplies like ammunition and truck spare parts that the Lebanese Army desperately needed to combat al-Qaeda affiliated terrorist groups in refugee camps, providing mobility that allowed it to maintain the offensive at the Nahr al Barid camp and ultimately stabilize the area.
 - o Enabled rapid assistance for Nigeria to help enhance security in the Gulf of Guinea after Charles Taylor was captured and restrictions on assistance removed.
- Rigor. Thorough vetting of submissions results in strategically sound choices with a high national security return on investment. Proposals are competitively scored by Special Operations Command (SOCOM), the Joint Staff, DSCA, the Office of the Under Secretary of Defense for Policy, and numerous State Department components, with review by both regional and functional experts. Both DoD and State must agree before programs go forward. Planning requirements for Global Train and Equip program submissions far exceed those for other programs. Combatant Commands and embassies must lay out detailed proposals that address the full range of issues that impact program success, including operations and maintenance plans, absorptive capacity and executability, and adherence to broad foreign policy objectives, military feasibility, integration with other USG

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efforts, and mitigation of human rights concerns. Leveraging the range of core competencies resident in U.S. Departments and Agencies results in the selection of proposals the need for which is strategically clear. Planning requirements for Global Train and Equip program submissions far exceed those for other programs. Combatant Commands and embassies must lay out detailed proposals that address the full range of issues that impact program success, including operations and maintenance plans, absorptive capacity and executability, adherence to broad foreign policy objectives, military feasibility, integration with other U.S. Government efforts, mitigation of human rights concerns, etc.

- Dual-Key Authority. DoD and the Department of State coordinate on all security cooperation activities, but the Global Train and Equip authority takes cooperation to a new level. It encourages joint formulation of programs between embassies and Combatant Commands, and both must approve each program. This brings the best competencies of both departments to bear, including the diplomacy that is required to achieve buy-in from foreign partners.

Global Train and Equip represents an enduring military requirement to avoid large-scale military conflicts and reduce stress on US forces. DoD will continue to build on the success of this program in several ways. Metrics are under development to measure operational and strategic effects. DoD has asked the Inspector General to do a three-year systemic review of Global Train and Equip programs and to make its own recommendations to improve program performance. When operations tempos allow, DoD will use U.S. forces in lieu of or with contractors to conduct or supervise training -- to improve the quality of training and to build military-to-military relationships. Finally, DoD will also integrate partners into combined exercise programs to periodically test their capabilities and assess how well they are maintained or improved over time.

II. Force Structure Summary: N/A

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III. Financial Summary (\$ in thousands)

	FY 2010						
	FY 2009 <u>Actuals</u>	Budget <u>Request</u>	<u>Congressional Action</u>		<u>Appropriated</u>	<u>Current Estimate</u>	FY 2011 <u>Estimate</u>
			<u>Amount</u>	<u>Percent</u>			
A. <u>BA Subactivities</u>							
1. Regional Centers	98,930	93,271	-108	-.1	93,163	93,163	94,752
2. Warsaw Initiative Fund/Partnership for Peace	29,112	29,789	-63	-.2	29,726	29,726	29,849
3. Combating-Terrorism Fellowship Program	33,710	33,997	-72	-.1	33,925	33,925	33,323
4. DSCA Administrative Expense	11,665	12,949	-10	-.1	12,939	12,939	14,446
5. Regional International Outreach	1,445	1,291	-3	-.2	1,288	1,288	1,923
6. Security Cooperation Training and Support	986	982	-2	-.2	980	980	4,756
7. Defense Institution Reform Initiative	0	5,828	-12	-.2	5,816	5,816	5,712
8. Increasing Partner Capacity Building in Rule of Law Context	0	1,651	-2	-.1	1,649	1,649	1,620
9. Global Train and Equipment (1206)	339,721	344,908	-728	-.2	344,180	344,180	489,507
10. Security & Stabilization Asst (1207)	0	197,090	-100,205	-50.8	96,885	96,885	0
11. Security Cooperation Assessment Office (SCAO)	0	0	0	0	0	0	2,988
12. Stability Ops Fellowship	0	0	0	0	0	0	4,977
13. Coalition Support Funds (X-Year)	671,548	0	0	0	0	0	0
13. FY09 OCO Lift and Sustain	256,373	0	0	0	0	0	0
Total	1,443,490	721,756	-101,205	14.0	620,551	620,551	683,853

** The FY 2009 Actual column includes \$671,548 thousand of Supplemental for Coalition Support Funds.

* The FY 2010 Estimate column excludes \$1,920,000.0 thousand requested in the FY 2010 Defense-Wide Overseas Contingency Operations Budget Request (P.L. 111-118). The FY 2011 Estimate column also excludes \$2,000,000 thousand requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request

* The FY 2010 Estimate column excludes \$1,058 thousand X year carryover for Coalition Support Funds

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III. Financial Summary (\$ in thousands)

<u>B. Reconciliation Summary</u>	<u>Change</u> <u>FY 2010/FY 2010</u>	<u>Change</u> <u>FY 2010/FY 2011</u>
Baseline Funding	721,756	620,551
Congressional Adjustments (Distributed)	-100,000	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-1,205	
Subtotal Appropriated Amount	620,551	
Fact-of-Life Changes (CY to CY Only)		
Subtotal Baseline Funding	620,551	
Anticipated Supplemental	1,920,000	
Reprogrammings		
Price Changes		9,416
Functional Transfers		
Program Changes		53,886
Current Estimate	2,540,551	683,853
Less: Wartime Supplemental	-1,920,000	
Normalized Current Estimate	620,551	

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2010 President's Budget Request (Amended, if applicable)		721,756
1. Congressional Adjustments		-101,205
a. Distributed Adjustments	-100,000	
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions		
1) Sec 8097 - Economic Assumption (-35,360)	-900	
e. Congressional Earmarks - Sec 8037 Mitigation to Environment Impacts	-305	
FY 2010 Appropriated Amount		620,551
2. War-Related and Disaster Supplemental Appropriations		1,920,000
a. Overseas Contingency Operations (OCO)	1,920,000	
3. Fact of Life Changes		
FY 2010 Baseline Funding		2,540,551
4. Reprogrammings (requiring 1415 Actions)		
Revised FY 2010 Estimate		2,540,551
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		-1,920,000
FY 2010 Normalized Current Estimate		620,551
6. Price Change		9,416
7. Functional Transfers		
8. Program Increases		155,717
a. Annualization of New FY 2010 Program		
b. One-Time FY 2011 Increases		
c. Program Growth in FY 2011		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
1) <u>Global Training and Equip (1206)</u> : Funding in intra-government purchases was increased to support demands for countries participating in Afghanistan, Iraq, and also for the European Command area of responsibility. Increase in funding levels will support nations whose counterterrorism capability bears heavily on U.S. security. (FY 2010 baseline: \$344,180 thousand)	140,509	
2) <u>Stability Operations Fellowship</u> : New program start in FY 2011. Funding will cover cost associated with the education and training of foreign military officers and officials at military or civilian educational institutions, DoD Regional Center, conferences, seminars or other training programs. (FY 2010 baseline: \$0)	4,977	
3) <u>Security Cooperation Training and Support</u> : Increase to support enhancement for the Defense Institute of Security Assistance Management (DISAM). Increase in funding will allow for training of U.S. and partner country personnel assigned to embassies, headquarters, COCOM and other security sector establishments. (FY 2010 baseline: \$980 thousand)	3,762	
4) <u>Security Cooperation Assessments Office</u> : New program start in FY 2011. Funding supports the establishment of the Office of Security Cooperation Assessments (OSCA) as an independent office to measure the impact of Security Cooperation programs. An additional 6 FTEs will support approximately 17 assessments. (FY 2010 baseline: \$0 thousand)	2,988	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
5) <u>DSCA Administrative Operations</u> : Program increase is attributed to operational support cost and the additional 7 civilians (13 in total) for the in-sourcing initiative, reducing contract costs for the 13 FTEs by approximately \$2,575 thousand. (FY 2010 baseline: \$12,939 thousand)	1,402	
6) <u>Regional Centers</u> : Civilian pay increased will fill 9 vacancies as part of a DSCA four year transition effort to bring the Regional Centers closer to the authorized FTE strength of 391. (FY 2010 baseline: \$93,162 thousand)	946	
7) <u>Regional International Outreach</u> : An increase to provide for required software upgrades, security accreditation, production and test servers maintenance, and sustainment of the newly fielded education sites. (FY 2010 baseline: \$1,288 thousand)	617	
8) <u>Warsaw Initiative Fund (WIF)</u> : This program is executed primarily through the Combatant Commands and the increase is reflected in contracts, the Agency will continue to focus on integrating the countries of South-Eastern Europe and Eurasia with the Euro-Atlantic community. (FY 2010 baseline: \$29,726 thousand)	506	
9) <u>Increasing Partner Capacity Building in Rule of Law Context</u> : Increase in civilian pay will fund a partial FTE. (FY 2010 baseline: \$1,649 thousand)	10	
9. Program Decreases		-101,831
a. Annualization of FY 2010 Program Decreases		
b. One-Time FY 2010 Increases		
c. Program Decreases in FY 2011		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
1) <u>Security and Stabilization Assistance (1207)</u> : Delete funding previously approved for the Section 1207, Security Stabilization Assistance program since Department of State is responsible for budgeting for this activity beginning in FY 2011. (FY 2010 baseline: \$96,885 thousand)	-98,242	
2) <u>Regional Centers</u> : Decrease in funding results from the contract services in-sourcing initiative in FY 2011. The DSCA intends to replace approximately 7 contractors with approximately 7 civilian FTEs. Additional reductions in this program are attributed to adjustments in FSN Payroll, \$-266 thousand; travel, \$-85 thousand, facility maintenance, \$-422 thousand and other support costs \$-28 thousand due to changes in program location, number of participants and course iterations. (FY 2010 baseline: \$93,162 thousand)	-1,387	
3) <u>Combating Terrorism Fellowship Program (CTFP)</u> : Program is executed primarily through the Combatant Commands. Reduction in other intra-governmental purchases represents a decrease in the number of participants attending conferences, training and seminars (FY 2010 baseline: \$33,925 thousand)	-1,077	
4) <u>Warsaw Initiative Fund (WIF)</u> : Reduction is attributed to fewer events, seminars or exercises. (FY 2010 baseline: \$29,726 thousand)	-799	
5) <u>Defense Institution Reform Initiative</u> : Reduction accommodate the deferral of one country survey, analysis, and findings development. (FY 2010 baseline: \$5,816 thousand)	-185	
6) <u>DSCA Administrative Operations</u> : Reduction accommodate changes in the DFAS support agreement. (FY 2010 baseline: \$12,939 thousand)	-78	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases

7) Increasing Partner Capacity Building in Rule of Law
Context: Reduction is the result of deferral of IT
upgrades. (FY 2010 baseline: \$1,649 thousand)

Amount Totals

-63

683,853

FY 2011 Budget Request

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IV. Performance Criteria and Evaluation Summary

The Defense Security Cooperation Agency (DSCA) provides program management and program implementation support for the Regional Centers for Security Studies, Warsaw Initiative Fund/Partnership for Peace (WIF/PfP) program, Combating-Terrorism Fellowship Program (CTFP) and the Regional International Outreach program.

DSCA's performance measures support implementation of DoD's Guidance for the Employment for the Force and COCOMs Theater Security Cooperation Strategies. By focusing on coalition and alliance requirements, training and education of personnel from allied and friendly nations, and various DoD programs that support access and interoperability, DSCA helps to effectively link DoD's strategic direction with those of allies and friendly nations.

Regional Centers for Security Studies

The Regional Centers serve as one of the Department's primary assets for regional outreach and network building efforts among U.S. and foreign military, civilian and non-governmental leaders. They are key to the DoD strategic communication (including strategic listening) and partner institutional capacity-building efforts by enhancing the skills, knowledge and attitudes of current and future leaders to address security challenges.

The Regional Centers (RC) tailor their programs and activities to their COCOM and Regional DASD guidance, including a core of resident programs, in-region engagement programs and outreach programs for former participants, as well as an increasing permanent in-region presence. For FY 2009 the Regional centers had almost 8,500 participants attend their programs, accounting for 88,137 participant days. The Centers continue to maintain contact with a network of over 61,000 current and future security-

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IV. Performance Criteria and Evaluation Summary

sector influencers through monthly e-mail messages and targeted e-mailings, including alumni association news and surveys.

REGIONAL CENTER ESTIMATED PARTICIPANT DAYS			
	FY09	FY10	FY11
Africa Center (ACSS)	7,065	7,000	7,000
Asia Pacific Center (APCSS)	12,592	12,600	12,600
Center for Hemispheric Defense Studies (CHDS)	7,825	8,100	8,100
Marshall Center (GCMC)	50,766	50,000	50,000
Near East South Asia (NESAs)	9,889	10,300	10,300
TOTALS	88,137	88,000	88,000
Note: Participant days are estimated to stabilize for FY 2010-FY 2011 based on capacities for revised programs at varying and different locations and the relative stability of budgets.			

Resident Programs

RC resident programs will continue to emphasize OSD and COCOM strategic priorities, focusing on transnational threats, such as terrorism and capacity-building for security, stability, transition and reconstruction. In addition to conducting these programs, each center will meet unique regional challenges with tailored initiatives designed to build and sustain enduring partner capabilities and relationships among leaders, attract opinion shapers, facilitate interagency and regional communication and collaboration, and articulate U.S. policies and actions in their proper context. Each resident program will

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IV. Performance Criteria and Evaluation Summary

expose participants an American cultural experience and build ties with U.S. and regional counterparts.

In-Region Programs and Outreach

In-region presence supports the COCOMs use of the Centers' strategic communications and alumni-based network building efforts to influence current and future leaders (academics, key civil representatives of international and non-governmental organizations, and private sector entities) in support of U.S. Government and DoD security objectives. The most aggressive initiative to engage in strategic listening and network building is the effort by the Regional Centers to establish forward offices. The Africa Center completed the establishment and manning of two different forward annexes within continental Africa (Ethiopia and Senegal) and developed plans to establish additional annexes. NESAs will increase program support and outreach activities when they establish their forward office in Bahrain in FY 2010.

FY 2011 PLANS AND OBJECTIVES

Given the critical nature of outreach to their overall mission, the RCs' main challenge is to sustain the DOD engagement with influential alumni built during their participation in a RC program. With the recent emphasis on security, stability, transition and reconstruction operations, the RCs worked with the COCOMs to seek out a more comprehensive audience, representing all components of the security sector and recognizing frequent partnerships between the armed forces and non-governmental organizations and international organizations (NGO/IO).

DSCA submitted a legislative proposal to extend the temporary, limited authority for the RCs to waive participation costs for NGO/IO personnel through FY 2012. DSCA also requested statutory authority for the RCs to provide paid fellowships to their alumni for

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IV. Performance Criteria and Evaluation Summary

research or other activities that could help build partner capacity and a common understanding of security challenges.

The ACSS will focus on supporting AFRICOM strategic goals. Given the strategic importance of the production and distribution of oil in the Gulf of Guinea, ACSS will assist the African Union in the development of a continental Maritime Safety and Security (MSS) strategy. ACSS plans to expand its research program to 15 publications, to continue to incorporate USG and NGO participation into its programs, as well as increase the number of ACSS community chapters to twenty-five.

As a result of a USPACOM-sponsored \$12,775,000 MILCON project, the APCSS will increase facilities and educational capacity by 10,322 sq ft. The resulting state-of-the-art facility will include advanced technology and reconfigurable design materials for ease of maintenance, sustainability and efficiency.

The CHDS plans to hire at least three more adjunct professors to improve its ability to respond to increased demand, particularly for the Caribbean Defense and Security Course and the Transnational Security, Stability & Democracy course. CHDS intends to increase the practice of preparing and publishing for wide dissemination appropriate materials such as reports, brochures and books. CHDS will increase its presence at regional and international academic conferences, such as those sponsored by the Latin American Studies Association, the International Political Science Association, and the International Studies Association, to reinforce CHDS academic credentials in the region.

The Marshall Center (GCMC) plans to increase the percentage of their funds allocated to outreach activities, further enhancing their presence in the region. The GCMC plans to focus on building communities of interest of practicing professionals in high-priority areas, such as stability operations, crisis management and disaster preparedness, counter-terrorism, and to reinforce dialogue between GCMC alumni in leadership positions and senior EUCOM leadership. Other GCMC objectives support specific EUCOM campaign plan

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objectives, such as: ensuring that influential security practitioners in Ukraine understand the benefits of NATO partnership and actively communicate this understanding to colleagues in multiple ministries; Croatia, Albania, Montenegro, and Serbia have a core interagency group of planners and resource managers who recognize the key threats to civil-security, understand how to conduct risk management, take actions to address gaps in border security and are willing to work with U.S. counterparts to mitigate threats to their territory and U.S. territory; Georgia has a core group of security professionals who share information across the inter-ministry and work to improve processes and structures used to conduct inter-ministerial level defense planning, management, and oversight; a core group of security specialists in recent NATO inductee and aspirant nations actively share the lessons learned and challenges faced by earlier inductees across their inter-ministries; and Central Asian States have a core interagency group of planners and resource managers who recognize the importance of Afghanistan to regional stability and are willing to work with U.S. counterparts to address shared challenges, including addressing key threats to regional border security.

NESA plans to offer student quotas to the Caucasus states while maintaining student quotas for the Central Asia states and Palestine. NESA plans to assess forward operations in the Gulf region to validate potential requirements for an expansion to nine personnel, providing NESA with a more robust capacity to execute in-region programs.

The Global Center plans to grow their consortium to as many as 30 members, sustain existing Communities of Interest (COI), form at least four new COIs, and convert a part-time COI Manager position into a full-time position. As the consortium grows, the GCSC will be better-positioned to identify potential member efficiencies, overlaps, program gaps, redundant courses, and duplication of effort. A COI Manager with operational and knowledge management responsibility will develop and maintain active COIs on DoD priority topics.

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Warsaw Initiative Fund (WIF)/Partnership for Peace (PfP) Program: The Warsaw Initiative Fund (WIF) is a bilateral U.S. security cooperation program that supports the North Atlantic Treaty Organization's (NATO) Partnership for Peace program. Partner country participation in activities and exercises is designed to enhance capabilities, advance defense reforms, and achieve greater interoperability with the U.S. and NATO. Program activities aim to enhance Partner country contributions to coalition operations; advance defense reform and institution building in Partner countries; and support Partner integration and accession to NATO.

In FY 2010, the WIF program will conduct a broad range of activities to enhance NATO interoperability, build capacity, and support defense reform initiatives in 13 Partner countries. WIF funds will be used to support Partner participation in over 20 bilateral and multilateral exercises, as well as over 200 separate workshops, seminars, conferences, and other activities. The program will continue to implement a comprehensive defense institution building program with the support of the Center for Civil-Military Relations (CCMR) at the Naval Postgraduate School, and fund professional military education enhancement projects conducted by the Partnership for Peace Consortium of Defense Academies.

In FY 2011 and FY 2012, the WIF program will continue to focus on integrating the countries of South-Eastern Europe and Eurasia with the Euro-Atlantic community, as well as promoting interoperability with Central Asian countries. The program will provide bilateral support to promote defense reform and institution building, improve U.S. and NATO interoperability, and build capacity in Partner countries. Program activities and exercises will be designed to assist Partner countries in meeting NATO partnership goals, including those contained in Membership Action Plans.

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Combating-Terrorism Fellowship Program

The Combating Terrorism Fellowship Program (CTFP) continues to engage, through education and training, foreign combating terrorism (CbT) military officers and security officials. This unique DoD program focuses on capacity building of partners and allies at the operational and strategic levels, and provides specialized programs to address individual country and regional needs. In FY 2009, CTFP was authorized \$35M, an increase of \$10,000,000. This increase helped expand the scope and depth of the program. More specifically, it allowed the program to contribute to the Department's efforts to help partner nations control and secure ungoverned spaces, and border areas by developing education, and training venues tailored to address such threats. The program was also able to increase existing training programs focused on the entire spectrum of combating terrorism activities.

FY 2010 PLANS AND OBJECTIVES

In FY 2010, CTFP will continue to be a valuable DoD partnership strategy tool that will continue to fill a crucial void in U.S. efforts to provide targeted international combating terrorism education to our partners. Combating terrorism education and training programs have proven to be an effective strategic tool in the struggle against violent extremism that supplements the efforts of Geographic Combatant Commanders in accomplishing their missions. The program will continue to address education and training gaps that the Department has identified in areas related to reducing partners' vulnerabilities to extremism, and expand efforts to re-engage past participants. The \$34 million in FY 2010 will support approximately 2,800 to 3,000 foreign military and security officials who will attend CTFP-funded programs. The funding will also provide approximately 500 educational programs to include ~50 events in ~35 foreign countries in all five Regional Combatant Commands. This should include CbT education and training

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support to emerging regional and sub-regional organizations and alliances. Additionally, the program plans on making initial entry into the world of virtual education and outreach effectively putting DoD on par with civilian educational institutions.

FY 2011 PLANS AND OBJECTIVES

In FY 2011, CTFP will be an even more valuable tool for DoD and will continue to support U.S. efforts to provide targeted international combating terrorism education to our partners. Combating terrorism education and training programs will continue to prove to be an effective strategic tool in the struggle against extremism. The programs plans for FY 2011 will be to maintain the current initiatives and support the expansion and operations of the global network of CbT professionals. In FY 2011, the \$35,000,000 should support approximately 2,800 to 3,000 foreign military and security officials to attend CTFP-funded programs and provide approximately 500 educational programs to include ~50 events in ~35 foreign countries in all five Regional Combatant Commands and the continued war on terror engagement efforts by US Special Operations Command. This should continue to include CbT education and training support to emerging regional and sub-regional organizations and alliances.

DSCA Administrative Operations: The DSCA administrative operations fund salaries and operating expenses of the personnel who manage the DoD-funded security cooperation programs noted above, along with the Humanitarian Assistance, Foreign Disaster Relief, and Mine Action program management costs. In addition, this program funds costs for DFAS accounting support and IT support.

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Regional International Outreach (RIO):

The following systems operations and maintenance items were accomplished on the 10 RIO Collaboration Suite Instances to support the Regional Centers and other DoD Educational institutions:

- Provided software changes in response to change requests regularly generated by end users (e.g., version 3.0 theming, 3.0 library database, 3.1 user interface/functionality)
- Provided site configuration support
- Provided software fixes; delivered patches
- Reviewed application exception logs and user trouble reports
- Performed troubleshooting
- Developed work-arounds and patches for critical problems
- Performed system administration and preventative and corrective maintenance
- Staffed helpdesk for 24/7 support

Six on-site personnel were provided to support the Africa Center for Strategic Studies, Asia-Pacific Center for Security Studies, Center for Hemispheric Defense Studies, George C. Marshall European Center for Security Studies, Defense Institute for International Legal Studies, and the NPS School of International Graduate Studies. They also support the other four organizations (Near East South Asia Center for Strategic Studies, Global Center for Security Cooperation, College of International Security Affairs, and the Defense Language Institute - English Language Center), as well as seminar and outreach events in region. The on-site personnel provide day to day assistance and coordination on RIO usage and training at their respective organization, and assist organizations in the implementation of the system.

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FY 2011 PLANS AND OBJECTIVES

Continue to provide the systems operations and maintenance support as detailed below on the current 10 and two new RIO Collaboration Suite sites as well as at a minimum the two new ones that will be stood up next fiscal year.

- Provide software changes in response to change requests regularly generated by end users (e.g., theming, user interface/functionality)
- Provide configuration support
- Provide software fixes; delivered patches
- Review application exception logs and user trouble reports
- Perform troubleshooting
- Develop work-arounds and patches for critical problems
- Perform system administration and preventative and corrective maintenance
- Staff the helpdesk for 24/7 support
- Provide a minimum of two support personnel to work with Regional Centers and other institutions during courses, seminars, and outreach events

Security Cooperation Training and Support: This program, formally called International Programs Security Requirements Course, provides courses of instruction in security requirements for international programs for DoD and defense contractor personnel that have direct responsibility for these programs. The U.S. has many cooperative programs with allies, and foreign military sales help to ensure their strength. Every DoD employee involved in international programs must understand security arrangements, laws, policies, and procedures that govern foreign involvement in our international programs to protect sensitive and classified technology and military capabilities. This 5-day course

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is required for DoD or other government employees and defense contractors who have "hands-on" involvement in international programs, such as negotiating, managing, executing, or otherwise directly participating in international government or commercial programs including foreign military sales, cooperative research and development, commercial sales, license application review, systems acquisition, foreign contracting, foreign disclosure, international visits and personnel exchanges, program protection, or industrial security.

Defense Institution Reform Initiative (DIRI): DIRI is designed to help partners develop accountable, professional, and transparent defense establishments that can manage, sustain, and employ their forces and the capabilities developed through U.S. security cooperation programs.

DIRI focus areas are:

- Defense Policy & Strategy
- Human Resource Management
- Defense Planning, Budgeting and Resource Management
- Logistics & Infrastructure
- Civil-Military Relations and Interagency Coordination
- Professional Defense & Military Education

The DIRI process is structured to streamline U.S. defense reform efforts, focus priorities and funding, and minimize programmatic gaps. Utilizing national strategic guidance, DoD employment guidance, and State Mission Support Plans (MSPs), this process will incorporate and coordinate OSD, Geographic Combatant Commanders, and country team

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guidance and goals to develop integrated execution plans and achieve shared objectives. The program supports security cooperation priorities identified in the Guidance for Employment of the Force (GEF). The GEF establishes defense and security sector reform as one of eight primary focus areas for security cooperation.

The DIRI process consists of five distinct phases:

- Phase Zero - Country Coordination: Scope the objectives with the country teams, the combatant commanders, the OSD regional offices, and other USG agencies.
- Phase One - Requirements Determination: Subject matter experts along with OSD, Geographic Combatant Command, and country team support will conduct a survey to determine defense institution status. Surveys are tailored to the culture and region.
- Phase Two - Program Development: A roadmap is developed based on survey findings. The DIRI roadmap is vetted by OSD, Combatant Command and country team until agreed product is reached, then recommendations are shared with partner.
- Phase Three - Program Implementation and Execution: Sequential, country-specific activities for each roadmap block are executed. Activity providers, best suited to meet objectives work in step-by-step process to implement roadmap.
- Phase Four - Program Assessment: Every 12-18 months, DIRI surveys/roadmaps are re-assessed and updated. New surveys may need to be conducted, dependent on Partner country progress.

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Increasing Partner Capacity Build in Rule of Law Context: The Defense Institute of International Legal Studies (DIILS) serves as the Department of Defense's lead agency for providing professional legal seminars and programs, as well as education and training, to international military members and civilian government officials in furtherance of U.S. national security and foreign policy objectives. Security Sector Reform and Rule of Law programming requires sustained engagement with strategically important international partners.

\$1.7M O&M, DW in FY 2011 was appropriated to fund overhead and program costs to facilitate development and execution of Rule of Law-based programs within each combatant command. This funding is expected to fulfill the need for sustained engagement with regional and international partners necessary for the comprehensive implementation of long term defense institution building within Security Sector Reform programs.

In FY 2011 and FY 2012, the DIILS will continue to fund five manpower billets; providing DIILS the manpower to continue programs begun in FY 2010, expanding the Rule of Law mission and supporting the Guidance for Employment of the Force (GEF), which identifies defense and Security Sector Reform and operational capacity and capability building as primary security cooperation focus areas.

Global Train and Equip (Section 1206): Represents an innovative approach required to address current threats to our national security. Because current threats often emanate from countries with which we are not at war, we must work through these partner countries to address them. This need becomes more acute in an environment of weak states, rapidly developing threats, and ungoverned areas that can be exploited for terrorist safe haven. Training and equipping foreign forces to address their own security problems is a military requirement to avoid future military interventions and mitigate long term risk.

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As Secretary Gates has said, "Arguably the most important military component in the War on Terror is not the fighting we do ourselves, but how well we enable and empower our partners to defend and govern their own countries. The standing up and mentoring of indigenous armies and police - once the province of Special Forces - is now a key mission for the military as a whole."

Global Train and Equip programs are designed to meet time-sensitive and emerging threats and opportunities to build the capacity of partner-nation forces. The initiative enables the Secretary of Defense (with the concurrence of the Secretary of State) to expedite the training and equipping of partners, conducting programs that build the capacity of their national military forces to conduct counterterrorist operations, or to support military and stability operations in which U.S. armed forces are a participant. The initiative is timely, strategy-driven, integrated across diplomacy and defense, and measurable. Global Train and Equip programs are:

- Co-formulated, reviewed, and vetted by Defense and State, both by Combatant Commanders and Ambassadors in the field, and in Washington D.C.
- Approved by the Secretary of Defense and the Secretary of State
- Notified to Congressional oversight committees
- Compliant with Foreign Assistance Act (FAA) and Arms Export Control Act (AECA) security, end-use, and retransfer agreements
- Directed toward partner nations that uphold human rights, attendant fundamental freedoms, and the rule of law

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Illustrative training and equipment includes:

Training: (not exhaustive) counter-terrorism; air assault training and doctrine; civil-military operations; infrastructure security; intelligence analysis and sharing; maritime operations, security, and interdiction; equipment maintenance; border security; and operator training.

Equipment: (not exhaustive) coastal surveillance stations; patrol boats; various spare and replacement parts; avionics and communications upgrades; small arms weapons; small/large caliber ammunition; radios; computers; night vision devices; riverine assault and combat support craft; and HMMWVs.

These programs allow combatant commanders and ambassadors, working together, to train and equip foreign military forces in response to urgent and emergent threats and opportunities to solve problems before they become crises requiring major military interventions. By building the capacity of partners to handle their security problems, these effects reduce stress on U.S. forces. The Geographic Combatant Commanders consider global train and equip authority DoD's single most important tool to shape the environment and counter terrorism outside Iraq and Afghanistan.

Although the Global Train and Equip authority has been in effect just three years, it has rapidly become the gold standard for interagency cooperation to meet emerging threats and opportunities because of the revolutionary way it is managed. Unique program aspects include:

- Speed and Prevention. Traditional security assistance takes three to four years from concept to execution. Global Train and Equip authority can respond to urgent

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and emergent threats or opportunities in six months or less. For example, early successes included:

- o Enabled a rapid response to a resurgent Taliban threat by augmenting Pakistani air assault capability, resulting in an increased operations tempo and increased capture and kill rates.

- o Rapidly moved basic supplies like ammunition and truck spare parts that the Lebanese Army desperately needed to combat al-Qaeda affiliated terrorist groups in refugee camps, providing mobility that allowed it to maintain the offensive at the Nahr al Barid camp and ultimately stabilize the area.

- o Enabled rapid assistance for Nigeria to help enhance security in the Gulf of Guinea after Charles Taylor was captured and restrictions on assistance removed.

- Rigor. Thorough vetting of submissions results in strategically sound choices with a high national security return on investment. Proposals are competitively scored by Special Operations Command (SOCOM), the Joint Staff, DSCA, the Office of the Under Secretary of Defense for Policy, and numerous State Department components, with review by both regional and functional experts. Both DoD and State must agree before programs go forward. Planning requirements for Global Train and Equip program submissions far exceed those for other programs. Combatant Commands and embassies must lay out detailed proposals that address the full range of issues that impact program success, including operations and maintenance plans, absorptive capacity and executability, and adherence to broad foreign policy objectives, military feasibility, integration with other USG

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efforts, and mitigation of human rights concerns. Leveraging the range of core competencies resident in U.S. Departments and Agencies results in the selection of proposals the need for which is strategically clear. Planning requirements for Global Train and Equip program submissions far exceed those for other programs. Combatant Commands and embassies must lay out detailed proposals that address the full range of issues that impact program success, including operations and maintenance plans, absorptive capacity and executability, adherence to broad foreign policy objectives, military feasibility, integration with other U.S. Government efforts, mitigation of human rights concerns, etc.

- Dual-Key Authority. DoD and the Department of State coordinate on all security cooperation activities, but the Global Train and Equip authority takes cooperation to a new level. It encourages joint formulation of programs between embassies and Combatant Commands, and both must approve each program. This brings the best competencies of both departments to bear, including the diplomacy that is required to achieve buy-in from foreign partners.

Global Train and Equip represents an enduring military requirement to avoid large-scale military conflicts and reduce stress on US forces. DoD will continue to build on the success of this program in several ways. Metrics are under development to measure operational and strategic effects. DoD has asked the Inspector General to do a three-year systemic review of Global Train and Equip programs and to make its own recommendations to improve program performance. When operations tempos allow, DoD will use U.S. forces in lieu of or with contractors to conduct or supervise training -- to improve the quality of training and to build military-to-military relationships. Finally, DoD will also integrate partners into combined exercise programs to periodically test their capabilities and assess how well they are maintained or improved over time.

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V. <u>Personnel Summary</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	Change FY 2009/ FY 2010	Change FY 2010/ FY 2011
<u>Active Military End Strength (E/S)</u> (Total)	126	127	127	1	0
Officer	101	102	102	1	0
Enlisted	25	25	25	0	0
 <u>Civilian End Strength (Total)</u>	 422	 483	 495	 61	 12
U.S. Direct Hire	392	458	470	66	12
Foreign National Direct Hire					
Total Direct Hire	392	458	470	66	12
Foreign National Indirect Hire	30	25	25	-5	0
Memo: Reimbursable Civilians Included	14	14	14	0	0
 Civilian FTEs (Total)	 417	 483	 495	 66	 12
U.S. Direct Hire	387	458	470	71	12
Total Direct Hire	387	458	470	71	12
Foreign National Indirect Hire	30	25	25	-5	0
Memo: Reimbursable Civilians Included	14	14	14	0	0
Average Annual Civilian Salary (\$ in thousands)	115	107	112	-8	5

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

<u>OP 32 Line</u>	Foreign Currency		Change		<u>FY 2010</u>	Foreign Currency		Change		<u>FY 2011</u> <u>Estimate</u>
	<u>FY 2009</u> <u>Actuals</u>	<u>Rate</u> <u>Diff</u>	<u>FY 2009/FY 2010</u> <u>Price</u>	<u>Program</u>		<u>Rate</u> <u>Diff</u>	<u>FY 2010/FY 2011</u> <u>Price</u>	<u>Program</u>		
101 Exec, Gen'l & Spec Scheds	43,307		1,072	2,782	47,161	731	2,363	50,255		
308 Travel of Persons	26,075	15	287	3,010	29,387	36	411	29,772		
673 Def Fin & Accounting Svc	1,170		-2	-236	932	4	-78	858		
771 Commercial Transport	434	7	5	6	452	1	6	460		
901 FN Indirect Hires	3,235	919	80	-1,056	3,178	287	49	3,247		
912 GSA Leases	2,815		70	-303	2,582	36	0	2,618		
914 Purch Communications	476		5	51	532	7	1	540		
915 Rents, Leases (non GSA)	1,318		15	399	1,732	24	21	1,777		
920 Supplies/Matl (non fund)	3,751	14	41	-1,982	1,824	27	26	0		
921 Print & Reproduction	150	1	2	-53	100	2	0	102		
923 Facilities Maint Contr	1,099		12	27	1,138	16	-422	732		
925 Eqt Purch (non fund)	2,412		27	-1,049	1,390	20	1	1,411		
932 Mgt Prof Support Svcs	21,438		237	-8,373	13,302	185	-794	12,693		
987 Other IntraGovt Purch	1,307,269		14,379	-842,352	479,296	6,704	44,475	530,475		
989 Other Contracts	28,490	762	313	7,980	37,545	318	526	48,913		
998 Other Costs	51		1	-52	0	0	0	0		
999 Total Other Purchases	1,443,490	1,718	16,544	-841,201	620,551	669	8,747	683,853		

* The FY 2009 Actual column includes \$671,548 thousand of Supplemental Appropriations for Coalition Support Funds.

* The FY 2010 Estimate column excludes \$1,920,000.0 thousand requested in the FY 2010 Defense-Wide Overseas Contingency Operations Budget Request (P.L. 118-111).

* The FY 2011 Estimate column excludes \$2,000,000 thousand requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request

* The FY 2010 Estimate column excludes \$1,059 thousand X year carryover for Coalition Support Funds

Fiscal Year 2011 Budget Estimates Defense Security Service (DSS)



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

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

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

	<u>FY 2009</u> <u>Actuals</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2010</u> <u>Estimate</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2011</u> <u>Estimate</u>
DSS	450,524	6,004	40,497	497,025	7,133	14,585	518,743

I. Description of Operations Financed: The Defense Security Service (DSS) supports national security and the warfighters by securing the nation's technological base and overseeing the protection of U.S. and foreign classified information entrusted to our industry partners. The DSS works in partnership with industry to establish and maintain threat-appropriate security countermeasures. This happens through recurring inspections, monitoring, oversight and counterintelligence services, training, advice, consultations, site visits, and assistance. The DSS ensures that contractors maintain effective security systems that protect classified information. This protection is through technologies and counter-threat tactics to identify traditional and non-traditional adversaries who target the classified material in the hands of cleared contractors. The DSS provides counterintelligence support to recognize and report potential espionage threats; performs accreditation on information systems in industry to process classified information; and administers and manages the personnel security clearance process for industry personnel. The DSS also manages Foreign Ownership, Control or Influence (FOCI) in cleared U.S. companies and provides security education, training, advice and assistance to cleared industry and other federal government agencies.

The Department is executing the plan to improve the oversight of contractor services, acquire those services more effectively, and in-source contractor services where appropriate and efficient to do so. In FY 2011, the DSS intends to replace approximately 40 contractors with approximately 28 civilian FTEs at a total cost savings of \$3,000 thousand.

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I. Description of Operations Financed (cont.)

The DSS mission program areas are:

1. National Industrial Security Program (NISP)
2. Personnel Security Investigations for Industry (PSI-I)
3. Security Education, Training and Awareness (SETA)
4. Counterintelligence (CI)

1. National Industrial Security Program (NISP):

The DSS administers and implements the NISP on behalf of the Department of Defense (DoD) and 23 other non-DoD federal agencies, pursuant to Executive Order 12829. The DSS provides oversight and assistance to over 13,000 cleared contractor facilities, performs accreditation on information systems to process classified information; and assists cleared contractors in ensuring the protection of classified national security information. The NISP is responsible for facilitating shipments of classified material between the United States and 65 foreign countries and implementing and overseeing approximately 600 mitigation agreements at companies under Foreign Ownership, Control, or Influence (FOCI) mitigation arrangements. The DSS NISP oversight role includes responsibility for the majority of the cleared contractors in the United States to include determination, issuance, and oversight of facility security clearances and making determination that contractor employees are eligible for access to classified information. This oversight role further includes:

- Conducting required NISP inspections increasing ability to deter, detect, and identify loss or compromise of classified information and ensure corrective actions;
- Completing FOCI mitigation agreements and properly analyzing, evaluating and providing oversight to cleared firms under FOCI agreements;

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I. Description of Operations Financed (cont.)

- Increasing International Security training and personnel needed to facilitate timely secure shipment of commercially sold classified export controlled materials to and from U.S. cleared contractors and 65 foreign countries;
- Providing proactive training and support for DSS field personnel, industry, government agencies
- Serve as the liaison with government Special Access Program (SAP) customers, and increase/improve analysis of SAP security issues.

a. Industrial Security Field Operations(ISFO):

<u>Dollars in Thousands</u>		
<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
\$54,620	\$83,040	\$101,670

The Industrial Security Field Operations (ISFO) inspects and provides oversight to cleared defense contractors on behalf of the Department and 23 National Industrial Security Program partners. Industrial Security personnel provide oversight and assistance to cleared industrial facilities and assist management and security staff in ensuring the protection of U.S. and foreign classified information. The ISFO is responsible for the adjudication of industry personnel security clearances. The ISFO mission task list is to:

- Serves as "first responder" to Industry for industrial security matters
- Ensure security of cleared Industry's Information Systems processing classified information
- Enhances security awareness among external and internal customers
- Assesses security posture of cleared Industry
- Monitors Foreign Ownership, Control or Influence (FOCI) mitigation instruments
- Supports the personnel security clearance process

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I. Description of Operations Financed (cont.)

b. Industrial Policy and Programs (IP):

<u>Dollars in Thousands</u>		
FY 2009	FY 2010	FY 2011
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
\$19,932	\$20,763	\$21,971

The Industrial Policy and Programs (IP) provides headquarters support to the Field Operations in the areas of industrial and personnel security policy, adjudication of Foreign Ownership, Control, or Influence (FOCI) and implementation of FOCI countermeasures, and administration of international programs. The IP coordinates with senior members of foreign civilian and military organizations who represent more than 65 foreign governments that are signatories of Bilateral Security Agreements for the timely and secure international movement of both U.S. and foreign classified information. The IP also exercises authority and responsibility for central operational management of the Department's personnel security investigation (PSI) for industry workload projections, tracks program performance for Industry and DoD components, monitors PSI funding, and provides analytical support to DSS and other DoD offices.

2. Personnel Security Investigations for Industry (PSI-I):

<u>Dollars in Thousands</u>		
FY 2009	FY 2010	FY 2011
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
\$218,697	\$230,215	\$234,109

The DSS identifies requirements and manages the costs for personnel security investigations for industry personnel in support of DoD components and 23 other federal agencies under the National Industrial Security Program (NISP). Contractor personnel are employed on projects in support of multiple Executive Branch agencies requiring a

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I. Description of Operations Financed (cont.)

centrally financed program to provide economies of scale across the federal government. The demand of Office of Personnel Management (OPM) personnel security clearance investigations has increased due to Overseas Contingency Operation (OCO) mission, the President's Management Agenda (PMA), and intelligence reforms mandated by the Intelligence Reform and Terrorism Prevention Act (IRTPA) of 2004.

3. Security Education Training and Awareness Program (SETA):

<u>Dollars in Thousands</u>		
FY 2009	FY 2010	FY 2011
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
\$15,849	\$23,519	\$32,262

The SETA delivers security education, training, professional development, media support services, outreach, and awareness products and services in support of DoD and 23 NISP partners. The SETA curricula, performance support tools, and professional development services prepare the DoD security workforce with required competency requirements. The SETA has operational oversight for the Defense Security Service Academy (DSSA), the Security Education Division, the Media Services Division, the Outreach and Awareness Division, and Professionalization Office (SCDPO).

a. The Defense Security Service Academy (DSSA), accredited by the Council on Occupational Education (COE), provides for the security training and professional development of DoD and other U.S. Government personnel, employees of government contractors, and, when sponsored by authorized DoD Components, employees of selected foreign governments. It provides a common, unifying means to prepare individuals for their security program roles, facilitates the development of effective security programs, and eliminated duplicative training sources and infrastructures for the Federal Government.

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I. Description of Operations Financed (cont.)

The target audience for DSSA products includes security professionals, military personnel assigned to security functions, and other DoD or contractor personnel who require security training. The DSSA training programs focus on safeguarding national security assets to include classified information and the critical infrastructure within the Defense Industrial Base (DIB). The process of developing and delivering courseware, training products, job performance aids, and information that maintains and increases the level of professionalism within the security community directly contributes to the DoD strategy to defeat terrorist networks and defend the homeland.

The DSSA creates and conducts standardized resident and mobile security training support a sound national security protection program. The curriculum areas include industrial security, information security, personnel security, physical security, and security for Special Access Programs.

The DSSA provides, develops, and distributes required training for Facility Security Officers via training products in a variety of formats that include instructor-led, distance E-Learning, Video Teleconferencing (VTC), and job performance improvement tools. In FY 2009, DSSA recorded 74,626 course completions representing an increase of more than 32 percent over FY 2008. As an integral component of its business execution platform, the DSSA employs a comprehensive array of quality assurance measurements for its courseware. These measurements ensure the highest quality, relevance, and cost effectiveness of the professional development deliverables and support that it provides to DoD's security and intelligence communities. The DSSA maintains and manages an automated registration and learning management system to support the customer base.

b. The Security Education Division, scheduled for establishment in FY 2010, will provide advanced security education and professional development to the customers. This enhanced training will serve as a bridge from practitioner training to educating and developing

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I. Description of Operations Financed (cont.)

security managers and leaders who are capable of developing, implementing, and refining critical security programs in the Federal Government.

c. The Media Services Division supports and augments SETA's security education, training, and professional development missions through multi-media product and service support. The Media Services Division designs, developments, and produces video support products, audio support products, posters, web sites, and numerous other products and services that support the delivery of security training, education, and knowledge management functions.

d. The Outreach and Awareness Office provides community outreach service and products to DoD components, other government agencies, and government contractors through forums and conferences, the delivery of security training and education venues.

e. The Professionalization Office (SCDPO) facilitates the establishment, implementation, and maintenance of security career paths, maintenance of the Security Professional Education and Development (SPeD) Certification Program, provides program support to the DoD Security Training Council (DSTC), and the development, validation and maintenance of security skill standards. The SCDPO directly supports existing and emerging DoD strategic initiatives to broaden the knowledge and competency of DoD security professionals while facilitating the professional enhancement in the security community.

The funding will provide for continued development and enhancement of the security education and training programs through curriculum development and expansion of SETA's distance e-learning environment to improve training opportunities for a growing and dispersed security population. The funding will support the development and implementation of a DoD security certification program for the security workforce.

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I. Description of Operations Financed (cont.)

4. Counterintelligence Program (CI)

<u>Dollars in Thousands</u>		
<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
\$11,987	\$14,301	\$25,087

The DSS provides multidiscipline CI analysis in support of the National Industrial Security Program (NISP). The DSS CI Office is organized into four divisions to accomplish its mission: Field Operations, Analysis and Production, Insider Threat, and Collection Management. Intelligence reports are provided to the Intelligence Community (IC) and referred to CI and law enforcement (LE) agencies for investigations. The DSS analytical products support research and technology protection, critical infrastructure program, CI Campaigns, Joint Terrorism Task Force, and the FBI's DOMAIN program. The DSS prepares the Annual Foreign Technology Collection Trends report that is used in the Annual Report to Congress on Foreign Economic Collection and Industrial Espionage. The DSS CI office provides analytical support to the Insider Threat Program in detecting, assessing, and neutralizing persons with questionable loyalty to the United States. The DSS coordinates potential espionage indicators between the OPM Personnel Security Investigation program and DoD Personnel Clearance Adjudication Facilities to resolve insider threat issues. The DSS CI collects cyber intrusion information from the Defense Industrial Base, coordinates information with the Joint Task Force-Global Network Operations (JTF-GNO) and Defense Cyber Crime Center (DC3), and provides Cyber Threat and countermeasure information to the cleared defense contractor facilities. Funding will provide direct CI support for over 12,000 cleared defense contractors involved in the research and development of classified or export controlled critical program information. Specifically, the funds will support:

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I. Description of Operations Financed (cont.)

- Increase security awareness briefs to industry, joint team inspections at cleared facilities, provide the ability to respond to suspicious contact reports from industry
- Implement an initiative to provide CI countermeasures to foreign visit vulnerabilities, provide analytical support for coordination of countermeasures to assist in the detection and deterrence of Foreign Intelligence Services' directed espionage operations and terrorist activities targeting our critical national assets
- Increase the level of support and coordination with the FBI Domain Program and DC3 efforts to counter the cyber war
- Provide analytical support to the Global War on Terrorism, the Campaign Programs, Foreign Ownership Control Influence, and the Insider Threat
- Increase the total ability of the DSS CI Office to collect, analyze and disseminate intelligence information to the Intelligence Community and Law Enforcement agencies

Operational Support Activities

5. Management HQ Activities

<u>Dollars in Thousands</u>		
<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
\$38,056	\$49,016	\$48,753

The DSS Operational Support Activities include the Office of the Director, the Office of the Chief Financial Officer (CFO), the Office of the Chief of Staff, the Office of Communication, and the Inspector General. These functions provide agency wide direction and support. The Office of the CFO is the principal advisor to the agency Director and senior management on all aspects of financial management, strategy planning, and support services. The Office of the Chief of Staff is the principal advisor to the agency Director and senior management on all aspects of human resources, internal security, and legal counsel. The Chief of Staff is responsible for ensuring DSS is compliant with all legal and statutory requirements in these

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I. Description of Operations Financed (cont.)

areas. The DSS Office of Communication (OC) serves as a public information service by delivering accurate and timely information about DSS, and its mission, goals, and activities to our customers, the public, and Congress. The OC also facilitates communication within the DSS and shares information relating to the agency's mission, strategies, and activities throughout the DSS community. The DSS Inspector General's Office is within the Office of the Director, DSS. The role of the Inspector General's office is to promote independent and objective evaluations of agency programs and processes, evaluate management controls and compliance with DoD Directives, and develop a systematic program for identifying fraud, waste, abuse, mismanagement, and security incidents within DSS and other DoD programs.

6. Office of the Chief Information Officer (OCIO)

<u>Dollars in Thousands</u>		
FY 2009	FY 2010	FY 2011
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
\$91,383	\$76,170	\$54,891

The OCIO supports Automated Information Systems (AIS) and telecommunications infrastructure for the DSS and its programs: National Industrial Security Program, Counterintelligence (CI) activities, Security Education and Awareness Training, and other support elements. The OCIO maintains the IT infrastructures for the agency to include desktops, networks (Joint Worldwide Intelligence Communications System- JWICS, Non-secure Internet Protocol Router Network-NIPRNet, and Secure Internet Protocol Router Network - SIPRNet), Help Desk operations, and a Call Center. The OCIO plans, programs and manages the activities associated with the Enterprise Security System (ESS). This includes the ongoing support and maintenance of the legacy systems (i.e., Industrial Security Facilities Database (ISFD), and Electronic Network Registration and On-Line Learning (ENROL)) that are integrated components of ESS. Further, OCIO supports the enhancement of the DSS Industrial Security mission including installation of additional network segments, support to additional field operations staff, and capacity enhancements to support the growing mission areas. The FY2011 budget estimates reflect the functional transfer of resources to Defense Human Resources Agency

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I. Description of Operations Financed (cont.)

(DHRA) and the Defense Manpower Data Center (DMDC) to support the following legacy systems: the Joint Personnel System (JPAS), Defense Central Index of Investigations (DCII), Secure Web Fingerprint Transmission (SWFT) and the Improved Investigative Records Repository (IIRR).

a. Enterprise Security System (ESS) supports the DSS and DoD missions. The ESS provides the DoD and Intelligence community with current eligibility and access levels of civilian, military, and industry personnel within the DoD and federal workforce. It provides a centralized web-based platform for NISP personnel to manage industrial security facility clearance process from request to approval (or rejection) and store investigative data associated with that process. The ESS provides DoD and the DoD Industrial Base access to a secure web-based system to capture fingerprint information and sends it to a DSS store-and-forward server for subsequent submission to OPM. The ESS contains a single web-based portal access and repository of DoD investigation data that identifies the storage location of files and reports related to investigations conducted by DoD investigative and adjudicative agencies, and provides customers access to historical personnel security investigation records. The ESS maintains a customized Commercial-off-the-Shelf (COTS) Learning Management System (LMS) and Learning Content Management System (LCMS) which facilitates DSS security education.

II. Force Structure Summary: N/A

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III. Financial Summary (\$ in thousands)

	FY 2010						
	<u>FY 2009 Actuals</u>	<u>Budget Request</u>	<u>Congressional Action</u>		<u>Appropriated</u>	<u>Current Estimate</u>	<u>FY 2011 Estimate</u>
			<u>Amount</u>	<u>Percent</u>			
BA 04 Administrative and Service Wide							
* National Industrial Security Program	74,552	103,978	-174	0.2%	103,804	103,804	123,641
PSI for Industry	218,697	230,600	-385	0.2%	230,215	230,215	234,109
Security Education Training Awareness	15,849	23,558	-39	0.2%	23,519	23,519	32,262
Counterintelligence Program	11,987	14,328	-27	0.2%	14,301	14,301	25,087
Management HQ Activities	38,056	49,096	-80	0.2%	49,016	49,016	48,753
**Office of Chief Information Officer	91,383	76,297	-127	0.2%	76,170	76,170	54,891
Total	450,524	497,857	-832	0.2%	497,025	497,025	518,743

* National Industrial Security Program includes budget estimates for Industrial Security Field Operation (ISFO) and Industrial Policy and Programs (IP)

** Budget estimates include funding for the Enterprise Security System.

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III. Financial Summary (\$ in thousands)

<u>B. Reconciliation Summary</u>	<u>Change FY 2010/FY 2010</u>	<u>Change FY 2010/FY 2011</u>
Baseline Funding	497,857	497,025
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)	-621	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-211	
Subtotal Appropriated Amount	497,025	
Fact-of-Life Changes (CY to CY Only)		
Subtotal Baseline Funding	497,025	
Anticipated Supplemental Reprogrammings		
Price Changes		7,133
Functional Transfers		-27,800
Program Changes		42,385
Current Estimate	497,025	518,743
Less: Wartime Supplemental		
Normalized Current Estimate	497,025	

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2010 President's Budget Request (Amended, if applicable)		497,857
1. Congressional Adjustments		-832
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions		
1) Sec 8097 - Economic Assumptions	-621	
e. Congressional Earmarks		
1) Sec 8037 - Mitigation of Environment Impacts	-211	
FY 2010 Appropriated Amount		497,025
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		
FY 2010 Baseline Funding		497,025
4. Reprogrammings (requiring 1415 Actions)		
a. Increases		
b. Decreases		
Revised FY 2010 Estimate		497,025
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		
FY 2010 Normalized Current Estimate		497,025
6. Price Change		7,133
7. Functional Transfers		-27,800
a. Transfers In		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
b. Transfers Out - realigns resources and 13 civilian full time equivalents to the DHRA (DMDC) to support the functional transfer of JPAS, DCII, SWFT and iIRR.	-27,800	
8. Program Increases		50,735
a. Annualization of New FY 2010 Program		
c. Program Growth in FY 2011		
1) National Industrial Security - increase provides the ability to conduct more thorough risk based facility inspections including in depth facility and threat analysis vice a checklist review; conduct classified system accreditation and issue interim authority to operate within 45 days; establish a board to coordinate proposed policy changes, feedback on processes and procedures and their effectiveness; reconstitute a robust overseas security and counterintelligence presence providing in-theater coverage of contractor personnel and provide industry with threat information through cross training of industrial security representatives in basic Counterintelligence. Provides continued support in the areas of industrial and personnel security policy, adjudication of foreign ownership, control, and influence (FOCI) and implementation of FOCI countermeasures, and administration of international programs (FY 2010 Base: \$103,804)	18,550	
2) PSI for Industry (PSI-I) - increase to sustain program requirements for personnel security investigations for industry personnel in support of DoD components and federal agencies under the NISP. (FY 2010 Base: \$230,215)	3,894	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
3) Security Education Training and Awareness (SETA) increase allows SETA to establish the security education program, expand the DSS Academy course curricula with new courses, develop and implement the SPeD Certification Program and expand SETA's products and services using multi media tools. SETA will be able to develop new required courses needed to keep pace with the changing security environment. (FY 2010 Base: \$23,519)	8,419	
4) Counterintelligence Programs - Increase provides for security awareness briefs to industry, joint team inspections at cleared facilities, and provides the ability to respond to suspicious contact reports from industry. Implements an initiative to provide CI countermeasures to foreign visit vulnerabilities, provide analytical support for coordination of countermeasures to assist in the detection and deterrence of Foreign Intelligence Services' directed espionage operations and terrorist activities targeting our critical national assets. Increases the level of support and coordination with the FBI Domain Program and DC3 efforts to counter the cyber war. Provides analytical support to the Global War on Terrorism, the Campaign Programs, Foreign Ownership Control Influence, and the Insider Threat. (FY 2010 Base: \$14,301)	10,551	
5) Office of the Chief Information Officer (OCIO) - Increases in funding provides a robust CIO organization to provide IT support for the planned increase in personnel for DoD and partner agency industrial and personnel security missions. (FY 2010 Base: \$76,170)	4,830	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
6) Civilian Increase (In-source): net increase in civilian payroll is offset by in-sourcing contractor services where it is more appropriate and/or efficient to do so. The DSS is planning to hire 28 civilians and reduce contracting costs by \$7,411K. (FY 2010 Base: \$110,993)	4,491	
9. Program Decreases		-8,350
a. Annualization of FY 2010 Program Decreases		
b. One-Time FY 2010 Increases		
c. Program Decreases in FY 2011		
1) Contract Services (In-source): decrease intends to replace approximately 40 contractors with approximately 28 civilian FTEs for a cost savings of \$3,000K. (FY 2010 Base: \$63,754)	-7,411	
2) Management Headquarters - decrease supports efforts to control costs and improve efficiencies (FY 2010 Base: \$49,016)	-939	
FY 2011 Budget Request		518,743

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IV. Performance Criteria and Evaluation Summary

During FY 2009, the DSS developed and deployed an array of performance measures to gauge mission performance and transformation efforts. Formulated to satisfy both OMB Circular A-11 and the DoD Balanced Scorecard requirements, the DSS identified and published twenty-six key measures in the DSS Performance Measures Catalog.

Efforts continue to focus on methods for DSS to collect and manage supporting data to establish performance baselines. The DSS will continue to evolve and refine its performance measures to ensure senior leaders have the tools necessary to make sound decisions in the areas of risk and resource management.

The following performance measures were established and data collection and analysis has begun to assess the DSS core mission performance:

1. National Industrial Security Program (NISP)

NISP Performance Measure #1: Facilities of Interest (FIL) Inspections Completed.

Comments: This performance measure for Industrial Security Field Operations (ISFO) measures the completion of cleared contractor facility inspections utilizing Facility of Interest (FIL) prioritization. The DSS recently transformed its methodology from a calendar-based inspection cycle for all facilities to a risk-based segregation of facilities. Higher risk facilities warrant more detailed scrutiny by applying an updated threat mitigation strategy and methodology to prioritize inspections based on quantitative risk management factor and serves as the agency's primary assessment of risk as it relates to the overall foreign threat to key technologies within cleared industry. The FIL was published July 1, 2009. The DSS will continue to update the FIL quarterly to reflect the latest threat information. The FY 2009 inspection data are shown below.

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IV. Performance Criteria and Evaluation Summary

Note: The DSS is applying resources provided by the Department for the DSS Transformation Plan and DSS Future Options Study to reduce backlog and increase inspection rates. Switching facility inspection criteria to the FIL methodology created a onetime backlog that DSS is currently working to reduce and ultimately alleviate.

FY09 Inspection Data By FIL		FY Inspections Completed	Facilities Overdue Inspection	Facilities Not Overdue Inspection	Total Amount of Facilities	% Facilities Not Overdue	GOAL	BELOW GOAL
	FIL 1	867	53	786	839	94%	100%	6%
	FIL 2	2447	495	2384	2879	83%	100%	17%
	FIL 3	5490	2326	7006	9332	75%	90%	15%
Total	8804	2874	10176	13050	78%	----	---	

NISP Performance Measure #2: Average Information System Accreditation Cycle Time.

Comments: This output performance measure displays the average number of days for DSS to issue an accreditation that enables a contractor information system to process classified information. Accreditation cycle time for each system processed is determined by comparing the date an information system security plan is received by DSS to the date DSS issues an accreditation for that system. The actual average number of days it takes to complete an accreditation is calculated by taking the combined number of calendar days it takes to complete all of the accreditations divided by the number of accreditations completed. Below reflects accreditation data through August 2009.

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IV. Performance Criteria and Evaluation Summary

Average Information System Accreditation (days)	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09
Actual Average	34.5	36.6	39.3	38.5	33.8	33.1	38.0	41.5	35.4	31.2	20.0	28.1
YTD Average	34.5	35.2	36.5	36.9	36.3	35.7	36.0	37.0	36.7	36.1	33.4	32.5
# Over 45 days					29	28	35	66	47	33	32	57
Monthly Target	30	30	30	30	30	30	30	30	30	30	30	30

NISP Performance Measure #3: Percent of Initial Adjudications completed within an average 25 days.

Comments: This output performance measure for the Personnel Security Clearance Program indicates the total number of initial adjudications processed by the Defense Industrial Security Clearance Office (DISCO) that contribute to a 25 day average divided by the total number processed by DISCO, expressed as a percentage. The DSS is required by the Intelligence Reform and Terrorism Prevention Act of 2004 to make a determination on at least 90 percent of applications for an initial personnel security clearance within an average of 25 days (see note in tables below for recent changes to this measure). This performance metric exceeds guidelines of the Intelligence Reform and Terrorism Prevention Act (IRTPA) of 2004 and DoD performance goal. The FY 2009 data are shown below.

Initial Adjudications Completed in 25 Days	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09
Target	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
Actual	95%	85%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
# Completed for 25 day average	11,770	5,921	9,568	10,741	10,251	13,293	10,943	10,599	9,462	10,370	10,607	10,105
Total # Completed	12,365	6,966	9,568	10,741	10,251	13,293	10,943	10,599	9,462	10,370	10,607	10,105

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IV. Performance Criteria and Evaluation Summary

2. Security Education Training and Awareness Program (SETA)

SETA Performance Measure #1: Requested FY 2010 Course Iterations Scheduled.

Comments: This performance measure is used for resource planning by comparing the number of classroom course iterations requested by the security community versus the DSS available support resources. The DSS will apply future resources for the DSS Transformation Plan and DSS Future Options Study to increase capacity to accommodate the needs of the security community. The FY 2010 projected data are shown below.

Requested FY10 Course Iterations Scheduled	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10
Cum Monthly Sch	6	14	21	29	39	47	56	65	74	82	91	99
Requested	207	207	207	207	207	207	207	207	207	207	207	207

SETA Performance Measure #2: Required Active Course Inventory.

Comments: This output performance measure provides the actual number of active courses in inventory compared to the number of active courses required by the security community. Given current resources, the DSS established a FY 2009 goal of increasing inventory to 75% of the requirement. The DSS will apply future resources for the DSS Transformation Plan and DSS Future Options Study to increase capacity to accommodate the needs of the security community. Data for the FY 2009 are shown below.

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IV. Performance Criteria and Evaluation Summary

Required Active Course Inventory FY09	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09
Total Actual Active Course Inv	34	34	36	39	43	43	48	53	56	57	59	61
FY 09 Total Course Inv Requirement	78	78	78	78	78	78	78	78	78	78	78	78
FY 09 Course Inv Target	59	59	59	59	59	59	59	59	59	59	59	59

3. Counterintelligence (CI)

CI Performance Measure #1: Suspicious Contact Reports Received and Reviewed.

Comments: The DSS CI office is charged with the responsibility for receiving, analyzing and referring information on suspicious contacts within cleared industry. This output performance measure provides the monthly and year-to-date total number of SCR received and reviewed by DSS. The DSS is applying additional resources provided by the Department for the DSS Transformation Plan and DSS Future Options Study to increase SCR review rates. Data for the FY 2009 are shown below.

SCRs Reviewed and Received	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09
Total # SCRs Received by the Field (Month)					561	710	617	602	679	575	717	789
Total # SCRs Received by the Field (YTD)					2313	3023	3640	4242	4921	5496	6213	7002
Total # SCRs Reviewed by the Field (Month)			272	355	378	730	366	379	499	376	736	914
Total # SCRs Reviewed by the Field (YTD)			761	1116	1494	2225	2591	2970	3469	3845	4581	5495
% SCRs Reviewed (Month)			47%	46%	67%	103%	59%	63%	73%	65%	108%	116%
Target	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
# CAT 1/2 Reviewed	0	0	0	0	0	0	0	0	0	0	14	14
Inventory (CAT 1-4)			142	409	183	351	505	546	378	565	451	138

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V. <u>Personnel Summary</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	Change FY 2009/ FY 2010	Change FY 2010/ FY 2011
<u>Civilian End Strength (Total)</u>	706	862	1,030	156	168
U.S. Direct Hire	706	862	1,030	156	168
Foreign National Direct Hire					
Total Direct Hire	706	862	1,030	156	168
Foreign National Indirect Hire					
 Civilian FTEs (Total)					
U.S. Direct Hire	639	862	1,030	223	168
Foreign National Direct Hire					
Total Direct Hire	639	862	1,030	223	168
Foreign National Indirect Hire					
Average Annual Civilian Salary (\$ in thousands)	119.2	128.8	132.1	9.6	3.3

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

<u>OP 32 Line</u>	<u>FY 2009</u> <u>Actuals</u>	<u>Change</u> <u>FY 2009/FY 2010</u>		<u>FY 2010</u> <u>Estimate</u>	<u>Change</u> <u>FY 2010/FY 2011</u>		<u>FY 2011</u> <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	76,176	1,886	32,931	110,993	1,721	23,390	136,104
199 Total Civ Compensation	76,176	1,886	32,931	110,993	1,721	23,390	136,104
308 Travel of Persons	<u>3,596</u>	<u>40</u>	<u>3,323</u>	6,959	97	1,398	8,454
399 Total Travel	3,596	40	3,323	6,959	97	1,398	8,454
673 Def Fin & Accounting Svc	<u>499</u>	<u>5</u>	<u>189</u>	693	10	129	832
699 Total Purchases	499	5	189	693	10	129	832
771 Commercial Transport	89	1	214	304	4	0	308
799 Total Transportation	89	1	214	304	4	0	308
912 GSA Leases	3,704	41	653	4,398	62	1,169	5,629
914 Purch Communications	2,478	27	3,001	5,506	89	1,359	6,954
915 Rents, Leases (non GSA)	3,646	40	1,275	4,961	69	3,176	8,206
917 Postal Svc (USPS)	71	1	140	212	3	-3	212
920 Supplies/Matl (non fund)	18,031	198	1,518	19,747	276	29	20,052
921 Print & Reproduction	210	2	119	331	5	16	352
922 Eqt Maint Contract	433	5	2,556	2,994	42	1,152	4,188
923 Facilities Maint Contr	1,818	20	1,002	2,840	40	709	3,589
925 Eqt Purchase By Contract	1,166	13	1,056	2,235	31	3,846	6,112
931 Contract Consultants	2,437	27	1,278	3,742	52	1,392	5,186
932 Mgt Prof Support Svcs	3,405	37	3,449	6,891	96	3,181	10,168
934 Engineering & Tech Svcs	69,412	764	-17,055	53,121	741	-23,996	29,866
987 Other IntraGovt Purch	220,657	2,427	9,499	232,583	3,256	1,007	236,846

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

<u>OP 32 Line</u>	<u>FY 2009</u> <u>Actuals</u>	<u>Change</u> <u>FY 2009/FY 2010</u>		<u>FY 2010</u> <u>Estimate</u>	<u>Change</u> <u>FY 2010/FY 2011</u>		<u>FY 2011</u> <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
989 Other Contracts	42,696	470	-4,651	38,515	539	-3,369	35,685
999 Total Other Purchases	370,164	4,072	3,840	378,076	5,301	-10,332	373,045
Total	450,524	6,004	40,497	497,025	7,133	14,585	518,743

DEFENSE SECURITY SERVICE
Operation and Maintenance, Defense-Wide
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Fiscal Year 2011 Budget Estimates Defense Threat Reduction Agency (DTRA)



February 2010

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DEFENSE THREAT REDUCTION AGENCY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2011 Budget Estimates

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

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

	<u>FY 2009</u> <u>Actuals</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2010</u> <u>Estimate</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>1/</u> <u>Change</u>	<u>FY 2011</u> <u>Estimate</u>
DTRA	360,076	5,272	19,461	384,809	6,036	72,677	463,522

* The FY 2009 Actuals Column includes \$1,564 thousand of FY 2009 Bridge Funding Appropriations (PL 110-252); and \$6,700 thousand of FY 2009 Supplemental Appropriations Act funding (PL 111-32).

* The FY 2010 Estimate column excludes \$2,018 thousand requested in the FY 2010 Defense-Wide Overseas Contingency Operations Budget Request.

1/ FY 2010-2011 Program Change includes a functional transfer of \$12.2 million from RDT&E to O&M.

I. Description of Operations Financed: The mission of the Defense Threat Reduction Agency (DTRA) is to safeguard the United States and its allies from Weapons of Mass Destruction (WMD) (Chemical, Biological, Radiological, Nuclear, and High Yield Explosives) by providing capabilities to reduce, eliminate, and counter the threat and mitigate its effects.

The DTRA is the only DoD agency focused full-time on the Countering of WMD threats (C-WMD). The agency is the DoD Combat Support Agency for the C-WMD mission; executes national missions in arms control monitoring and verification, and threat reduction; builds and leverages DoD, US Government, and international partnerships; performs related science and technology development including the Science and Technology portion of the DoD Chemical-Biological Defense Program; develops and provides capabilities that make strategic differences in countering WMD; and provides unique support to the US nuclear deterrent. The DTRA Director concurrently serves as the Director for the US Strategic Command's Center for Combating WMD that maintains WMD situational awareness, establishes technical support and interagency relationships, conducts C-WMD planning activities, synchronizes C-WMD activities among the Combatant Commanders, and advocates for C-WMD capabilities.

DEFENSE THREAT REDUCTION AGENCY
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I. Descriptions of Operations Financed: (continued)

The DTRA, in partnership with other US Government agencies, is embarked on a global strategy to increase security cooperation with friends, allies, and other partners to dramatically reduce WMD worldwide. While this strategy requires coordinated action across the US Government, DoD brings to the table a range of expertise, experience, and capabilities from its successes with the Nunn-Lugar Cooperative Threat Reduction (CTR) Program and its arms control monitoring and verification activities, as well as other similar security cooperation programs instituted over the past decade.

This new model for global security engagement, called Nunn-Lugar Global Cooperation, emphasizes greater program agility, flexibility, and responsiveness; expanded interagency and international partnerships; expanded roles for the Combatant Commanders and increased DTRA support to their Theater Security Engagement; and integration of other threat reduction activities such as the Proliferation Security Initiative, Global Initiative to Combat Nuclear Terrorism, and the G8 Global Partnership.

The DTRA FY 2011 budget request responds directly to DoD's C-WMD strategic priorities: increases barriers to WMD proliferation and use; identifies and mitigates emergent WMD threats; develops a layered defense against WMD threats; and manages WMD threat emanating from failing or fragile states and ungoverned regions. The requested budget growth fills critical gaps in C-WMD requirements and directly supports the President's priorities.

The Cooperative Threat Reduction (CTR) program is integral to the DTRA. The CTR program is a separate appropriation requested in a separate submission titled, "Cooperative Threat Reduction."

DEFENSE THREAT REDUCTION AGENCY
Operation and Maintenance, Defense-Wide
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I. Descriptions of Operations Financed: (continued)

Narrative Explanation of Changes:

The Defense Threat Reduction Agency (DTRA) has one of the most challenging missions of any Department of Defense (DoD) Agency---Combating Weapons of Mass Destruction (CWMD). Our investment strategy and funding choices support priorities and responds directly to DoD and Presidential CWMD strategic priorities. The funding request seeks to fill critical investment and sustainment gaps across the DTRA CWMD spectrum in the areas of Arms Control & Verification Technology, Biological Threat Reduction Program, Combating WMD-Terrorism, Global Nuclear Lockdown, Nimble Elder, Joint Intelligence Preparation of the Operating Environment, National Technical Nuclear Forensics, Reachback, and the Counter-WMD Analysis Center (CWAC). The DTRA and Cooperative Threat Reduction FY 2011 budget requests reflect programmatic increases totaling more than \$239 million to support these priorities. (Research & Development, Defense-Wide: \$65M; Operation & Maintenance, Defense-Wide: \$49.8M; Procurement, Defense-wide: \$5.7M; Cooperative Threat Reduction Program: \$118.7M)

The FY 2011 budget request reflects an overall increase of \$78.6M when compared to the FY 2010 current estimate. This net adjustment includes a price adjustment of \$6.0M, a functional transfer of \$12.2M from the Research, Development, Test, and Evaluation appropriation; and program increases of \$69.6M offset by program decreases of -\$9.2M.

DEFENSE THREAT REDUCTION AGENCY
 Operation and Maintenance, Defense-Wide
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I. Descriptions of Operations Financed: (continued)

	<u>\$ in thousands</u>		
	<u>FY 2009</u> <u>Actuals</u>	<u>FY 2010</u> <u>Estimate</u>	<u>FY 2011</u> <u>Estimate</u>
A. <u>Arms Control Inspection:</u>	71,997	74,592	76,456

As an integral part of the U.S. national security strategy, arms control activities enhance confidence in treaty and agreement compliance through effective inspection, monitoring, and verification, and contributes to a more stable and calculable balance of world power.

The U.S. seeks to reduce the threat from weapons of mass destruction in a number of ways, particularly through treaty and non-treaty efforts to control, safeguard, and eliminate existing weapons. As the focal point for U.S. treaty implementation, the DTRA executes current arms control treaties and agreements, and prepares for new initiatives. The DTRA is increasingly involved in shaping the international security environment through on-site activities in post-conflict stabilization operations because of its arms control experience. The DTRA inspectors provide the Secretary of Defense with first-hand evidence that international commitments are fulfilled through the verifiable reduction of the world's stockpiles of nuclear, chemical, and conventional weapons (which includes the training and equipping of law enforcement and border guard personnel in the Former Soviet Union (FSU), Eastern Europe, Baltics, and Balkans). The DTRA arms control mission directly enhances the U.S. security interests.

DEFENSE THREAT REDUCTION AGENCY
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I. Descriptions of Operations Financed: (continued)

The three primary objectives of the DTRA Arms Control program are to:

- conduct U.S. Government inspections of foreign facilities, territories or events
- coordinate and conduct the escort of inspection teams for inspections or continuous monitoring activities in the U.S. and at U.S. facilities overseas
- acquire and field technology capabilities required to implement, comply with, and allow full exercise of U.S. rights and prerogatives under existing and projected arms control treaties and agreements

Implementation of existing arms control agreements is an important element of the Administration's national security policy. The DTRA trains, equips, organizes, deploys, and exercises operational control over inspection, monitoring, and escort teams. This ensures that the U.S. Government can exercise its full treaty rights for on-site inspection and protects U.S. treaty rights with respect to inspected sites or activities. The DTRA provides technical advice to U.S. Government elements concerned with developing, implementing, or evaluating compliance with arms control treaties and agreements.

The DTRA continues its efforts to carry out the inspection, escort, and monitoring provisions of the Strategic Arms Reduction Treaty (START), the Conventional Armed Forces in Europe (CFE) Treaty, the Open Skies Treaty (OS), the Chemical Weapons Convention (CWC), and the Plutonium Production Reactor Agreement (PPRA).

The DTRA executes other missions requiring its unique skills, organization, or experience including the International Counterproliferation (ICP) Program, support for the Dayton Peace Accords, Biological Weapons Convention (BWC), the Vienna Document 1999 (VD99) and other Confidence and Security Building Measures (CSBM), the Small Arms and Light Weapons (SALW) Program, the International Atomic Energy Agency Additional Protocol (IAEA/AP), the

DEFENSE THREAT REDUCTION AGENCY
Operation and Maintenance, Defense-Wide
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I. Descriptions of Operations Financed: (continued)

Technical Equipment Inspection Program (TEI), and the Defense Treaty Inspection Readiness Program (DTIRP).

The DTRA Arms Control budget submission provides support for the full range of treaty implementation requirements and reflects the latest revision to treaty entry-into-force (EIF) dates, and the latest assumptions for inspection and compliance requirements:

BUDGET TREATY ASSUMPTIONS

<u>TREATY/PROGRAM</u>	<u>ENTRY-INTO-FORCE</u>
Strategic Arms Reduction Treaty (START)	EIF 5 Dec 1994
International Counterproliferation (ICP) Program	EIF 1 Dec 1996
Conventional Armed Forces in Europe (CFE)	EIF 17 Jul 1992
CFE Adapted	EIF 1st Qtr FY 2011
Chemical Weapons Convention (CWC)	EIF 29 April 1997
Plutonium Production Reactor Agreement (PPRA)	EIF 23 Sept 1997
Open Skies (OS)	EIF 1 Jan 2002

1) Strategic Arms Reduction Treaty (START) Missions:

The DTRA mission includes inspection, monitoring and escort activities to verify Russian compliance concerning the reduction and limitation of strategic offensive arms (nuclear weapons). This program includes funding for direct mission costs, training, and essential support requirements. The START expiration date was December 2009. Negotiations for a follow-on START agreement are in progress, and the DoD has directed DTRA to plan for a five-year extension until a follow-on treaty is reached.

DEFENSE THREAT REDUCTION AGENCY
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I. Descriptions of Operations Financed: (continued)

The DTRA continues to perform inspections and escorts missions to monitor U.S. and Russian Shutdown Reactors and at the Russian Plutonium Oxide Storage Facilities under the Plutonium Production Reactor Agreement. Negotiations continue to establish technical equipment that will be used to measure Plutonium Oxide stored in Russia.

The DTRA trains and equips certified DoD Host Team Representatives who ensure protection of DoD equities during IAEA/AP integrated safeguard inspections conducted in the U.S.

The FY 2010 current estimate is \$12,899 thousand; and the FY 2011 budget estimate is \$13,706.

2) Conventional Armed Forces in Europe (CFE) Missions:

The CFE is a multilateral treaty between countries of the former Warsaw Pact and the North Atlantic Treaty Organization (NATO). The U.S. is allocated 15 percent of the active inspections available to NATO, which is executed by the DTRA along with escort and liaison missions. The program includes funding for direct mission costs, training, and essential support requirements. Training includes support to U.S. European Command (USEUCOM) and the component treaty compliance officers, bilateral mock inspections with treaty partners, site assistance visits for U.S. sites subject to CFE inspection, and weapons recognition training. An adapted CFE Treaty was signed by States Parties at the November 1999 Istanbul Organization for Security and Cooperation in Europe (OSCE) Summit. Entry-into-force (EIF) for the adapted CFE Treaty is anticipated for 1st Quarter FY 2011.

DEFENSE THREAT REDUCTION AGENCY
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I. Descriptions of Operations Financed: (continued)

Russia suspended operations of CFE Treaty activities in December 2007 for an unspecified duration; however, Russia has the legal right to resume and continue treaty verification operations at any time. The U.S. Government has a binding legal and political commitment to be ready to immediately fulfill its treaty implementation and compliance responsibilities in that event. It must be noted that the remaining 29 State Parties of the Treaty are actively continuing treaty verification operations.

This program includes DTRA support to Confidence and Security Building Measures (CSBM) inspections and evaluations associated with the Vienna Document 1999. The DTRA also executes activities under the Dayton Peace Accords, providing U.S. Government support to the OSCE mission in Bosnia and Herzegovina.

The DTRA supports efforts to assess, reduce, and secure stockpiles of Small Arms and Light Weapons (SALW) worldwide by supporting the Department of State Office of Weapons Removal and Abatement. The SALW Program helps foreign governments ensure that Man-Portable Air Defense Systems (MANPADS), other SALW, and related ordnance are properly secured and managed and that excess stockpiles are destroyed. The DTRA teams perform assessments, provide technical advice, and present U.S. best practices through Physical Security and Stockpile Management training.

This program includes the Arms Control Enterprise System (ACES). This information system is essential for compliance with legally and politically binding U.S. arms control treaties and agreements. The ACES provides accountability of conventional and strategic assets as required for treaty-mandated data exchanges.

DEFENSE THREAT REDUCTION AGENCY
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I. Descriptions of Operations Financed: (continued)

The FY 2010 current estimate is \$6,389 thousand; and the FY 2011 budget estimate is \$6,390 thousand.

3) Chemical Weapons Convention (CWC) Missions:

Resources for the CWC are required to accomplish escort activities of international inspectors for the Organization for the Prohibition of Chemical Weapons (OPCW) and to ensure compliance with the terms of the multilateral CWC. The DTRA is engaged in escort activity of continuous monitoring at Tooele, Utah; Anniston, Alabama; Umatilla, Oregon; and Pine Bluff, Arkansas. Additional CWC escort missions include inspections of DoD Schedule 1 facilities, short-duration inspections of destruction of recovered chemical weapons and miscellaneous CW Materials, and preparation for support of CWC Challenge Inspections.

Funding for this program includes TEI support for CWC Missions, training, and essential support requirements. The DTRA provides support to the DoD Biological Weapons Treaty Manager by compiling the annual information declarations from DoD components for further submission to the Department of State and the United Nations.

The FY 2010 current estimate is \$6,625 thousand; and the FY 2011 budget estimate is \$6,862 thousand.

4) Open Skies (OS) Missions:

The Open Skies is a multilateral treaty involving the European states, the Republic of Belarus and the Russian Federation Group of State Parties, the U.S., and Canada. It involves reciprocal over-flights of states using specific aircraft with specified

DEFENSE THREAT REDUCTION AGENCY
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Fiscal Year (FY) 2011 Budget Estimates

I. Descriptions of Operations Financed: (continued)

sensors. The DTRA plans and prepares for receiving and conducting OS observation missions and for conducting and participating in aircraft and sensor certification inspections. Also funded in this program are Technical Equipment Inspections (TEI) activities, training, and essential support requirements.

The FY 2010 current estimate is \$3,332 thousand; and the FY 2011 budget estimate is \$3,445 thousand.

5) International Counterproliferation (ICP) Program:

The DoD ICP Program is a congressionally mandated program that combines cooperative efforts of the DoD/Federal Bureau of Investigation (FBI) and DoD/Department of Homeland Security, in which DoD is the lead agency. Participating governments of the Former Soviet Union, the Baltics, the Balkans, and Eastern Europe have agreed to work with the U.S. to stem the proliferation of weapons of mass destruction.

The ICP Program is the primary tool for the COCOMs to apply in their theater security cooperation strategy to combat trafficking of WMD and related material. The FY 2011 funding permits the ICP Program to engage countries that have made the long-term commitment to work cooperatively with the U.S. by providing a series of specialized training programs designed for foreign officials involved with border security, customs, and law enforcement. Some training courses include critical equipment packages to enhance the capacity of partner countries to deter, detect, investigate, and respond to the attempted proliferation of WMD. Training is sustained with periodic local and regional WMD Integrated Exercises which enable students to use program skills and equipment within a realistic training environment.

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I. Descriptions of Operations Financed: (continued)

The FY 2010 current estimate is \$14,290 thousand; and the FY 2011 budget estimate is \$14,102 thousand.

6) Secretary of Defense Support:

The DTRA provides technical, analytical, and administrative support to the OSD Treaty Managers. The FY 2010 current estimate is \$3,345 thousand; and the FY 2011 budget estimate is \$3,486 thousand.

7) Defense Treaty Inspection Readiness Program:

The DoD has designated the DTRA as the Lead Agent for the Defense Treaty Inspection Readiness Program (DTIRP). FY 2011 funding provides for security preparedness and an outreach program designed to provide implementation education and awareness concerning arms control operational activities. The program provides arms control implementation advice and assistance to sites that require on-site inspection and over flight. Maximum efficiencies are achieved by utilizing experts from established facilities and services from DoD and other agencies to provide specially trained personnel, analyses, and educational activities.

The FY 2010 current estimate is \$1,271 thousand; and the FY 2011 budget estimate is \$1,288 thousand.

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I. Descriptions of Operations Financed: (continued)

	<u>\$ in thousands</u>		
	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
B. <u>WMD Combat Support and Operations:</u>	112,120	125,250	163,419

The DTRA provides combat and warfighter support to the Joint Chiefs of Staff (JCS), the COCOMs, and military services as they engage the threat and challenges posed to the U.S., its forces and allies by any WMD to include chemical, biological, radiological, nuclear, and high-yield explosive weapons (CBRNE). The DTRA supports the essential WMD response capabilities, functions, activities, and tasks necessary to sustain all elements of operating forces within their areas of responsibility at all levels of war.

The DTRA's operational programs are closely tied with its research, development, test and evaluation programs that provide technical support to DoD components and other organizations (as appropriate) in areas related to WMD and designated advanced weapons.

The FY 2011 budget request for WMD Combat Support and Operations reflects an overall increase of \$38.1 million when compared to the FY 2010 current estimate. This net adjustment includes a price adjustment of \$1.8 million, a functional transfer of \$12.2 million from the DTRA Research, Development, Test and Evaluation appropriation; and program increases of \$25.3 million offset by program decreases of \$-1.2 million. The programmatic increases primarily provide support to national strategic priorities related to Nimble Elder, Regional Combating WMD, Combating WMD-Terrorism Support Program, and

DEFENSE THREAT REDUCTION AGENCY
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I. Descriptions of Operations Financed: (continued)

Combating Terrorism Exercise Support. The increase reflected in FY 2010 primarily supports National Technical Nuclear Forensics and Post-Minot Nuclear Surety.

The DTRA supports the Office of the Secretary of Defense (OSD) for programs that provide oversight for DoD nuclear matters. The DTRA provides support to the Joint Staff with stockpile tracking and accounting through the use of the Defense Integration and Management of Nuclear Data Services (DIAMONDS) system, and with conducting nuclear surety inspections. The DTRA provides nuclear weapons experts in the area of maintenance, safety, Joint Nuclear Weapon Publications, and logistics, policy and technical subject-matter expertise. The DTRA provides advice and direct support to COCOMs or lead Federal Agencies through planning, training, national-level exercises, and operational support for accidents or incidents involving WMD.

The Combat Support program provides the COCOMs with Technical Support Groups (TSGs) who can rapidly deploy teams globally that provide the COCOMs and other U.S. Government Agencies with the capability to counter the WMD threats. The TSGs provide equipment, training, scientific (on-site Subject Matter Expertise (SMEs)), technical, and operational support to COCOM's designated, apportioned forces and, if necessary, can augment their personnel. The TSGs bring a 24/7 reachback capability to the DTRA Operations Center (DTRA/OC) and through the center a linkage to numerous U.S. Government Laboratories (additional SMEs). As part of NSPD-17 and DODD 2060.04, the DTRA is tasked to support National Technical Nuclear Forensics (NTNF) through ground sampling capability. The DTRA is in the process of operationalizing a capability to support U.S. Government WMD attribution activities with National Technical Nuclear Forensics (NTNF). Increased funding supports the Secretary of Defense tasking (October 2009), through training, new equipment, and exercises to continue to advance NTNF global post-detonation nuclear forensics capabilities and provides maintenance and sustainment of existing

DEFENSE THREAT REDUCTION AGENCY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2011 Budget Estimates

I. Descriptions of Operations Financed: (continued)

equipment sets. The funding provides for personnel travel, equipment and maintenance, contractual support, training, exercises, and operational support in-theater.

The DTRA provides pre-incident site characteristics packages to COCOMs to aid in crisis or consequence management planning. The Chairman, JCS Contingency Plan (classified) directs this program. By conducting these surveys, DTRA monitors requirements, tracks suspenses, and receives feedback from the customer by way of exercise or tabletop reviews to improve the product. The DTRA standard is to provide timely and accurate survey analysis and products tailored to the customer needs within 90 days of collecting survey data. The DTRA completes ten surveys annually.

Within the Combat Support program, the prominence of support to the COCOMs continues to increase because of the terrorist attacks against the U.S. and subsequent U.S. offensive operations. The requirements of the National Strategy to Combat Weapons of Mass Destruction, National Military Strategy to Combat Weapons of Mass Destruction, Quadrennial Defense Review (QDR), the Guidance for Development of the Force (GDF), the Nuclear Posture Review (NPR) and changes to the Unified Command Plan (UCP), continue to be integrated into this program. Moreover, emphasis has been placed on the Department's Transformation Planning Guidance (TPG) to assist in the long range planning efforts of the DTRA combat support mission and provides a starting point for future operational endeavors. The Regional Area Desks were established to provide Agency-wide integration and synchronization of DTRA activities in the regions and with the COCOMs. The Area Desk Officers will function in parallel to the Agency's COCOM based Liaison Officers.

DEFENSE THREAT REDUCTION AGENCY
Operation and Maintenance, Defense-Wide
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I. Descriptions of Operations Financed: (continued)

The DTRA is continuing to expand combat support missions to be dual-purposed, synergistic, and closely aligned with war efforts, providing a foundation for transformational initiatives within the WMD arena. The DTRA manages the CWMD-Terrorism (CWMD-T) Support Program and sustains a CWMD-T Support Cell to integrate and federate all-source intelligence products and information to support the Joint Intelligence Preparation of the Operational Environment process to anticipate plausible terrorist WMD threats.

The DTRA serves as the Program Manager for the Foreign Consequence Management (FCM) Exercise Program, as directed by DoD Instruction 2000.21. The FCM Exercise Program creates a series of challenging exercises that assist the Geographic Combatant Commanders (GCCs) in training and preparing for potentially catastrophic events, initiated by a WMD attack or accidental release. The training effort focuses primarily on three scenarios: 1) mitigating the effects of WMD attack or accidental release that impacts U.S. Forces or installations overseas; or 2) providing assistance to the affected foreign nation following a WMD attack or accidental release; or 3) situations where DoD is the lead, for example, in a combat zone or where a host government does not exist. The DoD must be prepared to support U.S. FCM operations intended to assist allied or friendly countries who are affected by such an event.

The Balanced Survivability Assessment (BSA) teams conduct mission balanced survivability assessments of U.S./Allied systems against a broad spectrum of threats focusing on vital and critical national/theater mission systems. The BSAs provide an all-hazard assessment capability to support survivability of key facilities or systems supporting USSTRATCOM's diverse roles including Global Command and Control; Space Operations; Global Strike; Combating WMD; Integrated Missile Defense; Information Operations, Intelligence, Surveillance and Reconnaissance; and Strategic Deterrence.

DEFENSE THREAT REDUCTION AGENCY
Operation and Maintenance, Defense-Wide
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I. Descriptions of Operations Financed: (continued)

The Combat Support Program also provides direct support to the Joint Staff in the area of vulnerability assessments. The Chairman, Joint Chiefs of Staff (CJCS), through the J3, Deputy Director for Antiterrorism and Homeland Defense (J3 DDAT/HD) has directed DTRA, in its capacity as a Combat Support Agency, to provide direct field support and perform Joint Staff Integrated Vulnerability Assessments (JSIVA) for COCOMs, Services and DoD Agencies. In this capacity, the DTRA JSIVA program is to provide teams comprised of active duty military and DoD civilians that are fully capable of assessing six broad areas relating to facility vulnerability to terrorist operations and the means of reducing mass casualties and damage to mission-essential materials. These assessments include: (1) Terrorist Operations; (2) Security Operations; (3) Structural Engineering (4) Infrastructure Engineering; (5) Emergency Management-CBRNE and (6) Information Assurance.

The JSIVA teams examine specific installations and provide the installation commander with realistic judgments regarding vulnerabilities to terrorist actions and suggestions for both procedural and technical options to mitigate those vulnerabilities. Support also includes providing mobile training teams in support of J3 DDAT/HD to train COCOM personnel on antiterrorism policies and procedures, and support of technology development for physical security equipment and other anti-terrorism-related technologies, such as blast mitigation systems. The DTRA also provides reachback services for all DoD components in regards to issues related to antiterrorism, and develops annual and semi-annual trends to assist the JCS in gauging the implementation of DoD policies.

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I. Descriptions of Operations Financed: (continued)

International Research and Development Outreach and Operations Support: This program provides support for the permanent placement of DTRA personnel in overseas forward operating locations for the purpose of regional Research, Development, Test, and Evaluation (RDT&E) cooperation outreach and operational support for other DTRA missions where there is no dedicated program support. Primary tasks are to collaborate with Combatant Commands and interagency partners in coordinated RDT&E cooperation efforts with foreign defense ministries. Funding supports logistics and operating costs for DTRA forward offices.

Regional Combating WMD Program (RCP): The RCP develops regional networks in which countries work collaboratively to build and sustain long-term defenses-in-depth against WMD. The RCP accomplishes this mission by promoting regional leadership roles for key states and organizations, supporting regional activities, communicating strategic messages, and leveraging U.S. and international efforts to combat WMD. Decisive elements in RCP are abilities to identify and leverage functional and regional expertise, maintain senior leader involvement, and adapt to regional requirements in combating WMD and related fields.

Further, DTRA serves as the DoD executive agent for the Nuclear Test Personnel Review (NTPR) Program, which addresses all matters pertaining to the participation and radiation exposures of DoD personnel in U.S. atmospheric nuclear testing (1945-1962) and the post-war occupation of Hiroshima and Nagasaki, Japan.

DEFENSE THREAT REDUCTION AGENCY
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I. Descriptions of Operations Financed: (continued)

	\$ in thousands		
	FY 2009 Actuals	FY 2010 Estimate	FY 2011 Estimate
C. <u>U.S. Strategic Command (USSTRATCOM) Center for Combating Weapons of Mass Destruction</u>	30,801	29,001	31,836

The National Strategy to Combat WMD describes WMD in the hands of hostile states and terrorists as one of the greatest security challenges facing the U.S. The strategy reinforces the need of the DoD to continue to develop an integrated and comprehensive approach to counter the WMD threat. On January 31, 2006, the Secretary of Defense designated the Director, DTRA to serve in an additional capacity as the Director, U.S. Strategic Command Center for Combating WMD (SCC-WMD), under the authority, direction and control of Commander, USSTRATCOM.

The DTRA supports the SCC mission by developing tools; providing strategic and contingency planning, policy and analytical support; developing Interagency relationships; and working closely with STRATCOM partners to establish the means for assessing and exercising capabilities to combat WMD. The DTRA's efforts focus on enhancing global WMD situational awareness and providing for the development and maintenance of a world-wide WMD common operating picture. The DTRA provides access and connectivity to combating WMD (CWMD) expertise critical for strategic and contingency planning, facilitates the integration of DTRA-unique capabilities, and provides situational awareness for integrating and synchronizing efforts across the Department to support national CWMD objectives. This budget subactivity group also supports the 24 hour/7 day Technical Reachback and Operations Center capability. Technical Reachback is

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I. Descriptions of Operations Financed: (continued)

a core group of specialized CBRNE-trained subject matter experts (SMEs) that provide a decision-response and support capability for deliberate, crisis and immediate planning and operations to include post-CBRNE event analyses to COCOMs, OSD, Joint Staff, Intelligence Community (IC), command elements, first responders, and federal, state, and local government organizations in accordance with DoD directives. SME personnel coordinate with the DTRA Operations Center and remote continuity of operations (COOP) sites to provide direct responses to the majority of Requests for Information (RFIs) coming into the Agency. Most of these requests require modeling a variety of operational and exercise scenarios related to WMD.

	<u>\$ in thousands</u>		
	<u>FY 2009</u> <u>Actuals</u>	<u>FY 2010</u> <u>Estimate</u>	<u>FY 2011</u> <u>Estimate</u>
D. <u>DTRA Core Operational Support Activities:</u>	136,856	145,461	181,140

The DTRA Core Operational Support Activities program represents a wide range of enabling functions which provide the necessary resources to support all of the Agency's core mission essential functions to safeguard America and its friends from WMD by reducing the present threat and preparing for the future threat. The strong enabling functions, which comprise the Core Operational Support Activities program, are the foundation of everything DTRA does: resource management; security and asset protection; information management; acquisition and logistics management; and provide the safety, security, and efficiency necessary for mission success. Activities funded in this budget subactivity group also provide for the essential management, planning, and administration of management headquarters functions, operational, and administrative support to all DTRA functional

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I. Descriptions of Operations Financed: (continued)

organizations. The DTRA has embraced the concept of transformation as a continuous process, not an end-state.

The FY 2011 budget request for Core Operational Support Activities reflects an overall increase of \$35.7 million when compared to the FY 2010 current estimate. This net adjustment includes a price adjustment of \$2.1 million, program increases of \$38.6 million offset by program decreases of \$-5.0 million. The programmatic increases provide critical support to the DTRA national strategic priorities for enhanced CWMD capabilities, providing essential funding to fill critical sustainment gaps in the DTRA information technology and core infrastructure baselines. These increases are necessary to execute expanding CWMD mission priorities and essential to ensuring successful implementation. The increases reflected in FY 2010 are focused on transformational capabilities and modernization of the DTRA aging Information Technology (IT) infrastructure to meet the growing demands of warfighter support activities.

The DTRA is committed to a results-oriented human capital management program, incorporating such elements as strategic workforce planning; tailored use of hiring programs and recruitment and retention initiatives; establishing long-term relationships with the academic community; enhancing leadership and professional development; and enhancing performance management.

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I. Descriptions of Operations Financed: (continued)

	<u>\$ in thousands</u>		
	<u>FY 2009</u> <u>Actuals</u>	<u>FY 2010</u> <u>Estimate</u>	<u>FY 2011</u> <u>Estimate</u>
E. <u>Defense Threat Reduction University:</u>	8,302	10,505	10,671

The DTRA is designated as the DoD Executive Agent for sustaining general interest nuclear weapons training expertise. As part of DTRA, the Defense Nuclear Weapons School (DNWS) is the only DoD school for courses that familiarize the U.S. nuclear community with the national nuclear weapons stockpile and the nuclear weapons program. In addition, the DNWS provides training to the global nuclear community in nuclear weapons accident and incident response procedures. The DNWS maintains the DoD radioactive field training sites, as well as an extensive classified nuclear weapons display area to enhance the comprehensive training. The DNWS trains students from all levels of DoD, federal and state agencies, and allied countries. The school provides specialized training in U.S. nuclear weapons, incident response, and counterproliferation with emphasis on operational support.

II. Force Structure Summary: Not Applicable

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III. Financial Summary (\$ in thousands):

	FY 2010						
	FY 2009 <u>Actuals</u>	Budget <u>Request</u>	<u>Congressional Action</u>			Current <u>Estimate</u>	FY 2011 <u>Estimate</u>
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
A. <u>BA Subactivities</u>							
1. Arms Control Inspection	71,997	79,011	0	0	79,011	74,592	76,456
2. Weapons of Mass Destruction Combat Support & Operations	112,120	118,573	0	0	118,573	125,250	163,419
3. USSTRATCOM Center for Combating WMD	30,801	32,871	0	0	32,871	29,001	31,836
4. Core Operational Support	136,856	144,421	-644	-0.45	143,777	145,461	181,140
5. Defense Threat Reduction University	8,302	10,577	0	0	10,577	10,505	10,671
Total	360,076	385,453	-644	-0.17	384,809	384,809	463,522

* The FY 2009 Actuals Column includes \$1,564 thousand of FY 2009 Bridge Funding Appropriations (PL 110-252); and \$6,700 thousand of FY 2009 Supplemental Appropriations Act funding (PL 111-32).

* The FY 2010 Estimate column excludes \$2,018 thousand requested in the FY 2010 Defense-Wide Overseas Contingency Operations Budget Request.

1/ FY 2010-2011 Program Change includes a functional transfer of \$12.2 million from RDT&E to O&M.

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III. Financial Summary (\$ in thousands):

<u>B. Reconciliation Summary</u>	<u>Change FY 2010/FY 2010</u>	<u>Change FY 2010/FY 2011</u>
Baseline Funding	385,453	384,809
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-644	
Subtotal Appropriated Amount	384,809	
Fact-of-Life Changes (CY to CY Only)		
Subtotal Baseline Funding	384,809	
Anticipated Supplemental	2,018	
Reprogrammings		
Price Changes		6,036
Functional Transfers		12,230
Program Changes		60,447
Current Estimate	386,827	463,522
Less: Wartime Supplemental	-2,018	
Normalized Current Estimate	384,809	

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III. Financial Summary (\$ in thousands):

<u>C. Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2010 President's Budget Request		385,453
1. Congressional Adjustments		-644
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions - Sec 8097 - Economic Assumptions	-481	
e. Congressional Earmarks - Sec 8037 Indian Lands Environment Impact	-163	
FY 2010 Appropriated Amount		384,809
2. War-Related and Disaster Supplemental Appropriations		2,018
3. Fact of Life Changes		
a. Functional Transfers		
b. Technical Adjustments		
1) Increases:		18,461

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III. Financial Summary (\$ in thousands):

C. Reconciliation of Increases and Decreases

Amount Totals

A. Civilian Personnel Baseline Adjustment: As part of its strategic management of human capital, DTRA continues to internally review and realign its civilian assets consistent with Agency priorities, primarily focusing upon addressing transformational capabilities required to combat Weapons of Mass Destruction (WMD). Emerging Agency mission priorities have prescribed the need for a reassessment of the civilian pay baseline. Although the FY 2009 column of the FY 2010 President's Budget reflected a reduction of -53 full-time equivalents (FTEs) based upon mission needs at the time, current mission requirements have dictated a revision to civilian pay priorities over the past twelve months; for FY 2009, DTRA will over execute its civilian payroll (direct) by 42 FTEs. An extensive review of requirements and programs was initiated to meet the demands of the evolving mission, resulting in a necessary realignment of resources between budget programs to develop the appropriate funding baseline for civilian personnel requirements. This programmatic increase reflects an adjustment for FY 2010 of +40 FTEs to readjust the civilian pay baseline and supports high priority workload requirements within the WMD Combat Support and Operations and Core Operational Support subactivity groups. The funding realized from this adjustment was realigned from other Agency accounts based upon mission priorities. (FY 2010 Base: \$134,958 thousand)

5,264

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III. Financial Summary (\$ in thousands):

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
B. Civilian Personnel - Costing Adjustments: Increase reflects a net adjustment to the DTRA FY 2010 civilian payroll baseline associated with the annualization of FY 2009 civilian payroll costs. Increased costs from FY 2009 were driven by local market supplement rates; increases to pay as a result of National Security Personnel Service (NSPS) performance payouts; and workforce composition changes. (FY 2010 Base: \$134,958 thousand)	5,028	
C. Regional Combating WMD Program (RCP): The RCP develops regional networks in which countries work collaboratively to build and sustain long-term defenses-in-depth against WMD. The increase reflects the realignment of the RCP, also known as Security Cooperation, from the Arms Control Inspection subactivity group to the WMD Combat Support and Operations subactivity group. It is more properly aligned in order to consolidate day to day Combatant Commander support capabilities under one organization. (FY 2010 Base: \$0 thousand)	3,981	

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III. Financial Summary (\$ in thousands):

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
D. Readiness Office (RO): The RO functions as the focal point for all readiness issues and activities, coordinates the identification and reporting of DTRA readiness, and monitors reports and mitigation of readiness shortfalls. The RO has primary responsibility for matters involving the deployment of DTRA teams in support of contingency operations. Realignment of the RO from the WMD Combat Support and Operations subactivity group to the U.S. Strategic Command (USSTRATCOM) Center for Combating Weapons of Mass Destruction subactivity group ensures more efficient and effective support to deploying DTRA teams and aligns more closely with our customers at the COCOMS. (FY 2010 Base: \$0 thousand)	600	
E. Combating Weapons of Mass Destruction-Terrorism (CWMD-T): Management of the CWMD-T Support Program and sustainment of a CWMD-T Support Cell facilitates the integration and federation of all-source intelligence information and products for CWMD and Terrorism. This program provides anticipating analysis to stay ahead of potential CWMD-T threats. (FY 2010 Base: \$0 thousand)	3,588	
2) Decreases:		-18,461

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III. Financial Summary (\$ in thousands):

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
<p>A. Funding Offsets - Civilian Personnel Priorities: This decrease reflects funding reductions necessary to support baseline adjustments to the Agency's FY 2010 civilian pay account. Funding has been realigned from Arms Control Inspection (\$-1.1M related to treaty training and travel); WMD Combat Support and Operations (\$-2.4M related to technical, contract, and planning support to core mission accounts and National Test Personnel Review); USSTRATCOM Center for Combating WMD (\$-0.8M related to advisory and assistance services); and Core Operational Support (\$-6.0M related to telecommunications, planning support to business process improvements, specialized training, and information technology enhancements and modernization). (FY 2010 Base: \$190,914 thousand)</p>	-10,292	
<p>B. Regional Combating WMD Program (RCP): The reduction reflects the more proper alignment of the RCP from the Arms Control Inspection subactivity group to the WMD Combat Support and Operations subactivity group. (FY 2010 Base: \$3,981 thousand)</p>	-3,981	
<p>C. Readiness Office (RO): The reduction reflects the more proper alignment of the RO from the WMD Combat Support and Operations subactivity group to the U.S. Strategic Command (USSTRATCOM) Center for Combating Weapons of Mass Destruction subactivity group. (FY 2010 Base: \$600 thousand)</p>	-600	

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III. Financial Summary (\$ in thousands):

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
D. Combating Weapons of Mass Destruction-Terrorism (CWMD-T):		
The reduction reflects the more proper alignment of the CWMD-T program from the (USSTRATCOM) Center for Combating Weapons of Mass Destruction subactivity group to the WMD Combat Support and Operations subactivity group. (FY 2010 Base: \$3,588 thousand)	-3,588	
FY 2010 Baseline Funding		386,827
4. Reprogrammings		
Revised FY 2010 Estimate		386,827
5. Less: Item 2, War-Related Supplemental Appropriations		-2,018
FY 2010 Normalized Current Estimate		384,809
6. Price Change		6,036
7. Functional Transfers		12,230
a. Transfers In		
1) DTRA Advisory and Assistance Services (RDTE to O&M): This transfer reflects the internal functional realignment of advisory and assistance services and other business-related costs that were formerly captured under the DTRA Research, Development, Test & Evaluation, Defense-Wide account to the Operation and Maintenance, Defense-Wide account. Continuing efforts are being made to integrate and refine its functions and activities, this transfer more appropriately aligns this funding to the proper appropriation. At the Agency level, this functional transfer between appropriations will have a zero sum impact to these budget line items.	12,230	
8. Program Increases		69,611

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III. Financial Summary (\$ in thousands):

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
a. Annualization of New FY 2011 Program		
b. One-Time FY 2011 Increases		
c. Program Growth in FY 2011		
1) Contract Services Insourcing Initiatives: In FY 2010, DTRA will insource 24 government civilians at a cost of \$3.2M, resulting in a cost savings reduction of \$4.4M per year, which was reapplied within the Department of Defense (DoD). In FY 2011, DTRA will insource an additional 41 government civilians at a cost of \$5.2M, which will result in a cost savings reduction of \$4.6M. Of the total cost savings realized, \$4.4M has already been reapplied within the DoD; the remaining \$0.2M has been reinvested to offset increased costs associated with the hiring of additional DTRA civilian personnel. The DTRA is insourcing contactor services where it is appropriate and/or efficient to do so. (FY 2010 Base: \$3,154 thousand)	5,175	
2) Civilian Personnel Priorities: This reflects an increase of +18 civilian full-time equivalents (FTEs) and associated resources necessary to support high-priority requirements within the WMD Combat Support and Operations and Core Operational Support subactivity groups. Increased emphasis upon research and development missions and supporting business activities requires additional personnel. (FY 2010 Base: \$145,250 thousand)	2,994	

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III. Financial Summary (\$ in thousands):

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
3) Defense Acquisition Workforce Development Fund (DAWDF) Journeyman Positions: The National Defense Authorization Act for FY 2008 established the DAWDF for the purpose of ensuring that the DoD acquisition workforce has the capacity in both personnel and skills needed to properly perform its mission. As part of this initiative, 17 civilian DAWDF positions, funded for two years under the DoD DAWDF, will transition to Agency payroll accounts in FY 2011. This adjustment reflects the programmatic increase of +17 full-time equivalents and related support costs to the need to connect DTRA civilian payroll account. (FY 2010 Base: \$0 thousand)	2,585	
4) Arms Control Treaty Adjustments: This program increase will fund additional travel and contractual support requirements in Plutonium Production Reactor inspection missions. This funding will also pay for vehicle support cost increases to Chemical Weapons Convention (CWC) destruction missions. (FY 2010 Base: \$19,524 thousand)	230	

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III. Financial Summary (\$ in thousands):

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
5) Regional Combating WMD Program (RCP): The RCP develops regional networks in which countries work collaboratively to build and sustain long-term defenses-in-depth against WMD. This increase in funding provides for additional program implementation and expansion into U.S. Central Command (CENTCOM) to the full projected program level (one conference and up to three other events per year). This funding increase also initiates program activities in U.S. Africa Command (AFRICOM); initial coordination activities, initial conference, seminar(s) and workshop(s). Funding provides contractual support, travel and supplies. (FY 2010 Base: \$3,981 thousand)	1,006	
6) Combating WMD-Terrorism (CWMD-T) Support Program: The FY 2010 base supports the management of the CWMD-T Support Program and sustainment of a CWMD-T Support Cell that facilitates the integration and federation of all-source intelligence information and products for CWMD and Terrorism. This program provides anticipating analysis to stay ahead of potential CWMD-T threats. The funding will support two full-time equivalent positions, contract support, travel and required supplies. (FY 2010 Base: \$3,588 thousand)	1,047	

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III. Financial Summary (\$ in thousands):

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
7) Combating Terrorism Program - Exercise Support: This funding increase provides for travel, supplies, and contractual support for subject matter experts to assist in Exercise FLEXIBLE RESPONSE; FY 2011 Combating Terrorism exercise planning, scenario and scenario event development; conduct and support short duration senior leaders' seminars; support to Nuclear Weapons Accident/Incident exercise in CONUS and OCONUS and Foreign Consequence Management Tabletop Exercises (TTXs). (FY 2010 Base: \$15,299 thousand)	1,720	
8) International Outreach and Operations Support: This increase provides support for the permanent placement of DTRA personnel in forward operating locations for the purpose of regional Research, Development, Test, and Evaluation (RDT&E) cooperation outreach and operational support for other DTRA missions where there is no dedicated program support. Primary tasks are to collaborate with COCOMs and interagency partners in coordinated RDT&E cooperation efforts with foreign defense ministries. Funding supports logistics and operating costs for DTRA forward offices. (FY 2010 Base: \$40,996 thousand)	386	

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III. Financial Summary (\$ in thousands):

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
<p>9) Combating WMD Support - Situational Awareness: This increase continues to allow for implementation of corrective actions recommended by the Threat Reduction Advisory Committee's Intelligence Panel. Funding provides for expanded intelligence reporting required for continuous global WMD Situational Awareness; development of a Common Intelligence Picture and intel tools required to anticipate potential WMD threats and adversary courses of action; planning intelligence capabilities required to support crisis action planning, and modernization/sustainment of necessary IT infrastructure. (FY 2010 Base: \$1,223 thousand)</p>	1,658	
<p>10) Operations Center Support: As demands by the Joint Chiefs of Staff (JCS), COCOMs, and the civilian sector continue to increase for operational and technical expertise in WMD threat reduction and consequence analysis for exercises and operations, rapid insertion of evolving IT capabilities/functions (maintenance, software, hardware, and licensing functions) into the Operations Center is critical, where 24/7 operational support is provided for command and control functions via a technical support center for operations, staffed with subject matter experts. This increase allows the Operations Center to keep pace with our Collaboration partners and customers, who are transitioning to more advanced technology at a much faster pace. (FY 2010 Base: \$6,661 thousand)</p>	787	

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III. Financial Summary (\$ in thousands):

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
11) Data Replication: National Security Presidential Directive 51, Federal Preparedness Circular 65, OMB Circular A-130, DoDD 3020.36, DoDD 3020.26, and other related guidance requires DTRA to provide off-site data replication/storage to support disaster recovery capabilities, mission assurance, and DoD continuity of operations (COOP). This funding increase will support a second-party technical analysis and study to determine DTRA data replication needs, functional and technical requirements, an analysis of alternatives/proposed solutions, and initial high level design and cost estimates for each solution. (FY 2010 Base: \$0 thousand)	1,122	
12) Future Operating System (FOS): This funding will support the development of the FOS architecture to include evaluation of current IT infrastructure, requirements development, formulate a design and plan of implementation, and the identification of various solutions to include any related office automation software suite upgrades, end-user applications, and determine a migration path to the new FOS. (FY 2010 Base: \$27,888 thousand)	1,119	

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III. Financial Summary (\$ in thousands):

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
<p>13) Arms Control Monitoring and Verification Technology: Existing arms control monitoring and verification capabilities no longer represent state-of-the-art technology and may not be adaptable to the needs of future negotiated treaty provisions. This funding supports the revitalization of arms control as a CWMD tool and new technologies to support nuclear arms control monitoring and verification. This increase pays for two civilian full-time equivalents (FTEs) to support revitalization efforts under the DTRA Research, Development, Test & Evaluation (RDT&E) program. (FY 2010 Base: \$0 thousand)</p>	288	
<p>14) Biological Threat Reduction Program (BTRP): The FY 2011 DTRA budget request provides critical sustainment funding to support Cooperative Threat Reduction (CTR) efforts to expand BTRP activities beyond the Former Soviet Union to include the addition of two countries per year over the next 5 years. The BTRP implements key elements of the President's National Policies for Biodefense (NSPD-33), Combating Terrorism (NSPD-46), and the National Strategy for Combating Weapons of Mass Destruction (WMD) (NSPD-17). This increase provides funding for an additional eight civilian full-time equivalent (FTE) program managers and scientific experts to support current BTRP efforts as well as the expansion of the BTRP under the CTR program. (FY 2010 Base: \$0 thousand)</p>	1,032	

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III. Financial Summary (\$ in thousands):

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
15) Combating WMD-Terrorism (CWMD-T)/Joint Intelligence Preparation of the Operating Environment (JIPOE): Additional program capabilities are required to support critical gaps in USSOCOM requirements. These crucial requirements include render safe technologies, non-kinetic defeat of WMD production pathways, and WMD-T predictive analysis JIPOE. These capabilities will provide an enhanced toolset for USSOCOM to combat WMD in the long war on terrorism and in protecting American forces abroad and in the homeland. This increase provides essential funding for an additional seven civilian full-time equivalents (FTEs) to support development of these capabilities under the DTRA Research, Development, Test, & Evaluation (RDT&E) program. (FY 2010 Base: \$0 thousand)	1,008	
16) Global Nuclear Lockdown (GNL): This endeavor, funded under the Cooperative Threat Reduction program, enables DoD to support broader USG efforts to secure vulnerable missile material worldwide within the next four years and to sustain upgrades and transition enduring support responsibilities to respective countries. This increase provides essential funding for an additional five civilian full-time equivalents (FTEs) to support project management functions for various GNL efforts under the Cooperative Threat Reduction program. (FY 2010 Base: \$0 thousand)	645	

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III. Financial Summary (\$ in thousands):

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
17) Nimble Elder: Additional funding is required to close significant gaps in the U.S. Government's ability to search for, locate, and identify radiological and nuclear threats in each Geographic Combatant Commander's (GCC) Area of Responsibility (AOR). Further details associated with this program increase are classified; however, a portion of this increase includes essential funding for an additional seven civilian full-time equivalents (FTEs) to support this effort. (FY 2010 Base: \$0 thousand)	16,431	
18) National Technical Nuclear Forensics (NTNF): The NTNF program provides reliable and timely attribution attack data quickly to ensure rapid/appropriate responsive actions are taken. In response to JSPD-17, DoD Directive S-2060.04 assigns DTRA responsibility for interim ground collection capabilities. This endeavor, funded primarily under the DTRA research and development program, will allow growth for an NTNF ground collection team into a stand-alone deployable asset including equipment. This increase provides essential funding for an additional two civilian full-time equivalents (FTEs) to support development of these capabilities under the DTRA Research, Development, Test, & Evaluation (RDT&E) program. (FY 2010 Base: \$3,833 thousand)	258	

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III. Financial Summary (\$ in thousands):

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
19) Core Infrastructure Support to Expanded CWMD Capabilities: Additional funding is required for national strategic priorities for enhanced CWMD capabilities by filling critical sustainment gaps in the DTRA core infrastructure baseline in order to expand missions in nine district areas. The current infrastructure base is not able to support the rapid upsurge associated with the expanding CWMD priorities. The majority of this increase will provide a secured facility space to accommodate the significant increase in manpower and meet the demands of an accelerated operational ramp-up in FY 2011. This adjustment to the Core Operational Support subactivity group provides increases to accelerate hiring, security clearances, and mandatory training for incoming personnel. A portion of this adjustment will provide specialized support to the contracting office. (FY 2010 Base: \$117,573 thousand)	14,827	

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III. Financial Summary (\$ in thousands):

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
20) Information Technology (IT) Support to Expanded CWMD Capabilities: This adjustment provides essential IT funding to sustain and augment the DTRA IT infrastructure base required to execute enhanced CWMD capabilities in nine distinct capability areas. The current IT infrastructure base does not support rapid upsurges associated with CWMD priorities. The funding pays for leased facility space, IT equipment, software licenses, and security capabilities. The funding will buy an integrated computing environment for three critical elements of the Combating WMD mission - Technical Reachback, Intelligence Analysis, and the DTRA Operations Center. This includes Information Assurance (IA), Computer Network Defense (CND), and Contingency and Continuity Operations to support expanding missions. The Network Operations (NetOps) capabilities will be augmented to enable DTRA to monitor, deter, and mitigate any attempts at malicious code injection or Computer Network Exploitation (CNE) of the DTRA vital networks. The funding supports the DTRA Situational Awareness with a robust, secure, and distributed communication and information infrastructure, which is the foundation for future remote access capabilities for DTRA personnel and customers to global, regional and national mission systems, information, and assets for combating the threat of WMD. (FY 2010 Base: \$27,888 thousand)	15,293	
9. Program Decreases		-9,164

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III. Financial Summary (\$ in thousands):

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
a. Annualization of FY 2011 Program Decreases		
b. One-Time FY 2011 Increases		
c. Program Decreases in FY 2011		
1) Arms Control Treaty Adjustments: Decreases refinement of costs associated with a reduction of START inspection and escort missions; and a reduction of course development costs associated with the International Counterproliferation (ICP) Program. (FY 2010 Base: \$33,578 thousand)	-200	
2) Contract Services Reduction: In FY 2011, DTRA will insource an additional 41 government civilians at a cost of \$5.2M. This programmatic decrease adjusts for the total cost reduction to contract services effort and impacts subactivity groups: WMD Combat Support and Operations; USSTRATCOM Center for Combating WMD; Defense Threat Reduction University, and Core Operational Support. (FY 2010 Base: \$78,516 thousand)	-5,418	
3) Funding Offsets - Civilian Personnel Priorities: Decreases reflects funding reductions necessary to support high priority civilian pay adjustments associated with additional civilian hires and the transfer of eight DAWDF positions to DTRA's civilian payroll account. Funding has been realigned from WMD Combat Support and Operations (\$-0.2M related to technical, contract, and planning support to core mission accounts); and Core Operational Support (\$-2.5M related to personnel support services and information technology enhancements and modernization). (FY 2010 Base: \$55,953 thousand)	-3,046	

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III. Financial Summary (\$ in thousands):

<u>C. Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
4) National Technical Nuclear Forensics (NTNF): NTNF equipment and material requirements decreased by the amount of initial start-up costs in FY 2010. (FY 2010 Base: \$4,333 thousand)	-500	
FY 2011 Budget Request		463,522

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IV. Performance Criteria and Evaluation Summary:

A. Arms Control Inspection:

<u>Type of Mission</u>	<u>Number of Missions</u>		
	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
Strategic Arms Reduction Treaty			
Inspection Activity	45	61	60
Escort Activity	41	33	29
Mock Missions	3	5	5
Plutonium Production Reactor Agreement			
Inspection Activity	6	6	8
Escort Activity	2	2	2
Mock Missions	0	0	0
Conventional Armed Forces In Europe Treaty			
Inspection Activity	31	45	45
Escort Activity	16	48	48
Mock Missions	17	17	17
Chemical Weapons Convention			
Inspection Activity	0	0	0
Escort Activity	71	76	79
Mock Missions	4	4	4
Open Skies Treaty			
Inspection Activity	16	15	15
Escort Activity	1	4	4
Mock Missions	4	10	10
International Counterproliferation Program	40	55	55
International Atomic Energy Agency Additional Protocol (IAEA/AP)	3	12	12
Small Arms and Light Weapons Program	58	58	58

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B. WMD Combat Support and Operations:

Number of Missions

	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
1) Inspection of Nuclear-Capable Units	13	13	13

Provide OSD and Joint Staff with independent assessments of nuclear weapon capable units and assurances that missions are conducted safely, securely and reliably. Provide assurance that Personnel Reliability Programs are properly managed at the nuclear-capable COCOMs.

2) Stockpile Operations - The workload associated with management of the nuclear weapons stockpile is primarily related to developing policies and procedures to be followed by COCOMs and Services worldwide. This includes monitoring the status of weapons, weapon issues and components; providing experts in the area of maintenance, safety, Joint Nuclear Weapon Publications (JNWPS), and logistics; and developing, maintaining, fielding and providing day-to-day support for automated systems which are used to manage the stockpile during peace, crisis and war. Tracking nuclear weapons requires 100 percent accuracy and can never be minimized regardless of the number of weapons or components. The status and location of all weapons of the DoD nuclear stockpile must be known at all times and the components to support these weapons must be available on demand. The DTRA provides all nuclear custodial units within the Services with the Defense Integration and Management of Nuclear Data Services System (DIAMONDS) in order to track and account for the nuclear weapons stockpile status. DIAMONDS is provided to decision makers at the Joint Staff, COCOMS, MAJCOMS, DOE, OSD, and DATSD (NM) to access information on nuclear weapons stockpiles. The DTRA manages the JNWPS for DoD and DOE which provides both technical and policy guidance for all nuclear weapons, weapon systems, and is developing a system for units to account for, track and inventory Nuclear Weapons Related Materiel (NWRM).

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IV. Performance Criteria and Evaluation Summary: (continued)

3) Nuclear Policy - Provides continuous high-level, nuclear policy support analysis for a wide range of senior-level DoD and other governmental organizations (Title 10 Nuclear Weapons Council, NSPD-28 Committee of Principals, others) and oversight committees in sustaining and modernizing the nuclear deterrent force and countering the nuclear threat. These continuing, legacy DTRA activities include providing operational and technical support to DoD components and other organizations for the analysis of nuclear surety issues (e.g., safety, security, reliability, emergency response) from the strategic to the non-strategic level to support policy and other decision makers in the maintenance of the U.S. and NATO nuclear deterrent and extended deterrence including implementation. Additionally functions as the Agency focal point for cross-cutting community issues such as the Nuclear Posture Review, special assessments such as the Schlesinger Report, and multiple Presidential reports under the Nuclear Weapons Council process.

4) Nuclear Weapons Accident/Incident Response - The DTRA serves as the DoD-lead for coordinating "DoD radiological accident response planning, training, and national-level exercises, with other Federal and international agencies". Exercise costs are training objective/location dependent, (e.g., DIRECT FOCUS exercises or CONUS Field Training Exercises (FTX), could involve approximately 125 participants compared to large exercises such as Nuclear Weapons Accident Incident Exercise 2009 (NUWAIX '09) or an OCONUS FTX could involve up to 2,500 participants). The DTRA assists Federal, State, and local response to radiological emergencies as outlined in applicable DoD Directives, and will continue its assistance in accordance with the new National Response Framework. The DTRA assists foreign governments as directed under 10 U.S.C. 404 and E.O 12966. Training and exercises incorporate activities that address assistance to civilian authorities.

5) Consequence Management - The DTRA "provides FCM [foreign consequence management] program management, as directed by DOD Instruction 2000.21, to include, functional assistance and training for DoD FCM exercises", for all Geographic Combatant Commands. The DTRA partners with United States Northern Command, United States Pacific Command, and the

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IV. Performance Criteria and Evaluation Summary: (continued)

Joint Warfighting Center, where appropriate, to plan, design, and conduct consequence management exercises with domestic scenarios. The DTRA assists Federal, State, and local response to CBRNE emergencies as outlined in applicable DoD Directives and US Northern Command and US Pacific Command plans. The DTRA assists foreign governments to build consequence management capabilities through seminars, workshops, and tabletop exercises as directed under Geographic Combatant Commands' Theater Security Cooperation campaign plans. Training and exercises incorporate activities that address assistance to civilian authorities. Exercise costs are mission/location dependent (e.g., 2009's VCJCS FCM Tabletop Exercise requires approximately 75 participants compared to large exercises such as A Kelle/OCONS FTX with it's 1,500 participants). As directed by DOD Directive 5105.62. The DTRA maintains and exercises deployable advisory teams to assist COCOMs consequence management response forces, by providing technical expertise in CM planning, hazard prediction modeling, and support.

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IV. Performance Criteria and Evaluation Summary: (continued)

(6) The measurable criteria of planned exercises are:

	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
a) Number of Nuclear Weapons Accident/Incident Exercises:			
1. Field Training Exercises (FTX)	2	2	2
2. Command Post Exercises (CPX)	2	3	3
3. Table Top Exercise (TTX)	12	14	16
4. Leadership Orientation Seminars (SEM)	8	9	9
b) Number of Consequence Management Exercises:			
1. Field Training Exercise (FTX)	1	2	2
2. Command Post Exercises (CPX)	3	3	3
3. Table Top Exercise (TTX)	15	16	16
4. Leadership Orientation Seminars (SEM)	7	7	7
c) Number of Terrorist Incident Exercises:			
1. Field Training Exercise (FTX)	1	2	3
2. Foreign, Service, and Agency Exercises	2	2	3

(7) National Technical Nuclear Forensics (NTNF) - The DTRA conducts quarterly NTNF Field Training Exercises (FTX's) involving alert, deployment, NTNF field activities, and redeployment of assets to a simulated nuclear event. Training requires involvement of interagency partners from the Department of Energy (DOE) and the Federal Bureau of Investigation (FBI). One of the quarterly training exercises will be a large scale end to end exercise involving the NTNF collection task force, a designated geographic Combatant Command, as well as the national laboratories to execute the entire NTNF mission from alert through final technical forensics reporting. Train-up for such exercises utilizes a crawl,

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IV. Performance Criteria and Evaluation Summary: (continued)

walk, run methodology beginning with a table top exercise, followed by several collective drills, and subsequently by a collective FTX.

8) Joint Staff Integrated Vulnerability Assessments (JSIVA) assessment teams conduct independent anti-terrorism-specific vulnerability assessments of DoD installations and sites. These assessments provide an independent assessment capability to assist local commanders, on site, to identify anti-terrorism deficiencies and determine appropriate remedies that will mitigate the effects of future terrorist incidents. Current manning and resource levels provide for a consistent level of 80-100 assessments per year, with equal distribution between the U.S. and overseas locations.

	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
<u>JSIVA Sites Visited</u>			
EUCOM	8	10	12
NORTHCOM	54	44	43
PACOM	8	6	12
CENTCOM	11	14	10
SOUTHCOM	5	4	2
JFCOM	0	1	0
TRANSCOM	0	0	0
STRATCOM	0	0	0
AFRICOM	<u>1</u>	<u>1</u>	<u>1</u>
Total Visits Conducted	87	80	80
COCOM AT Program Reviews	3	3	3
Mobile Training Team	7	8	9

The 87 assessments in FY 2009 equated to 91 assessment weeks. This is due to the size of some installations that necessitate a two-week assessment. For example, the Victory Base Complex in Iraq is actually five installations combined under one command for Force

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Protection purposes. The JSIVA duration was extended to accommodate the increase in scope. The planning for the FY 2010 and FY 2011 JSIVA schedule includes 80 assessments each year, however, the number of weeks involved will not be determined until the COCOMs have finalized their nominations.

9) In FY 2009, 8 Balanced Survivability Assessments and two red team assessments were conducted; and in FY 2010, 12 Balanced Survivability Assessments and two to three red team assessments will be performed; and in FY 2011, 12 balanced survivability assessments and two to three red team assessments will be performed.

10) Regional Combating WMD Program (RCP) Missions:

	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
RCP Missions	25	30	34

11) The workload for the Nuclear Test Personnel Review (NTPR) Program involves:

1. Researching participation and establishing a register of DoD participants,
2. Collecting and analyzing all known sources of recorded dosimetry and radiation data applicable to participants, and reconstructing doses in cases where recorded doses are unavailable or incomplete,
3. Maintaining a comprehensive database of participation and dose information, along with supporting archival materials and documents,
4. Conducting an extensive public outreach program to ensure maximum interface with the supported participants, maintaining the history of each U.S. atmospheric nuclear test operation,
5. Supporting studies to determine whether participants experience adverse health effects as a result of their test activities, and
6. Providing accurate and timely responses to requests for information from Congress, Veterans, the Department of Veterans Affairs (VA), the Department of Justice

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(DOJ), the Veterans' Advisory Board on Dose Reconstruction (VBDR), and other Government agencies.

The primary measures of workload are:

1. Size of the repository (approximately 490,000 verified participant records),
2. Number of incoming non-presumptive VA cases processed (up to 400 per year),
3. Number of other incoming cases, to include VA and DOJ presumptive cases, Congressional inquiries, personal requests for dose reconstruction, written and phone inquiries (approximately 700 per year),
4. Level of effort to support outreach activities (approximately 1,000 outgoing phone calls per year),
5. Level of effort to support the VBDR, and
6. Number of cases pending at the end of FY 2009 (147).

The primary performance criteria are:

1. Case processing time of less than 6 months (FY 2009 average: 45 days),
2. Accurate and credible veteran radiation dose reconstructions.

The primary cost criteria are:

1. Typical non-complicated veteran radiation dose reconstruction (\$800.00),
2. Atypical, complicated veteran radiation dose reconstruction (\$20,000.00).

C. U.S. Strategic Command (USSTRATCOM) Center for Combating WMD:

The DTRA supports the USSTRATCOM Center for Combating WMD (SCC-WMD) by providing CWMD capabilities to optimize Commander, USSTRATCOM mission of synchronizing DoD CWMD planning efforts to dissuade, deter and prevent the acquisition, development, transfer or use of WMD

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and associated materials to ensure the U.S., its forces, allies, partners, and interests, are neither coerced nor attacked by WMD.

The DTRA supports SCC-WMD, COCOMs and others by providing near real-time CWMD support to decision makers:

- (1) Supporting development of the CWMD plans,
- (2) Determining what CWMD gaps exist and advocating filling the gaps through capability based assessments,
- (3) Working with the interagency on the CWMD gaps, plans, and implementation to better leverage DoD efforts,
- (4) Providing situational awareness, finished intelligence information and technical support, and
- (5) Providing 24/7 command, control capability and technical reach back support should any issue need near real time response.

Thus, the DTRA works with SCC-WMD and its other customers on a daily basis to reduce the threat. The DTRA efforts range from strategic and operational planning through exercise support to near real-time war fighter support as needed. The products include analytical studies and plans, software modeling and tools. The DTRA supports SCC-WMD and its customers on a 24/7 basis as needed.

Planning, Capability Based Assessments and Interagency Coordination: This area supports SCC-WMD and the COCOMs primarily with contingency and crisis action planning efforts.

Planning: DTRA supports SCC-WMD by synchronizing CWMD planning efforts and provides CWMD planning expertise to the COCOMs, Joint Staff (JS), OSD, and Interagency to support formulation and execution of CWMD policy, doctrine, global, functional, and contingency plans. DTRA provides continuous planning support to:

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- USSTRATCOM for development/refinement of DoD Global CWMD Concept Plan
- COCOMs in writing:
 - Theater Strategies and Theater Campaign Plans
 - Theater wide regional CWMD plans
 - CWMD portions of SECDEF and CJCS directed contingency plans
- OSD and the Joint Staff in policy and doctrine development
- Joint Operation Planning and Execution System/Adaptive Planning and Execution System development and integration
- Joint Planning and Execution Community reviews of policy, doctrine, and plans

DTRA's more tailored planning support includes:

- Quarterly deployable Planning support to all COCOMs and other selected HQs under the new Adaptive Planning and Execution System
- Contingency operations support with three world-wide deployable CWMD Plans teams
- Support to USSTRATCOM and the Joint Staff in conducting and reviewing Annual CWMD Strategic Global Assessments, and updates to the Universal Joint Task List for CWMD
- Support to USSTRATCOM in its semi-annual Global Synchronization Conference and its focus group for Strategy, Plans, Policy, and Doctrine
- Support to USSOCOM in its semi-annual Global Synchronization Conference and its focus group for WMD Terrorism and planning
- 5-6 "Introduction to Combating WMD" and "Advanced Combating WMD" Joint Planners Courses per year to instruct DoD and partner planners in CWMD concepts and planning

Capability Based Assessments: The DTRA supports SCC-WMD and the COCOMs by providing operational assessments and identify capability needs via Joint Capabilities Integration and Development System (JCIDS). The JCIDS identifies, prioritizes, and advocates for

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warfighting capabilities and technologies in the CWMD mission area. The FY 2010 products include:

- Developing a Concept of Operations, Doctrine, organization, training, material, leadership and education, personnel, and facilities Change Recommendations (non-material solutions) and Capability Description Documents (material solutions).
- Coordinating the non-material/materiel solutions to CWMD capability gaps.

Interagency Coordination and Collaboration: The DTRA supports SCC-WMD in its efforts with other DoD and U.S. Government agencies to support the USSTRATCOM CWMD UCP mission. These are CWMD and CWMD-Terrorism mission areas which DoD may not have the lead on, or engage or coordinate with the Interagency. They include, but are not limited to, WMD Counterproliferation interdiction planning activities, Proliferation Security Initiative (PSI) exercises and activities, and maritime and air domain awareness/threat response planning activities. Types of support include:

- Supporting USG interagency processes for WMD interdiction in the air, land and sea;
- Supporting CWMD synchronization conferences;
- Developing and supporting CWMD plans, strategies, operations, exercises and activities;
- Developing and operating software tools such as the Interagency Database of Combating WMD Responsibilities, Authorities and Capabilities (INDRAC) System.

24/7 CWMD Command and Control, Situational Awareness, and Technical Support Area:

The DTRA supports SCC-WMD and other COCOMS through a 24/7 Command and Control capability, which includes situational awareness/technical intelligence information and a technical support center for reach back and operations. The technical support center is staffed with subject matter experts in the fields of meteorology, epidemiology, chemical engineering, nuclear physics, biology, clinical nursing, veterinary science, computational fluid

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dynamics, microbiology, medicine, and mechanical engineering. The DTRA is not an intelligence collector, but fuses all-source intelligence with information from international nonproliferation arms control monitoring and security cooperation activities to develop timely, tailored products aiding identification, characterization, and tracking of existing and emerging WMD threats worldwide. Products include:

- Monitoring and participating in CWMD exercises and real-world missions, focusing on capturing and incorporating lessons learned
- Continuous situational awareness of priority CWMD items
- Daily Executive Intelligence Summaries
- Situational Reports (provided near real time as events occur)
- State program assessments
- Emerging CWMD Threat Assessments
- Providing CBRNE decision support capability for planning, operations, and post-event analysis, including near real time operational analysis and access to specialized WMD subject-matter expertise capability, to COCOMs, DoD, other U.S. Government elements and first responders
- Fielding an Integrated CWMD Tool Set for Command and Control functions
- In FY 2011, Net-centric capabilities utilizing High Performance Computers will continue to allow Technical Reachback to provide decision support for pandemic influenza scenarios for DoD customers

The table below captures the number of technical support requests expected through FY 2011 for the support described above.

	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
EUCOM	19	21	23
NORTHCOM	108	110	121

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PACOM	119	125	130
CENTCOM	25	26	28
SOUTHCOM	2	2	2
JFCOM	31	32	34
TRANSCOM	5	6	6
STRATCOM	191	210	230
SOCOM	5	6	6
AFRICOM	4	4	4
Intelligence Community	13	14	16
National Guard	194	210	220
DHS	8	8	8
Joint Staff	10	10	11
OSD	40	44	48
HHS	33	35	38
Air Force	35	37	39
Navy	35	38	41
Marines	5	6	6
Army	54	58	62
Others	<u>125</u>	<u>138</u>	<u>152</u>
Total	1,061	1,140	1,225

The CWMD-T Support Program has transferred to the WMD Combat Support and Operations subactivity group for appropriate program execution.

D. DTRA Core Operational Support Activities:

The DTRA core operational support activities include the full-range of essential operational support functions to sustain approximately 2,000 civilian and military personnel, operating from 10 sites within the U.S. and nine sites overseas, as they pursue worldwide missions in

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counterproliferation, nuclear weapons support, technology security, arms control, Cooperative Threat Reduction, and the Chemical-Biological Defense program. Support functions include:

- Facilities, Engineering and Logistics support activities including leasing real estate; supply, equipment and material management, including physical plan equipment; facilities management; and civil engineering-related functions to DTRA missions worldwide;
- Financial Management for approximately \$2.9 billion per fiscal year from five Defense-wide appropriations, using \$1.5 billion of the DTRA obligation authority and \$1.4 billion from the DoD Chemical-Biological Defense Program funding;
- Human resources management including the full range of personnel services for approximately 800 military and 1,200 civilian employees;
- Information Technology (IT) Support providing operational requirements and maintenance of the Local Area Network (LAN), the day-to-day operation of office automation and equipment for approximately 2000 employees at 19 sites worldwide, and operating the telecommunications center to provide secure and non-secure communications worldwide;
- Environmental, Safety and Occupational Health providing approximately 250 medical consultations and 900 medical record reviews annually; 250 radiation source shipments and 16 radiation source surveys; facility inspections; investigation of accidents; management of environmental remediation at the Nevada Test Site; and Agency-wide environmental stewardship efforts;
- Contracting and Acquisition Management support to the Component Acquisition Executive for major program acquisition process, defense priorities and allocation system; and management of DTRA's Small Business and Competition Programs;
- Security and Counterintelligence services aimed at neutralizing the insider, terrorist, and foreign intelligence threats directed against DTRA personnel, activities, information, facilities, and cyberspace and a counterintelligence (CI) program that provides timely counterintelligence support tailored to DTRA requirements;

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IV. Performance Criteria and Evaluation Summary: (continued)

- Legislative Affairs facilitating communication and interaction with Congress including hearings, briefings, responses to requests for information, and delivery of required reports and certifications;
- Public Affairs, Equal Opportunity, and administrative services for advising the DTRA director and senior leadership on communications programs and public affairs plans; implementing policies and procedures for discrimination complaint prevention, processing, and adjudication; Alternative Dispute Resolution; Affirmative Employment and Diversity initiatives; and Reasonable Accommodations; and Agency-wide administration/policy for protocol, Freedom of Information Act processing and management, records management, and administrative policies and procedures.

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IV. Performance Criteria and Evaluation Summary: (continued)

E. Defense Threat Reduction University (DTRU):

The Defense Threat Reduction University (DTRU) aligns DTRA weapons of mass destruction (WMD) training and knowledge management efforts. The DTRU is composed of the Defense Nuclear Weapons School (DNWS) and the Defense Threat Reduction Information Analysis Center (DTRIAC).

The DNWS is a unique entity that provides training in radiological and nuclear weapons; nuclear and radiological incident command and control; incident response; and chemical, biological, radiological, and nuclear (CBRN) modeling for the Department of Defense (DoD), and other federal, state, and local agencies. In FY 2010 and FY 2011, the DNWS will teach approximately 24 in-resident courses, 15 Outreach courses, presentations, and 9 Distance Learning (DL) courses and 8 Mobile Training Teams (MTT). The DNWS will also host 6 courses and provide Nuclear Weapons Display Area (WDA) tours. These will consist of approximately 120 in-resident classes, 100 Outreach modules, 600 DL classes, 30 MTTs, and 100 WDA tours. The DNWS has converted 3 courses to web-based training in FY 2009, bringing the number of web-based courses it has developed on its own to 9. The DNWS is partnered with the Joint Knowledge Development and Distribution Capability (JKDDC), with JKDDC currently hosting six DNWS courses on Joint Knowledge Online (JKO). The DNWS will continue to implement training transformation (T2), and in FY 2010 and FY 2011 the DNWS will develop and enhance web-based Nuclear Surety modules and courses. Additionally, the DNWS anticipates its student base will shift somewhat from Combatant Commands to the Services due to the increased emphasis on nuclear surety and to the Civil Support Teams in support of Homeland Defense.

The DTRIAC is the key DoD source of information and analysis on DTRA-related topics. The DTRIAC maintains a specialized nuclear knowledge library which serves as the core of the knowledge management piece of the DTRU. The DTRIAC establishes and maintains comprehensive knowledge bases of information ranging from the transient radiation effects on electronics to targeting information for hardened target defeat, which include historical, technical,

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scientific, and other information collected throughout the world and pertinent to the CBRNE community.

The DTRIAC collection, located on Kirtland Air Force Base, Albuquerque, NM, has over 2,000,000 records, making it the largest collection in the Information Analysis Center (IAC) community. These records include over 350,000 catalogued text file titles, 25,000 films (over 10,000,000 feet), 2,000,000 still photos, and other types of records dating from 1944 to present. A major DTRIAC initiative is the preservation and digitization of its collection. In addition to digitizing of technical reports and documents, the film collection is on cellulose triacetate-based film (the standard at the time) with a lifespan of at most 50 years. As the last nuclear atmospheric test was held in 1962, and the majority of films date back to the mid-1940s, all of these films have exceeded their designed lifespan. These films are rapidly deteriorating, causing color fading, shrinking, rips, tears, solvent damage and, most importantly, cellulose triacetate decomposition. If not preserved, this important and irreplaceable asset will be lost. To preserve the films in accordance with U.S. National Archives and Records Administration standards, the films need to be transferred to polyester-based film stock. In order to provide access to users, the films must be digitized to computer media. In FY 2010, the DTRIAC expects to preserve and digitize over 250,000 feet of film. In FY 2010 and FY 2011, the DTRIAC expects to conduct over 12,000 on-line inquires, responds to over 70 FOIAs, 600 telephonic and email inquiries, and tours of the document and film areas to 1,200 visitors.

Student Projections

	Combatant Commands			Non-Combatant Commands		
	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
USA Active	324	335	347	12	13	13
USA Reserve	17	17	18	0	0	0
USA Guard	82	85	88	0	0	0
USAF Active	586	607	628	16	16	17

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USAF Reserve	21	21	22	0	0	0
USAF Guard	50	51	53	0	0	0
USN Active	196	202	210	3	3	3
USN Reserve	0	0	0	0	0	0
USMR Active	252	260	269	0	0	0
USMC Reserve	0	0	0	0	0	0
Other DoD	34	35	36	370	383	396
Non-DoD	<u>56</u>	<u>58</u>	<u>60</u>	<u>350</u>	<u>362</u>	<u>375</u>
Total	1,618	1,671	1,731	751	777	804
GRAND TOTAL by Year	2,369	2,448	2,535			

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Student Projection by Number of Contact Hours

	Combatant Commands			Non-Combatant Commands		
	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
USA Active	10,292	10,652	11,025	137	141	146
USA Reserve	538	557	577	0	0	0
USA Guard	3,068	3,175	3,286	0	0	0
USAF Active	21,231	18,199	18,920	271	271	271
USAF Reserve	178	184	191	0	0	0
USAF Guard	2,004	2,074	2,146	0	0	0
USN Active	6,508	6,736	6,972	58	60	62
USN Reserve	0	0	0	0	0	0
USMR Active	8,172	8,458	8,754	0	0	0
USMC Reserve	0	0	0	0	0	0
Other DoD	171	176	181	1,859	1,925	1,991
Non-DoD	<u>1,252</u>	<u>1,296</u>	<u>1,341</u>	<u>7,821</u>	<u>8,091</u>	<u>8,381</u>
Total	53,414	51,507	53,393	10,146	10,488	10,851
 GRAND TOTAL by Year	 63,560	 61,995	 64,244			

DEFENSE THREAT REDUCTION AGENCY
Operation and Maintenance, Defense-Wide
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<u>V. Personnel Summary</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	Change FY 2009/ FY 2010	Change FY 2010/ FY 2011
<u>Active Military End Strength (E/S) (Total)</u>	650	761	770	111	9
Officer	410	473	479	63	6
Enlisted	240	288	291	48	3
<u>Reserve Drill Strength (E/S) (Total)</u>	1	1	1	0	0
Officer	1	1	1	0	0
Enlisted	0	0	0	0	0
<u>Civilian End Strength (Total)</u>	1,184	1,264	1,369	80	105
U.S. Direct Hire	1,184	1,264	1,369	80	105
Memo: Reimbursable Civilians Included	(112)	(138)	(143)	26	5
<u>Active Military Average Strength (A/S) (Total)</u>	650	661	668	11	7
Officer	410	420	425	10	5
Enlisted	240	241	243	1	2
<u>Reserve Drill Strength (A/S) (Total)</u>	1	1	1	0	0
Officer	1	1	1	0	0
Enlisted	0	0	0	0	0
 Civilian FTEs (Total)	 1,164	 1,226	 1,342	 62	 116
U.S. Direct Hire	1,164	1,226	1,342	62	116
Total Direct Hire	1,164	1,226	1,342	62	116
Memo: Reimbursable Civilians Included	(103)	(127)	(136)	24	9
 Average Annual Civilian Salary (\$)	 130,795	 134,900	 137,019	 4,105	 2,119

DEFENSE THREAT REDUCTION AGENCY
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V. Personnel Summary: (continued)

Explanation of Changes between years:

The DTRA is the only Department of Defense (DoD) agency focused fulltime on the Countering of Weapons of Mass Destruction (C-WMD) threats; the FY 2011 budget request fills critical gaps in C-WMD requirements and responds directly to both DoD and Presidential C-WMD strategic priorities. The DTRA civilian and military manpower program reflects associated increases in direct support of these strategic goals; the net increase of 116 civilian FTEs between FY 2010 and FY 2011 is the result of both direct (+107 FTE) and reimbursable adjustments (+9 FTE).

The direct adjustments include an increase of +41 FTE for Contract Service Insourcing, +17 FTE to reflect DoD Acquisition Workforce Development Fund (DAWDF) positions transferred to DTRA direct funding, +15 FTE in support of WMD Threat Reduction activities, +7 FTE in support of Combating WMD activities, and +27 FTE and +9 military authorizations to support mission requirements primarily in the area of nuclear detection capability development and nuclear forensics. The reimbursable adjustment reflects the final stage of the adjusted hiring glide path.

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VI. OP32 Line Items as Applicable (Dollars in Thousands):

<u>OP 32 Line</u>	FY 2009 <u>Actuals</u>	Change <u>FY 2009/FY 2010</u>		FY 2010 <u>Estimate</u>	Change <u>FY 2010/FY 2011</u>		FY 2011 <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	135,680	3,379	6,191	145,250	2,253	14,481	161,984
103 Wage Board	0	0	0	0	0	0	0
107 Voluntary Sep Incentives	100	0	-100	0	0	0	0
111 Disability Compensation	352	0	-352	0	0	0	0
199 Total Civ Compensation	136,132	3,379	5,739	145,250	2,253	14,481	161,984
308 Travel of Persons	15,368	168	1,072	16,608	229	821	17,658
399 Total Travel	15,368	168	1,072	16,608	229	821	17,658
633 Def Pub, Print Svcs	0	0	0	0	0	0	0
671 Comm Svcs Tier 2 (DISA)	220	-1	1,934	2,153	13	43	2,209
673 Def Fin & Accounting Svc	2,188	-4	1,070	3,254	13	10	3,277
699 Total Purchases	2,408	-5	3,004	5,407	26	53	5,586
703 AMC SAAM/JCS Exercises	5,994	-491	-1,328	4,175	501	81	4,757
771 Commercial Transport	318	3	182	503	7	-3	507
799 Total Transportation	6,312	-488	-1,146	4,678	508	78	5,264
912 GSA Leases	445	11	392	848	12	380	1,240
913 Purch Util (non fund)	560	6	262	828	12	4	844
914 Purch Communications	2,782	30	-2,224	588	8	258	854
915 Rents, Leases (non GSA)	11,117	122	262	11,501	161	7,739	19,401
917 Postal Svc (USPS)	97	0	26	123	0	0	123
920 Supplies/Matl (non fund)	3,584	36	-1,277	2,343	32	290	2,665
921 Print & Reproduction	125	1	313	439	6	-78	367
922 Eqt Maint Contract	2,359	25	4,954	7,338	102	-135	7,305
923 Facilities Maint Contr	1,085	12	-1,097	0	0	0	0
924 Pharmacy	21	2	-13	10	1	-2	9

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<u>OP 32 Line</u>	FY 2009 <u>Actuals</u>	Change <u>FY 2009/FY 2010</u>		FY 2010 <u>Estimate</u>	Change <u>FY 2010/FY 2011</u>		FY 2011 <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
925 Eqt Purch (non fund)	11,197	121	-2,297	9,021	127	410	9,558
932 Mgt Prof Support Svcs	6,785	74	-4,825	2,034	28	-144	1,918
933 Studies, Analysis & Eval	31,274	344	65	31,683	444	10,489	42,616
934 Engineering & Tech Svcs	3,374	37	-3,411	0	0	0	0
937 Local Purch Fuel (nonfund)	68	22	539	629	49	28	706
987 Other IntraGovt Purch	19,890	221	-10,812	9,299	129	766	10,194
989 Other Contracts	90,044	989	28,957	119,990	1,683	37,363	159,036
998 Other Costs	15,049	165	978	16,192	226	-124	16,294
999 Total Other Purchases	199,856	2,218	10,792	212,866	3,020	57,244	273,130
Total	360,076	5,272	19,461	384,809	6,036	72,677	463,522

* The FY 2009 Actual column includes \$1,564 thousand of FY 2009 Bridge Funding Appropriations (PL 110-252); and \$6,700 thousand of FY 2009 Supplemental Appropriations Act funding (PL 111-32).

* The FY 2010 Estimate column excludes \$2,018 thousand requested in the FY 2010 Defense-Wide Overseas Contingency Operations Budget Request.

1/ FY 2010-2011 Program Change includes a functional transfer of \$12.2 million from RDT&E to O&M.

DEFENSE THREAT REDUCTION AGENCY
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Fiscal Year 2011 Budget Estimates
Defense Technology Security Administration
(DTSA)



February 2010

DEFENSE TECHNOLOGY SECURITY ADMINISTRATION
Operation and Maintenance, Defense-Wide
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**DEFENSE TECHNOLOGY SECURITY ADMINISTRATION
Operation and Maintenance, Defense-Wide
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Operation and Maintenance, Defense-Wide Summary (\$ in thousands)

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

	<u>FY 2009 Actuals</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2010 Estimate</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2011 Estimate</u>
Agency	36,425	943	-3,101	34,267	575	2,782	37,624

* The FY 2009 Actual and FY 2010 Estimate contain no supplemental or overseas contingency operations funding.

I. Description of Operations Financed: The Defense Technology Security Administration (DTSA) promotes and defends the United States (U.S) national security interests by protecting critical technology while building relationships and interoperability with allies and partners. The DTSA mission is to guard against critical technology exports that threaten national security objectives and undermine U.S. foreign policy. The DTSA is the principal defense agency responsible for providing direction and stewardship of technology security policies and making informed, coordinated recommendations on the national security implications of international transfers of controlled technology, goods, and services subject to the licensing requirements of the Departments of Commerce and State under DOD Directive 5105.72. The DTSA coordinates the DoD review of Department of State License applications for the export of defense-related goods and services under the International Traffic in Arms Regulations (ITAR) and Department of Commerce license requirements regarding the export of sensitive dual-use goods and technologies under the Export Administration Regulations (EAR).

The performance of these activities assists in setting policies and regulations to help achieve the DTSA goals to:

- Preserve the U.S. defense edge by preventing the proliferation and diversion that could prove detrimental to U.S. national security.
- Engage U.S. allies and partners to increase interoperability and protect critical technology.

**DEFENSE TECHNOLOGY SECURITY ADMINISTRATION
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I. Description of Operations Financed: (continued)

- Facilitate the health of the U.S. industrial base.
- Align and utilize resources to support DTSA's mission.

Policy Directorate:	FY 2009 <u>Actual</u> 4,265	FY 2010 <u>Estimate</u> 4,457	FY 2011 <u>Estimate</u> 5,277
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The Policy Directorate (PD) focuses on regional issues, negotiations and liaison, capabilities and systems, and intelligence assessments. Directorate personnel support, lead, and develop DoD and United States Government (USG) technology security policies for assigned activities. These activities ensure that technology security concerns are integrated into DoD policy decisions and reflect broader national security policies and decisions. The PD is responsible for conveying interagency technology security arguments to the policy community and policy considerations to DTSA technical staffs. Examples of these activities are:

- The Wassenaar Arrangement (WA) - The DTSA is the DoD lead for the development and implementation of policy positions relating to the WA. Representatives from the PD and other DoD offices send representatives to express DoD's viewpoint and preserve our equities by promoting transparency and greater responsibility in transfers of conventional arms and dual-use goods and technologies, thus preventing destabilizing accumulations. The U.S. considers WA a critical component of the nonproliferation strategy and export control. The WA is the primary mechanism for DoD to impose export control requirements on emerging technologies. The Department encourages participating States' representation to foster international security viewpoints.

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I. Description of Operations Financed: (continued)

- Trade Security Controls (TSC) Program - Prevents illegal acquisition or other unauthorized transfers of DoD property, by or to individuals, entities, and/or countries whose interests are adverse to U.S. national security. The commodities that are controlled include technology, goods, services and munitions contained on the U.S. Munitions List (USML) and Commerce Control List (CCL). The PD maintains the policy guidance and chairs a working group to review policies, monitor implementation, and addresses and resolves any issues.

- Sanctions on Foreign Governments - The PD perform the lead responsibilities for coordinating export control-related activities with regard to sanctions on foreign governments or entities.

- Committee on Foreign Investment in the United States (CFIUS) - Performs a lead function for the Department in determining risks of a transaction and the required risk mitigation measures. The DTSA must consider potential effects on the sale of military goods, equipment, or technology to countries that support terrorism, proliferates missile technology, and chemical or biological weapons. The DTSA must consider potential effects of these transactions on U.S. technological leadership in areas affecting U.S. national security and critical infrastructure, and whether the acquirer is controlled by or acting on behalf of a foreign government.

- United Nations Register of Conventional Arms - The PD serves as the OUSD(Policy) point of contact to this international arms transparency effort that supports openness in the import and export of conventional weapons.

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I. Description of Operations Financed: (continued)

- Bilateral Outreach - The PD conducts bilateral outreach to partners who have acquired U.S. technology, thus building relationships and emphasizing the importance of proper protection of defense technology. The DTSA/PD's program of education and interaction increases partner understanding of technology security requirements as well as partner willingness to properly protect the technology they acquire.
- Other duties - The PD will represent Combatant Commanders, Military Services, and the Joint Staff technology security positions in bilateral and multilateral forums. This function ensures that U.S. national security concerns are properly articulated and integrated into international technology security efforts. The PD drafts specific control or technology security policies for specific technologies and commodities.

Technology Directorate:	FY 2009 <u>Actual</u>	FY 2010 <u>Estimate</u>	FY 2011 <u>Estimate</u>
	7,511	8,226	8,940

The Technology Directorate (TD) is the primary source of advice on technical matters pertaining to international transfers of defense-related commodities and technologies. The TD's primary responsibility is defining the point at which technology becomes critical from a national security perspective, and assuring that international transfers of military technology, defense articles, and/or dual-use commodities meet partnership needs. The TD staff engineers and scientists provide the knowledge and defense-related technical expertise foundation to shape technology security policy development and implementation. The TD staff provides technical evaluations and recommendations of international technology transfers consistent with U.S. national security interests and DoD technology security objectives. The TD is the only source for engineering and scientific analysis for critical military technologies, defense article capabilities, and balancing between military and civil applications of dual-use commodities.

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I. Description of Operations Financed: (continued)

- The TD provides technical analysis and recommendations for the international transfer of defense-related commodities and technologies as follows:
 - 18,584 license applications
 - 1,133 public release security reviews
 - 206 Committee on Foreign Investment in the U.S. filings
 - 96 Exception to National Disclosure Policy requests
 - 111 international agreement reviews
 - 20 Freedom of Information Act requests commensurate with U.S. national security interest and DoD technology security policies.
 - This international technology transfer evaluation includes identifying all militarily critical technologies, validating the viability of the stated end use, and identifying relevant foreign availability. All this while ensuring the impact on legitimate defense cooperation with foreign friends and allies and the health of the U.S. defense industrial base is considered in order to maintain the balance between national security concerns and appropriate business opportunities.
- The TD ensures the scientific and technical quality of DoD proposals submitted by the U.S. Government for international consideration to the Wassenaar Arrangement, the Missile Technology Control Regime, the Australia Group, and other multilateral organizations. The staff reviews proposals from other control regime member countries and has established a technical negotiating strategy that advances DoD technology security interests in both U.S. Government interagency and international negotiations. They ensure that technically robust arguments are prepared to negotiate new and updated export controls with both U.S. Government interagency and international technical experts, to ensure that DoD equities are satisfied and effectively implemented in international export control.

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I. Description of Operations Financed: (continued)

- The TD scientifically and technically reviews and validates changes to the International Traffic in Arms Regulations and the Export Administration Regulations to ensure the revisions are credible, adequate, efficient, and justified.
- The TD initiates and directs independent research, studies, and analysis of militarily critical technologies and develops strategies for control of emerging munitions and dual-use technology exports, with a primary emphasis on U.S. and allied national security, economic and trade issues.

License Directorate:	FY 2009 <u>Actual</u>	FY 2010 <u>Estimate</u>	FY 2011 <u>Estimate</u>
	5,201	5,589	5,984

The Licensing Directorate (LD) is the DoD entry and exit point for all actions related to the USG's review of direct commercial sales and licenses related to the export of controlled goods and technology. The LD is the principle source of advice on licensing and regulatory issues pertaining to international transfers of defense-related commodities and technologies. The LD's critical role is identifying the national security concerns related to exports; developing and adjudicating DoD positions that effectively address these concerns; and assuring exports of military technology, defense articles, and/or dual-use commodities align with partnership needs. (Note: Dual-use technology can be used to develop legitimate commercial products or can also be used to improve the overall defense industrial base of a country).

The LD coordinates, develops and adjudicates the DoD position on licenses, rules, and regulations. They perform reviews on disclosures from the Departments of Commerce (DOC) and State (DOS) to obtain DoD recommendations on whether to support technology security policies, address warfighter protection, and prevent the diversion of sensitive technology and proliferation of WMD capabilities to programs or entities of national

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Description of Operations Financed: (continued)

security concern. The LD is responsible for providing coordinated DoD responses to requests with regard to national security and DoD export control policies. The LD's two divisions analyze either DOS Munitions licenses or DOC Dual-Use export cases.

- Munitions - The Munitions Division reviewed and adjudicated approximately 56,000 export license applications and commodity jurisdiction requests received from the DOS last year. This was a 15 percent increase in the number of cases from 2008. Over the past 10 years, the number of export licenses from DOS has increased from 14,000 in 1999 to 56,000 in 2009. Additionally, the DTSA supports DOS law enforcement officials in identifying Defense articles and determining the impact of Arms Export Control Act (AECA) violations on U.S. National Security. This review process is governed by the AECA, the International Traffic in Arms Regulations (ITAR) and its U.S. Munitions List (USML), as well as mandated by National Security Presidential Directive (NSPD) 56. As the final arbitrator of the DoD position, the DTSA's role in this process is absolutely critical. License decisions developed by the DTSA/LD support vital DoD weapons programs (e.g., Joint Strike Fighter, Missile Defense, Future Combat Systems).

I. Dual-Use - The Dual-Use Division adjudicates the national security review of over 56,000 export license requests received from the DOC. Since 1999, the number of DOC licenses reviewed by the DoD has steadily increased by 15 percent per year. Exports requiring the review of pertinent DoD services and support agencies are staffed for the appropriate technical, policy and intelligence analysis, and evaluation in order to identify any concerns raised by the transaction. The final recommended position must be staffed, reviewed, and analyzed within the EO 12981 30 day suspense, for consistency with U.S. national security objectives and DoD technology security policies. The review process is governed by the Export Administration Act (EAA) implemented by the DOC Bureau of Industry and Security (DoC/BIS) via the Export Administration Regulations (EAR) and Executive order 12981. Although the Export

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I. Description of Operations Financed: (continued)

Administration Act (EAA) expired on August 20, 2001, Executive Order (EO) 13222 of August 17, 2001, 3 CFR, 2001 Comp., p. 783 (2002), as extended by the Notice of August 15, 2007, 72 FR 46137 (August 16, 2007), continued the Export Administration Regulations in effect under the International Emergency Economic Powers Act. In December 1995, EO 12981 outlined procedures for interagency coordination and adjudication of dual-use export license applications submitted to the DOC.

International Security Directorate	FY 2009 <u>Actual</u>	FY 2010 <u>Estimate</u>	FY 2011 <u>Estimate</u>
	860	947	1,026

The International Security Directorate (ISD) classifies military information that requires protection in the interest of national security as described in EO 12958 and under DoD's control or jurisdiction. The ISD functions are established pursuant to U.S. law, treaty, and international agreements and are in direct support of the Arms Export Control Act, EO 12958, National Security Decision Memorandum 119, and the National Disclosure Policy (NDP-1) Presidential Directive on Information Sharing with Australia, Canada and the United Kingdom. The ISD carries out the authorities in DoD Directive 5111.1, concerning disclosure of classified information to foreign governments and international organizations, and the security aspects of all international cooperative programs. The ISD activities include:

- Responsibility for all matters concerning the security aspects of international bilateral and multilateral cooperative programs;
- Formulating, implementing and overseeing of national and defense international security policy;
- Administering and operating of the interagency National Disclosure Policy Committee (NDPC). This committee is responsibility for developing and promulgating policy

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I. Description of Operations Financed: (continued)

- Governing the disclosure of classified military information and material to foreign governments and international organizations (National Disclosure Policy (NDP-1));
- Developing, coordinating, and issuing the U.S. Government's position on requests for exceptions to NDP-1;
- Developing and promulgating DoD security policies, procedures, and standards necessary for effective implementation of NDP-1 throughout the DoD;
- Establishment of policy governing the foreign release of classified military information and materiel involved in security assistance and arms cooperation and other international cooperative programs;
- Providing policy guidance on required security arrangements for these programs, and intelligence and geospatial arrangements with foreign governments;
- Preparing and initiating negotiations for General Security Agreements (GSAs) and Industrial Security Agreements (ISAs);
- Arranging for on-site security assessments of foreign governments' security programs to ascertain and monitor the capability of governments which the United States has established bilateral GSAs to protect U.S. classified information;
- Hosting foreign government security officials during the conduct of reciprocal security assessments;
- Establishing security requirements for bilateral and multilateral cooperative programs with foreign governments to protect U.S. security interests;
- Serving as the U.S. Security Authority to NATO and the DoD Designated Security Authority for international cooperative programs;
- Representing the United States on the NATO Security Committee and its working groups;
- Developing the interagency coordinated U.S. position on NATO security matters;

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I. Description of Operations Financed: (continued)

- Developing policies for and provides oversight to the Defense Personnel Exchange Program (DPEP), the Foreign Liaison Officer (FLO) Program, the Cooperative Program Personnel (CCP) Program, and the Foreign Visits Program;
- Developing and providing policy oversight of international security training programs for the DoD and Defense industry and represents the United States on the Multinational Industrial Security Working Group (MISWG).

Management Directorate	FY 2009 <u>Actual</u>	FY 2010 <u>Estimate</u>	FY 2011 <u>Estimate</u>
	6,741	7,966	8,003

The Management Directorate (MD) plans, directs, and implements services in support of senior DTSA Executives and staff in the areas of Human Capital Programs; Planning, Programming and budgeting; Security; Information Technology; and general administrative support. Execution of these activities will ensure the DTSA fulfills its technology security mission and meets its strategic goals.

The MD responsibilities include oversight of personnel and manpower (military and civilian); financial execution; Defense Travel System (DTS) utilization; acquisition and contract administration; physical and personnel security; Anti-Terrorism/Force Protection, information security; information technology and network operations mission system; facilities management; government-owned vehicle management; property accountability; internal management control programs; and strategic planning.

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I. Description of Operations Financed: (continued)

Security Policy Automation Network (SPAN)	<u>FY 2009</u> <u>Actuals</u>	<u>FY 2010</u> <u>Estimate</u>	<u>FY 2011</u> <u>Estimate</u>
	11,847	7,082	8,394

The SPAN is a group of systems and applications that automates many of the technology security actions. The six SPAN systems maintained by DTSA include the following:

- USXPORTS - Provides case management and workflow tracking of DoD's disposition for munitions and dual-use license applications received DOS and DOC
- Spacelink - Provides a functional IT application to support statutory Space Monitoring mission. The system provides a web-based, collaborative environment for DoD and Industry to share and review all documentation associated with a foreign launch of U.S. technology.
- Foreign Visits System - The system is a multi-application infrastructure to request, approve, and confirm visits by foreign nationals to DoD facilities and organizations.
- Foreign Disclosure System - Provides an infrastructure to track various disclosures of classified military information to foreign governments.
- National Disclosure Policy System - Provides an infrastructure to support the functioning of the inter-agency National Disclosure Policy Committee, to include records of decisions on exceptions to national disclosure policy.
- ELISA - Provides an electronic mechanism for industry to obtain the current status on dual-use and munitions license applications.

The SPAN is currently supported by contractors in the areas of software design, development, deployment, maintenance, and documentation. The contractor also supports SPAN infrastructure requirements including technical support for networks, server support, mail and messaging, archiving, and database administration. This also includes

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I. Description of Operations Financed: (continued)

SPAN system design and integration for networks and servers, design and implementation of mail and messaging solutions, technical solutions for certification, technical solutions to meet Federal archiving requirements for automated records, and technical personnel for operations requirements in these areas. The SPAN system is currently being evaluated and DTSA has initiated a plan to improve the oversight of contractor service and acquire those services more effectively, and in-source contractor services where it is more appropriate and efficient to do so.

II. Force Structure Summary: N/A

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III. Financial Summary (\$ in thousands)

	FY 2010						FY 2011 <u>Estimate</u>
	<u>FY 2009 Actuals</u>	<u>Budget Request</u>	<u>Congressional Action</u>		<u>Appropriated</u>	<u>Current Estimate</u>	
A. <u>BA Subactivities</u>			<u>Amount</u>	<u>Percent</u>			
	36,425	34,325	-58	-0.17	34,267	34,267	37,624

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III. Financial Summary (\$ in thousands)

<u>B. Reconciliation Summary</u>	<u>Change</u> <u>FY 2010/FY 2010</u>	<u>Change</u> <u>FY 2010/FY 2011</u>
Baseline Funding	34,325	34,267
Congressional Adjustments (Distributed)	-15	
Congressional Adjustments (Undistributed)	-43	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	34,267	
Fact-of-Life Changes (CY to CY Only)		
Subtotal Baseline Funding	34,267	
Anticipated Supplemental		
Reprogrammings		
Price Changes		575
Functional Transfers		
Program Changes		2,782
Current Estimate		37,624
Less: Wartime Supplemental		
Normalized Current Estimate	34,267	

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2010 President's Budget Request (Amended, if applicable)		34,325
1. Congressional Adjustments		-58
a. Distributed Adjustments		
b. Undistributed Adjustments	-43	
c. Adjustments to meet Congressional Intent	0	
d. General Provisions		
1) Sec 8037 - Mitigation of Environmental Impacts	-15	
FY 2010 Appropriated Amount		
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		
FY 2010 Baseline Funding		34,267
4. Reprogrammings (requiring 1415 Actions)		
Revised FY 2010 Estimate		
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		
FY 2010 Normalized Current Estimate		34,267
6. Price Change		575
7. Functional Transfers		0
8. Program Increases		2,782
a. One-Time FY 2011 Increases		
1) Increase for lump sum leave payments to civilian employees affected by BRAC in accordance with Title 10, United States Code, section 2687. (Baseline \$0)	306	
b. Program Growth in FY 2011		
1) Increase purchases 3 civilian FTEs to achieve authorized level to adequately support mission requirements. (Baseline: \$21,800)	498	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
2) Increased personnel costs associated with converting out of the National Security Personnel System. (Baseline \$21,800)	180	
3) Additional transportation, accounting support, lease costs, communications costs, supplies, and equipment maintenance to support operational requirements. (Baseline: \$3,085)	252	
4) Additional management, professional and studies necessary to support mission requirements. (Baseline: \$394)	160	
5) Increase for mission essential computer systems maintenance and engineering to process export control licenses, foreign visit requests, patent application requests, national disclosure policy events, space launch monitoring and associated network support. (Baseline: \$7,024)	1,390	
FY 2011 Budget Request		37,624

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IV. Performance Criteria and Evaluation Summary

Technology Security Actions (TSAs) represent work accomplished by the DTSA. A typical TSA represents a unit of work, which allows for the tracking and analysis of our business activity. The composite number of such actions actually counted represents the application of resources to achieve all mission, regulatory, statutory goals, and objectives. Some TSAs are devoid of precise performance or time measurement. For example, the development of an International Agreement may take months of work, negotiation, and coordination before actual implementation, where the review of a license is measured and tracked daily.

	FY 2009	FY 2010	FY 2011
License Reviews	56,000	64,000	73,600
End User Assessments	30,000	30,000	34,500
Patent Application Reviews	18,039	18,310	18,584
TD Opinions on Licenses	17,378	17,639	17,903
PD Opinions on Licenses	7,505	7,618	7,732
MTEC/SNEC/Shield	4,008	4,068	4,129
TD Security Reviews	1,100	1,117	1,133
Exemption Certifications	192	195	198
CFIUS Transactions	45	100	145
Bilateral/Multilateral Actions	150	152	155
Outreach	108	110	111
Exceptions to National Disclosure	93	94	96
International Agreements/DOPs	108	110	111
Foreign Military Sales Actions	66	67	68
Regulation Reviews	32	32	33
CFIUS Mitigation Agreements	15	15	15
TOTAL	134,839	143,627	158,513

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	Changes				
	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2009/ FY 2010</u>	<u>FY 2010/ FY 2011</u>
<u>V. Personnel Summary</u>					
<u>Active Military End Strength (E/S) (Total)</u>	<u>30</u>	<u>20</u>	<u>18</u>	<u>-10</u>	<u>-2</u>
Officer	24	18	18	-6	-
Enlisted	6	2	-	-4	-2
<u>Reserve Drill Strength (E/S) (Total)</u>	<u>27</u>	<u>27</u>	<u>27</u>	-	-
Officer	20	20	20	-	-
Enlisted	7	7	7	-	-
<u>Civilian End Strength (Total)</u>	<u>168</u>	<u>174</u>	<u>177</u>	<u>6</u>	<u>3</u>
U.S. Direct Hire	168	174	177	6	3
Foreign National Direct Hire	-	-	-	-	-
Total Direct Hire	130	136	139	6	3
(Reimbursable Civilians Included Above (Memo))	38	38	38	-	-
<u>Active Military Avg Strength (Total)</u>	<u>30</u>	<u>20</u>	<u>18</u>	<u>-10</u>	<u>-2</u>
Officer	24	18	18	-6	-
Enlisted	6	2	-	-4	-2
<u>Reserve Drill Avg Strength (A/S) (Total)</u>	<u>27</u>	<u>27</u>	<u>27</u>	-	-
Officer	20	20	20	-	-
Enlisted	7	7	7	-	-
<u>Civilian FTEs (Total)</u>	<u>168</u>	<u>174</u>	<u>177</u>	<u>6</u>	<u>3</u>
U.S. Direct Hire	168	174	177	6	3
Foreign National Direct Hire	-	-	-	-	-
Total Direct Hire	130	136	139	6	3
Foreign National Indirect Hire	-	-	-	-	-
(Military Technician Included (Memo))	-	-	-	-	-
(Reimbursable Civilians Included Above (Memo))	38	38	38	-	-

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

OP 32 Line	FY 2009 Actuals	FY 2009 Change		FY 2010 Estimate	FY 2010 Change		FY 2011 Estimate
		Price	Program		Price	Program	
101 Executive, General & Special Schedules	18,728	730	2,342	21,800	416	984	23,200
199 Total Civ Pers. Comp.	18,728	730	2,342	21,800	416	984	23,200
308 Travel & Transportation of Persons	670	9	(220)	459	6	3	468
399 Total Travel	670	9	(220)	459	6	3	468
673 Defense Financing and Accounting Services	211	0	6	217	5	30	252
699 Total Purchases	211	0	6	217	5	30	252
771 Transportation of Things	655	7	(232)	430	6	10	446
799 Total Transportation	655	7	(232)	430	6	10	446
912 Rental Payments to GSA Leases (SLUC)	1,134	29	17	1,180	17	163	1,360
914 Purchased Communications	559	7	14	580	8	1	589
917 Postal Services (U.S.P.S.) Supplies & Materials (Non Centrally Managed)	5 330	0 3	1 (159)	6 174	1 3	0 3	7 180
921 Printing and Reproduction	0	0	0	0	0	0	0
922 Equipment Maintenance by Contract	0	0	35	35	0	36	71
925 Equipment Purchases (Non Centrally Managed)	0	0	0	0	0	0	0
932 Management & Professional Support	0	0	0	0	0	0	0
933 Studies, Analysis & Evaluations	379	4	11	394	5	142	541
987 Other Intra-governmental Purchases	11,793	130	(10,017)	1,906	28	76	2,010
989 Other Contracts	1,959	22	5,101	7,082	80	1332	8,494
998 Other Costs	2	2	0	4	0	2	6
999 Total Other Purchases	16,161	197	(4,997)	11,361	142	1,755	13,258
Total	36,425	943	(3,101)	34,267	575	2,782	37,624

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Fiscal Year (FY) 2011 Budget Estimates National Defense University (NDU)



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

	<u>FY 2009</u>	<u>Price</u>	<u>Program</u>	<u>FY 2010</u>	<u>Price</u>	<u>Program</u>	<u>FY 2011</u>
	<u>Actuals</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
NDU	83,736	1,358	18,141	103,235	1,451	-7,053	97,633

I. Description of Operations Financed: The National Defense University (NDU) is the premier center for Joint Professional Military Education (JPME) and is under the direction of the Chairman, Joint Chiefs of Staff. The University's main campus is on Fort McNair in Washington, D.C. The Joint Forces Staff College is located in Norfolk, VA. The Commission on Higher Education of the Middle States Association of Colleges and Schools accredits the National Defense University. The NDU conducts world class Joint Professional Military Education (JPME), seminars, symposia and professional development and conferencing for DOD and Congressional representatives.

The NDU colleges and institutions, located at Ft. McNair, Washington, DC, and Norfolk, VA, are:

- CAPSTONE / PINNACLE / KEYSTONE
- Center for Complex Operations
- Center for Joint and Strategic Logistics Excellence (CJSLE)
- Industrial College of the Armed Forces
- Information Resources Management College
- Institute for National Security Ethics and Leadership (INSEL)
- Institute for National Strategic Studies
- Joint Forces Staff College
- National War College

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I. Description of Operations Financed (continued):

The NDU is under the direction of the Chairman of the Joint Chiefs of Staff. The Chairman defines the objectives and policies for Professional Military Education (PME) for the United States Armed Forces through the Military Education Division of the Joint Staff. Specific objectives and policies for PME appear in Chairman of the Joint Chief of Staff Instruction 1800.01C, "Officer Professional Military Education Policy", dated December 22, 2005, and for NDU in the Chairman of the Joint Chief of Staff Instruction (JSCI) 1801.01, dated January 1, 2008, "National Defense University Education Policy".

The Department is continuing the plan to improve the oversight of contractor services, acquire those services more effectively, and in-source contractor services where it is more appropriate and efficient to do so. In FY 2011 the National Defense University intends to replace approximately 25 contractors with approximately 17 government employees at a total cost savings of \$815 thousand.

National War College

<u>Dollars in Thousands</u>		
<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
6,305	6,488	7,157

The National War College (NWC) conducts a senior-level course of study in national security strategy to prepare selected military officers, federal officials, and international officers for high-level policy, command, and staff responsibilities. The college emphasizes the joint (multi-service) and interagency perspectives and awards the Master of Science in National Security Strategies. The Academic Year (AY) 2009 class consisted of 224 students (131 U.S. military (43 Army, 44 AF, 14 USMC, 28 Navy, and two Coast Guard), 14 Defense Senior Leader Development Program (DSLDP) students, 13 DOD civilians, 33 non-DOD, and 33 international officers). The number of students for AY 2010 is 221 and consists of 130 U.S. military (43 Army, 43 Air Force, 15 United States

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I. Description of Operations Financed (continued):

Marine Corps (USMC), 27 Navy, and two Coast Guard), 15 Defense Senior Leader Development Program (DSLDP) students, 11 DOD civilians, 33 non-DOD, and 32 international officers. AY 2011 student projection is at the same level as AY 2010.

<u>Industrial College of the Armed Forces</u>	<u>Dollars in Thousands</u>		
	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
	9,333	9,104	9,522

The Industrial College of the Armed Forces (ICAF) prepares selected military officers and civilians for strategic leadership and success in developing our national security strategy and in evaluating, marshalling, and managing resources in the execution of that strategy. The College emphasizes the joint (multi-service) and interagency perspectives and awards its graduates a Master of Science degree in National Resource Strategy. For AY 2009, ICAF graduated 320 students (including 182 U.S. military, 1 international civilian and 22 International officers, 64 students from DOD agencies and the Defense Senior Leader Development Program (DSLDP), 41 students from non-DOD agencies and as authorized in Section 526 of the National Defense Authorization Act for FY 2010, 10 private sector students . The 182 military consisted of 59 from Army, 55 Air Force, 3 Air National Guard, 2 Air Force Reservists, 43 Navy, 16 USMC, 2 USMC Reservists and 2 USCG. Student population will remain at 320 students in AY 2010 and is expected to grow to 321 in FY 2011. Interagency representation is planned to remain constant for AYS 2010-2011. The ICAF maintains the current student-faculty ratio of 3.5:1 through a combination of authorized civilian and military faculty positions and a limited number of interagency and military services' faculty chairs.

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I. Description of Operations Financed (continued):

Information Resources Management College

<u>Dollars in Thousands</u>		
<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
8,659	10,057	10,350

The Information Resources Management College (IRM College) prepares leaders to direct the information component of national power by leveraging information and information technology for strategic advantage. IRM College programs provide a dynamic forum in which senior defense professionals and the broader military and federal civilian communities gain knowledge, skills, and competencies for IRM leadership. Primary areas of concentration include policy, strategic planning, leadership/management, process improvement, capital planning and investment, performance and results-based management, technology assessment, enterprise architecture, information assurance and security, acquisition, organizational transformation, and information operations. The college offers the following programs: Chief Information Officer (CIO) Certificate Program; Advanced Management Certificate Program (AMP); Information Assurance (IA) Certificate Programs Organizational Transformation (OT) Certificate Program; Enterprise Architecture (EA) Certificate Program; and the Information Technology Project Management (ITMP) Certificate. The Committee on National Security Systems provides the college national recognition for its curriculum in information systems security. NSA certified the college as Center of Academic Excellence in Information Assurance Education. The College also educates students as a part of the DOD Information Assurance Scholarship Program. Nearly, 1,200 students take an average of 2.5 courses in any given academic year. In FY 2009 the IRM College filled 3,235 class seats and plans to fill the same level of seats for FYs 2010 and FY 2011. The DOD Comptroller and the Federal Chief Financial Officer (CFO) Council established the CFO Academy to prepare middle to senior level members of the government financial management community for management and leadership

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I. Description of Operations Financed (continued):

responsibilities. Through the Academy, the College offers courses in strategic finance and leadership as part of its CFO Leadership Certificate program. In FY 2010 the CFO Academy expanded its student load by 60 new students and will increase student load by another 90 in FY 2011.

Joint Forces Staff College

<u>Dollars in Thousands</u>		
<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
15,727	22,083	21,491

The Joint Forces Staff College (JFSC) is an intermediate and senior-level joint college, that educates national security leaders to plan and execute joint, multinational, and interagency operations, instilling a primary commitment to joint, multinational, and interagency teamwork, attitudes, and perspectives. The College is congressionally mandated to educate joint leaders through three schools: the Joint Advanced Warfighting School (JAWS), the Joint and Combined Warfighting School (JCWS), and the Joint Continuing and Distance Education School (JCDES). The Joint Forces Staff College has a fourth school sponsored by the Joint Staff: the Joint Command, Control, and Information Operations School (JC2IOS). In Academic Year (AY) 2009, JFSC graduated 1,250 students from its Joint Professional Military Education (JPME) programs, including 40 JAWS graduates who were awarded Master of Science degrees in Joint Campaign Planning and Strategy; 1,011 JCWS graduates; and 199 JCDES graduates from the Advanced Joint Professional Military Education (AJPME) course. These totals include 920 active duty officers, 226 reserve component graduates, 85 International officers and 19 civilians. Also, JFSC's other programs produced 659 additional graduates. The JC2IOS produced 305 graduates and continues to expand its mobile training capabilities. The high-demand,

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I. Description of Operations Financed (continued):

one-week Joint, Interagency, and Multinational Planners Course (182 graduates) and the Homeland Security Planners Course (170 graduates) are both offered four times a year at JFSC and periodically at remote locations. In AY 2009, over 5,000 students completed the Senior Enlisted Joint Professional Military Education (SEJPME) web-based course, administered by the JCDES, an increase of over 50 percent from the prior academic year. For AY 2010 and AY 2011, the JFSC has programmed for an estimated 1,260 JPME graduates.

CAPSTONE / Pinnacle / Keystone

<u>Dollars in Thousands</u>		
<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
2,682	3,183	3,199

CAPSTONE is a congressionally mandated course that is required for all newly promoted active duty one star generals/admirals. Attendance is required within the first two years of promotion to the one star rank. CAPSTONE is an intensive six-week course consisting of seminars, case studies, informal discussions, visits, to key U.S. military commands within the continental United States, and overseas field studies to areas with high U.S. interests. Overseas field studies involve interactions with the Combatant Commanders, American Ambassadors, embassy staffs, and senior political and military leaders of foreign governments. An increase to 204 students is reflected in FY 2010 and maintained through FY 2011. Coincident with Capstone's last week, CAPSTONE offers a Executive Development Course for spouses of the Fellows. The Executive Development Course focuses on geo-political, international issues, with additional discussions on leadership, military family policy, and military family health. The course increases the participants' understanding of these issues and enhances their effectiveness as partners with their general/flag officer spouses. The general and flag officers' spouse course averages 115 attendees annually.

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I. Description of Operations Financed (continued):

Pinnacle focuses on two and three star general and flag officers and selected interagency civilians. The one-week course is held twice annually. Pinnacle conveys an understanding of national policy and objectives, with attendant international implications, and the ability to place the objectives/policy into integrated, operational campaign plans to the prospective joint/combined force commander. The overarching goal is to set conditions for future success in the joint, combined, and interagency arenas by utilizing advanced knowledge of operational art to underpin the instinct and intuition of the prospective commanders. Each Pinnacle class has a maximum capacity of 15 US Fellows and three allied country officers (Australian, British, and Canadian). Pinnacle graduated 36 Fellows in FY 2009. A similar composition and total number of students is planned for FY 2010 and FY 2011.

The Keystone Course is designed for Command Senior Enlisted Leaders (CSEL) that serve or are scheduled to serve in general/flag officer level joint headquarters or Service headquarters assignments. The course prepares Command Senior Enlisted Leaders for challenges associated with joint task force assignments. Keystone will parallel the Capstone course for newly selected General and Flag officers in that the learning will focus on "those that do." The course will visit the Combatant Commands, Joint Task Forces, and senior leadership (both officer and enlisted) in the Washington area to explore the relationships and challenges of operating in a joint environment. Specifically, the course covers the very special relationship between the Command Senior Enlisted Leader of a Joint Force Commander and the enlisted personnel from all the services operating under the Commander. Keystone classes are two weeks in length with a maximum of 45 Fellows per class. Keystone student throughput will remain constant at 90 Fellows for FY 2010 and FY 2011.

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I. Description of Operations Financed (continued):

Institute for National Strategic Studies

<u>Dollars in Thousands</u>		
<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
7,320	8,514	8,991

The Institute for National Strategic Studies (INSS) mission is to assess the emerging security environment, develop new strategic concepts and integrated strategies to manage complex challenges, and advance strategic thinking for the SecDef, CJCS, CoComs, other components of the NDU and JPME, and for the broader security community spanning the interagency and key national and international audiences. Established by the SecDef and CJCS in 1984, INSS is comprised of 3 components:

The Research Directorate conducts studies - both regional and strategic - to assist senior DOD policy-makers, interagency partners, and inform the larger public policy debate. Research agenda highlights include a Global Strategic Assessment, a Civil-Military Lessons Learned Initiative, Emerging Power Centers, an expanding China Center portfolio, Energy Security, the future of U.S.-Russia relations, Extended Deterrence in East Asia, Spacepower Theory, and a series of competitive strategic analyses. INSS' cutting-edge research studies and analyses on strategic, national security issues are published via a range of books, policy papers, and electronic media, as well as policy, academic, and mass-media publications.

The Center for Applied Strategic Learning (CASL), conducts comprehensive exercises for senior and mid-level leaders to support education on development of policy and strategy options for national and international complex challenges, including stability operations. Events for Congress provide insight into the complexity of policymaking in the global security environment, and enhance Executive-Legislative Branch dialogue by

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I. Description of Operations Financed (continued):

collaboratively examining possible responses to emerging national security crises. Practical exercises provide strategic level experiential education in national security policy and crisis decision-making to core NDU academic institutions, outreach audiences, and Geographic Unified Commands.

The Conference Directorate conducts several major outreach symposia each year, open to the public, designed to address strategic issues critical to the DoD and the nation in meeting national and global challenges. It also executes numerous smaller conference events in support of INSS research and gaming and often co-sponsored by OSD, Combatant Commands, or other research centers which facilitate dialogue on timely and relevant issues providing insights for strategy and policy decision makers.

Center for Joint and Strategic Logistics Excellence (CJSLE)

<u>Dollars in Thousands</u>		
<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
0	1,112	1,166

The mission of Center for Joint and Strategic Logistics Excellence (CJSLE), standing up in FY 2010, is to provide analysis to improve joint and strategic logistics education, expertise, and competence throughout the Defense, interagency, and multinational communities. The Center's education focus is on developing future leaders who understand and employ the "force multiplying effect" of joint and strategic logistics. The Center provides supply chain oriented analysis to support joint and strategic logistics decision makers. The Center networks with existing educational programs to improve joint and strategic logistics education. The Center was created in response to the need identified

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I. Description of Operations Financed (continued):

by USTRANSCOM, Office of the Undersecretary of Defense for Acquisition, Technology, and Logistics, and Defense Logistics Agency for a single organization responsible for the educational requirements of this logistical community.

Center for Complex Operations

<u>Dollars in Thousands</u>		
<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
2,125	2,600	2,470

The Center for Complex Operations (CCO) is a DoD-led collaboration with the State Department and the United States Agency for International Development (USAID) created to improve U.S. Government approaches to complex operations through improvements in education and training, and development of a "community of practice" among practitioners, trainers, educators, and thought leaders. The purposes of the Center are to 1) provide for effective coordination within the Interagency for complex operations, 2) to foster unity of effort during complex operations within the USG, with foreign government and militaries, and with international and nongovernmental organizations, 3) to conduct research; collect, analyze, and distribute lessons learned; and compile best practices in matters relating to complex operations, and 4) to identify gaps in the education and training of DoD personnel, and other relevant USG personnel relating to complex operations and to facilitate efforts to fill such gaps. The CCO transferred to NDU in FY 2010 from the Defense Security Cooperation Agency (DSCA).

The CCO supports continued development of Irregular Warfare (IW), Counterinsurgency (COIN), and Stability Operations education and training capabilities throughout the USG. The CCO has been designated as the location for an interagency hub for reconstruction and stabilization lessons learned by the Reconstruction and Stabilization Integrated Policy

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I. Description of Operations Financed (continued):

Committee. The hub will serve as the central and institutionalized proponent to coordinate, facilitate, and support the implementation of lessons learned across the whole-of-government reconstruction and stabilization partners.

NDU Operations

<u>Dollars in Thousands</u>		
<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
31,585	40,094	33,287

In addition to the educational instruction offered by the major schools and colleges, NDU is composed of several special components that offer specialized short-term instruction to a wide range of students, including active and reserve military members. The Joint Reserve Affairs Center (JRAC) mission is to conduct the Reserve Components National Security Course (RCNSC). RCNSC is a two-week seminar offered to senior officers and non-commissioned officers in the U.S. Reserve Components, allied officers and selected civilians working in national security arenas. In FY 2009, JRAC hosted three RCNSCs, and 355 students attended the courses. In FY 2010 and FY 2011, JRAC will conduct 4 RCNSCs, planning for 400 students annually.

The NDU NATO Education Center (NEC) provides NATO instruction in a variety of ways. The resident program held at National Defense University conducted four classes with a student population in FY 2009 of 130. In FY 2010 and FY 2011, the number of classes will increase to five with a corresponding increase in students to approximately 200. In the United States outreach programs, instruction is provided to the US reserve components during drill periods. Student load in FY 2010 and beyond is planned for 130 students. Annually, 110 Defense Acquisition University students receive NATO instruction from the

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I. Description of Operations Financed (continued):

NATO Education Center faculty at their locations. Internationally, NEC provides tailored instruction on a requested case by case basis.

The Secretary of Defense Corporate Fellows Program (SDCFP) was established by the Secretary of Defense in 1994 to become a long-term investment in transforming our forces and capabilities and, as such, is a key part of the Department of Defense (DoD) strategy to achieve its transformational goals. Two or more officers from each military service are selected each year to receive their military senior service college credit by training with sponsoring institutions, i.e., corporations, companies, commercial enterprises, etc., who have earned a reputation for insightful long-range planning, organizational and management innovation, and implementation of new information and other technologies. SDCFP Fellows form a cadre of future leaders knowledgeable in the organizational and operational opportunities made possible by their training throughout the year.

The National Defense University Chief Information Officer (CIO), Operations, Human Resources, Resource Management, Contracting, Library, NDU-Press, and Health Fitness Directorates provide general and direct support to the Joint Staff and NDU components. Specifically the support proffered by these directorates, in the functional areas of facilities engineering, logistics, security, multimedia services, printing and publications, personnel, acquisition and resource management, research services, and health and wellness programs enable the University to optimize its educational, research, and outreach missions.

II. Force Structure Summary: N/A

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III. Financial Summary (\$ in Thousands)

	FY 2010						
	FY 2009 <u>Actuals</u>	Budget <u>Request</u>	<u>Congressional Action</u>			Current <u>Estimate</u>	FY 2011 <u>Estimate</u>
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
A. BA Subactivities							
Training & Recruiting							
National War College	6,305	6,488			6,488	6,488	7,157
Industrial College of the Armed Forces	9,333	9,104			9,104	9,104	9,522
Information Resources Management College	8,659	10,057			10,057	10,057	10,350
Joint Forces Staff College	15,727	22,083			22,083	22,083	21,491
CAPSTONE/PINNACLE/KEYSTONE	2,682	3,183			3,183	3,183	3,199
Institute for National Strategic Studies	7,320	8,514			8,514	8,514	8,991
Center for Joint Strategic Logistics Excellence	0	1,112			1,112	1,112	1,166
Center for Complex Operations	2,125	2,600			2,600	2,600	2,470
National Security Education Program	0	0			0	0	0
NDU Operations	31,585	40,267	-173	-0.4	40,094	40,094	33,287
Total	83,736	103,408	-173	-0.2	103,235	103,235	97,633

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III. Financial Summary (\$ in Thousands) (continued):

<u>B. Reconciliation Summary</u>	<u>Change</u> <u>FY 2010/FY 2010</u>	<u>Change</u> <u>FY 2010/FY 2011</u>
Baseline Funding	103,408	103,235
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-173	
Subtotal Appropriated Amount	103,235	
Fact-of-Life Changes (CY to CY Only)		
Subtotal Baseline Funding		
Anticipated Supplemental		
Reprogrammings		
Price Changes		1,451
Functional Transfers		
Program Changes		-7,053
Current Estimate		97,633
Less: Wartime Supplemental		0
Normalized Current Estimate	103,235	97,633

NATIONAL DEFENSE UNIVERSITY
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III. Financial Summary (\$ in Thousands) (continued):

	Amount	Totals
FY 2010 President's Budget Request		103,408
1. Congressional Adjustments		-173
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions		
1) Sec 8093 - Economic Assumptions	-129	
e. Congressional Earmarks - Sec 8037 Indian Lands Environmental Impact	-44	
FY 2010 Appropriated Amount		103,235
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		
FY 2010 Baseline Funding		103,235
4. Reprogrammings		
Revised FY 2010 Estimate		
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		
FY 2010 Normalized Current Estimate		103,235
6. Price Change		1,451
7. Functional Transfers		
8. Program Increases		3,132
a. Annualization of New FY 2010 Program		
1) Includes the increase of civilian pay reflecting the DoD initiative to transition military personnel to a civilian workforce (FY 2010 Baseline \$55,270)	890	
b. One-Time FY 2011 Increases		
c. Program Growth in FY 2011		
1) Reflects the Administration's initiative to replace contractor workforce with federal employees (FY 2010 Baseline \$55,270)	2,211	

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III. Financial Summary (\$ in Thousands) (continued):

	Amount	Totals
2) Includes an increase in travel to reflect requirements created by the conversion of contractors to government employees (FY 2010 Baseline \$8,034)	31	
9. Program Decreases		-10,185
a. Annualization of FY 2010 Program Decreases		
b. One-Time FY 2010 Increases		
1) Reflects the reduction of the one-time FY 2010 increase for the completion of Lincoln Hall fit-up and the build-out of Marshall and Eisenhower Halls effected by the move into Lincoln Hall (2010 NDU Operations Baseline \$25,964) and the renovation of one Joint Advanced Warfare (JAWS) classroom at the Joint Forces Staff College (FY 2010 Baseline \$22,083)	-6,545	
2) Reflects the reduction of the one-time FY 2010 increase for the purchase of an Integrated Library System (FY 2010 NDU Operations Baseline \$25,964)	-135	
c. Program Decreases in FY 2011		
1) Decrease reflects material and supply requirement efficiencies resulting from the implementation of new IT capabilities (i.e. eBook readers) (FY 2010 Baseline \$4,832)	-425	
2) Reflects the Administration's initiative to replace contractor workforce with federal employees (-\$1,229) and a complementary NDU initiative to reduce the overall scope of contractor support (-\$1,777) (FY 2010 Baseline \$6,721)	-3,026	
3) Reflects DoD accounting service efficiencies (FY 2010 Baseline \$432).	-54	
FY 2011 Budget Request		97,633

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IV. Performance Criteria and Evaluation Summary:

The National Defense University (NDU) has made significant efforts to achieve the strategic goal of promoting unity of effort across and beyond the U.S. Government through national security education programs, research, activities, and organizations that anticipate and address complex security challenges. Over the past several years, the footprint of NDU has expanded to meet increasing demands stemming from threats to our Nation's security and well being. Our focus remains steadfast - to provide Joint Professional Military Education (JPME) to our leaders of tomorrow; to outreach to our former students; to build capacity among our interagency, international, and domestic partners; and continue to conduct cutting edge research that supports NDU's mission and advances U.S. National Security Strategy.

The NDU's operating budget supports ten colleges and institutions. A key performance measurement is total student load. Student load represents the typical ten month academic year. The table below represents a subset by fiscal year (FY) of student load trained at NDU and includes the three JPME colleges. The number of students includes only resident courses and does not include web-base classes.

NDU's three JPME colleges respond to both external and internal drivers of change with a revamped curriculum at the National War College (NWC), expanded Industry Studies at the Industrial College of the Armed Forces (ICAF) and increasing reserve component and international participation in the courses at the Joint Forces Staff College (JFSC). In academic year 2009, students from 55 countries participated in the International Fellows program at ICAF and NWC.

Our plan is to continue to update JPME and our strategic development programs based on consultation with war fighter and combat arms professionals, PAJE accreditation, and updated U.S. Joint Forces Command (JFCOM) requirements in support of the Chairman of the Joint Chiefs of Staff and the Commander, JFCOM as informed by the HASC Oversight and Investigations assessment report and the Defense Science Board assessment and report.

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IV. Performance Criteria and Evaluation Summary: (continued):

In addition to the 10 month JPME course at JFSC, an additional 657 students successfully completed a highly demanded one-week Joint-Interagency, the Multinational Planners course and the Homeland Security Planners Course, taught at JFSC and remote locations. While the numbers of students participating in these short term classes are significant, they are difficult to measure in the same terms as JPME. Additionally, over 5,000 students completed a web-based Senior Enlisted Joint Professional Military Education course - an increase of over 50 percent from the prior fiscal year.

BA 3 Training and Recruitment (\$ in thousands)
Average Cost per Student

	<u>Dollars in Thousands</u>		
	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
NWC	71,077	73,700	75,600
ICAF	77,222	81,200	83,000
JFSC	25,771	27,874	27,532

Average Cost per student is based on resident courses.

Average cost per student has been adjusted for standard pay and non pay inflation rates.

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V. Personnel Summary

	<u>FY2009</u>	<u>FY2010</u>	<u>FY2011</u>	<u>Change FY2009/ FY2010</u>	<u>Change FY2010/ FY2011</u>
<u>Active Military Endstrength (E/S)</u>	242	200	200	-42	0
<u>(Total)</u>					
Officer	182	181	181	-1	0
Enlisted	60	19	19	-41	0
<u>Reservists on FT* Active Duty (E/S)</u>	9	9	9	0	0
<u>Total</u>					
Officer	9	9	9	0	0
Enlisted	0	0	0	0	0
<u>Civilian EndStrength (Total)</u>					
U.S. Direct Hire	448	490	515	+42	+25
Foreign National Direct Hire	0	0	0	0	0
Total Direct Hire	448	490	515	+42	+25
Foreign National Indirect Hire	0	0	0	0	0
<u>Active Military Average Strength (A/S)</u>	242	200	200	-42	0
<u>(Total)</u>					
Officer	182	181	181	-1	0
Enlisted	60	19	19	-41	0
<u>Reservists on FT* Active Duty (A/S)</u>	9	9	9	0	
<u>(Total)</u>					
Officer	9	9	9	0	0
Enlisted	0	0	0	0	0
<u>Civilian FTEs (Total)</u>					
U.S. Direct Hire	439	469	505	+30	+36
Foreign National Direct Hire	0	0	0	0	0
Total Direct Hire	439	469	505	+30	+36
Foreign National Indirect Hire	0	0	0	0	0
 Average Annual Civilian Salary (\$ in thousands)	 \$112.5	 \$117.8	 \$117.1		

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

<u>OP 32 Line</u>	<u>FY 2009</u>	<u>Change</u>		<u>FY 2010</u>	<u>Change</u>		<u>FY 2011</u>
	<u>Actuals</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Executive, General & Special Schedules	48,810	976	4,902	54,688	766	3,101	58,555
103 Wage Board	570	11	1	582	8	1	591
199 Total Civilian Personnel Comp	49,380	987	4,903	55,270	774	3,102	59,146
308 Travel of Persons	6,281	69	1,684	8,034	112	31	8,177
399 Total Travel	6,281	69	1,684	8,034	112	31	8,177
415 DLA Managed Supplies & Materials	1	0	-1	0	0	0	0
416 GSA Managed Supplies & Materials Purchases	234	3	203	440	6	-1	445
499 Total Fund Supplies & Materials Purchases	235	3	202	440	6	-1	445
507 GSA Managed Equip	134	1	1,324	1,459	20	-4	1,475
599 Total Fund Equip Purchases	134	1	1,324	1,459	20	-4	1,475
633 Def. Pub & Printing Service	828	5	-126	707	21	-11	717
673 Defense Financing & Accounting Service	255	-1	178	432	2	-54	380
699 Total DFAS Services	1,083	4	52	1,139	23	-65	1,097
771 Commercial Trans	183	2	-99	86	1	0	87
799 Total Trans	183	2	-99	86	1	0	87
912 Rental Payments to GSA (SLUC)	173	4	-177	0	0	0	0

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<u>OP 32 Line</u>	<u>FY 2009</u>	<u>Change</u>		<u>FY 2010</u>	<u>Change</u>		<u>FY 2011</u>
	<u>Actuals</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
913 Purchased Utilities	9	0	-9	0	0	0	0
914 Purchased Communications (Non-Fund)	290	3	1,547	1,840	26	-6	1,860
917 Postal Services (U.S.P.S.)	1	0	42	43	1	-1	43
920 Supplies & Material	3,941	43	848	4,832	68	-425	4,475
921 Printing & Repro	355	4	451	810	11	-2	819
922 Equip Maintenance by contract	599	7	-404	202	3	-1	204
923 Facility SRM	775	9	6,806	7,590	106	-6,477	1,219
925 Equip Purchases (Non-Fund)	497	5	5,777	6,279	88	-19	6,348
932 Mgt & Professional Support Services	2,365	26	4,330	6,721	94	-3,026	3,789
933 Studies, Analysis, & Evaluations	2,042	22	-2,064	0	0	0	0
937 Locally Purchased Fuel	0	0	1	1	0	0	1
989 Other Contracts	15,367	169	-7,351	8,185	114	-158	8,141
998 Other Costs	26	0	278	304	4	-1	307
999 Total Other Purchases	26,440	292	10,075	36,807	515	-10,116	27,206
Total	83,736	1,358	18,141	103,235	1,451	-7,053	97,633

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Fiscal Year 2011 Budget Estimates Office of Economic Adjustment (OEA)



February 2010

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OFFICE OF ECONOMIC ADJUSTMENT
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Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
 Budget Activity (BA) #: Name

	FY 2009	Price	Program	FY 2010	Price	Program	FY 2011
	<u>Actuals</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
OEA	160,252	1,836	-36,412	125,676	1,764	-76,629	50,811

I. Description of Operations Financed: The Office of Economic Adjustment is the Department of Defense's (DoD) primary source for assisting states and communities that are impacted by Defense changes and a first responder to the Department's Base Realignment and Closure (BRAC) actions. The OEA's Director testified under oath before the BRAC Commission that technical and financial assistance provided under this program ensures affected communities: 1) can plan and carry out local adjustment strategies; 2) engage the private sector in ventures to plan and/or undertake economic development and base redevelopment; and 3) partner with the Military Departments as they implement BRAC actions in support of the DoD mission. This assistance must be comprehensive enough to address the community impacts caused by Global Defense Posture Review (GDPR), Grow the Army (GTA), Grow the Force (GTF) and other transformation initiatives as well. OEA must be able to capably assist these communities with a multi-year program of support.

The OEA manages and directs the Defense Economic Adjustment Program and coordinates the involvement of other Federal Agencies through the Economic Adjustment Committee under Executive Order 12788, as amended. Economic adjustment assistance enables impacted states and communities to assess economic hardships caused by DoD program changes, identify and evaluate alternatives for local recovery, identify resource requirements, and assist in the preparation and implementation of an adjustment strategy or action plan to help states and communities:

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I. Description of Operations Financed (continued):

- (a) affected by base closures, realignments, and reductions in defense industry employment;
- (b) where expansion of the local military installation significantly increases the demand for public facilities and services; or
- (c) where community development and encroachment threaten the mission of an installation.

To aid impacted states and communities, the OEA will provide technical and financial assistance to plan and carry out economic and community development; land use planning; real estate development; base redevelopment; partnership with Military Department programs; workforce adjustment; and growth management. The OEA will help communities put together an adjustment program combining Federal, State, local, and private resources. For BRAC 2005, OEA's activities support DoD's goals in closing and realigning installations as presented in 32 CFR Parts 174 and 176, "Revitalizing Base Closure Communities and Addressing Impacts of Realignments."

The September 2005 Defense Base Closure and Realignment Commission "Report to the President", which became law November 9, 2005 identified 25 closures, 26 realignments, 44 expansions, for a total of 95 major installations, and the closure of 116 Reserve Component sites. Most installations affected by BRAC 2005 will not be closed or realigned until 2011, and the need for community economic adjustment assistance to plan and carry out strategies to overcome the economic hardships caused by BRAC, complete property disposal actions, and regenerate jobs will continue through the next several fiscal years. Likewise, mission growth from BRAC 2005, GPDR, GTA, GTF, Guam military

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I. Description of Operations Financed (continued):

build up and other transformation initiatives will continue to have significant impacts upon states and communities into the future.

The OEA is the DoD first responder for the multiple communities, businesses and workers adversely affected by DoD decisions to cancel or curtail Defense acquisition programs, with OEA program activity designed to plan and coordinate a local, state and Federal-wide economic adjustment response effort.

The OEA must maintain an effective Compatible Use Program capability to address instances of likely encroachment. The OEA is executing current projects, such as working with the National Academy of Public Administration (NAPA) to evaluate future directions for the compatible use program; positioning the program to serve the needs of the Military Departments, DoD, and civilian communities; and ensuring that the OEA is postured to support a new phase of adjustment to meet the Department's future sustainability goals.

The OEA estimates ongoing actions will result in a continuing need for approximately 100 grants per year, with the average grant being \$500,000. This estimate is based on field work assessments in project areas for communities impacted by downsizing and mission growth in affected jurisdictions for Federal and State funding requirements. In addition to technical and financial economic adjustment assistance, the OEA will provide for community and staff information technology and training, as well as host regional and national conferences for affected jurisdictions. The OEA funding will continue to assist earlier BRAC communities to undertake specialized plans to facilitate the redevelopment of a former base. These numbers may increase depending on additional Congressional requirements and responsibilities the OEA may be directed to assume.

II. Force Structure Summary: Not Applicable.

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III. Financial Summary (\$ in thousands)

	FY 2010						
	FY 2009 <u>Actuals</u>	Budget <u>Request</u>	<u>Congressional Action</u>		<u>Appropriated</u>	<u>Current Estimate</u>	FY 2011 <u>Estimate</u>
			<u>Amount</u>	<u>Percent</u>			
A. BA Activity (4)							
Administration and Service-wide Activities	160,252	37,166	88,510	238.1	125,676	125,676	50,811
OFFICE OF ECONOMIC ADJUSTMENT							
Operations	11,652	12,266	-62	-0.5	12,204	12,204	13,311
Community Assistance Grants	37,820	24,900			24,900	24,900	37,500
Congressionally Directed Projects	110,780		88,572		88,572	88,572	
Restoration of Centerville Beach Naval Facility	6,400						
Former March AFB Building Demo	1,200						
Thorium/Magnesium Excavation	1,200				1,600		
Norton AFB	4,800				4,800		
McClellan AFB	2,400				800		
Hunters Point Naval Shipyard	9,300				9,000		
Frankford Arsenal Environmental Assessment and Remediation	1,600						
Delaware Valley Continuing Education Initiative for National Guard	800						
Phase II of Stabilization/Repair of MOTBY Ship Facility	6,800						
Supplier Network Training Program	480						
Joint Tanana Range Access	60,000						
Intermodal Marine Facility-Port of Anchorage	10,000						

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III. Financial Summary (\$ in thousands)

	FY 2009 <u>Actuals</u>	Budget <u>Request</u>	FY 2010		<u>Appropriated</u>	<u>Current Estimate</u>	FY 2011 <u>Estimate</u>
			Congressional Action				
A. <u>BA Activity (4)</u>			<u>Amount</u>	<u>Percent</u>			
Soldier Center at Patriot Park, Fort Benning	4,800				4,000		
Military Intelligence Service Historic Learning Center	1,000				1,000		
Community Economic Assistance Grants-restore cut					7,000		
George AFB					1,000		
Almaden AFS Environmental Assessment and Remediation					3,200		
Naval Station Ingleside Redevelopment					1,000		
Phase I of Berth N-2 Reconstruction of MOTBY Ship Facility					3,600		
Caster Range Conservation Conveyance Study					300		
Drydock #1 Remediation and Disposal					3,000		
Eliminate Public Safety Hazards					1,072		
Remediation of Jet Fuel Contamination at Floyd Bennett Field					2,400		
Centerville Naval Housing Transfer					4,800		
Brigade Basing Remediation - Support to Public Entities					40,000		

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III. Financial Summary (\$ in thousands)

<u>B. Reconciliation Summary</u>	<u>Change</u> <u>FY 2010/FY 2010</u>	<u>Change</u> <u>FY 2010/FY 2011</u>
Baseline Funding	37,166	125,676
Congressional Adjustments (Distributed)	83,572	
Congressional Adjustments (Undistributed)	5,000	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-62	
Subtotal Appropriated Amount	125,676	
Fact-of-Life Changes (CY to CY Only)		
Subtotal Baseline Funding	125,676	
Anticipated Supplemental Reprogrammings		
Price Changes		1,764
Functional Transfers		
Program Changes		-76,629
Current Estimate	125,676	50,811
Less: Wartime Supplemental		
Normalized Current Estimate	125,676	50,811

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2010 President's Budget Request (Amended, if applicable)		37,166
1. Congressional Adjustments		88,510
a. Distributed Adjustments		
Economic Assistance Grants	7,000	
Norton AFB	4,800	
George AFB	1,000	
McClellan AFB	800	
Thorium/Magnesium Excavation - Blue Island	1,600	
Almaden AFS Environmental Assessment and Remediation	3,200	
Naval Station Ingleside Redevelopment	1,000	
Phase I of Berth N-2 Reconstruction of MOTBY Ship Repair Fac	3,600	
Caster Range Conservation Conveyance Study	300	
Drydock #1 Remediation and Disposal	3,000	
Eliminate Public Safety Hazards	1,072	
Hunters Point Naval Shipyard Remediation	9,000	
Remediation of Jet Fuel Contamination at Floyd Bennett Field	2,400	
Centerville Naval Housing Transfer	4,800	
Brigade Basing Remediation-Support to Public Entities	40,000	
b. Undistributed Adjustments		
Soldier Center at Patriot Park, Fort Benning	4,000	
Military Intelligence Service Historic Learning Center	1,000	
c. Adjustments to meet Congressional Intent		
d. General Provisions		
1) Sec 8097 - Economic Assumptions	-46	

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
e. Congressional Earmarks - Sec 8037 Indian Lands Environmental Impact	-16	
FY 2010 Appropriated Amount		125,676
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		
FY 2010 Baseline Funding		125,676
4. Reprogrammings (requiring 1415 Actions)		
Revised FY 2010 Estimate		125,676
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		
FY 2010 Normalized Current Estimate		125,676
6. Price Change		1,764
7. Functional Transfers		
8. Program Increases		16,803
a. Annualization of New FY 2010 Program		
b. One-Time FY 2011 Increases		
c. Program Growth in FY 2011		
1) Anticipated retirement buy outs and potential recruitment costs	34	
2) Proprietary software upgrade	886	
3) Increased operations costs	4	
4) Increased community assistance and defense industry grants	15,879	
9. Program Decreases		-93,432
a. Annualization of FY 2010 Program Decreases		
1) Back out price growth of congressional projects	-4,922	
b. One-Time FY 2010 Increases		

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
c. Program Decreases in FY 2011		
1) Congressional projects	-88,510	
FY 2011 Budget Request		50,811

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IV. Performance Criteria and Evaluation Summary

The OEA will assist communities impacted by the DoD with a multi-year program of support. In the case of a closure or downsizing realignment action, the OEA will assist states and communities to address challenges which include: replacing the jobs lost through the DoD action; creating capacities to plan and carry out redevelopment of the former installation; addressing buildings that are unsuitable for redevelopment; partnering with the private sector to optimize civilian reuse; financing redevelopment to the extent the public sector chooses; understanding and effectively addressing complex environmental circumstances; dealing with extremely variable implementation horizons; and offsetting negative regional economic impacts that may include declining DoD contract expenditures and housing purchases.

As the first responder for multiple communities, businesses and workers adversely affected by Defense industry cutbacks, the OEA will execute program activities to plan and coordinate local, state and Federal economic adjustment and workforce response efforts.

In the case of an expansion action resulting in local growth, the OEA will assist states and communities to focus on the capacities to absorb an influx of personnel and their dependents; assess any excessive demands for off-base community services and facilities; develop and implement growth management plans; and identify Federal, state and local resources needed to adjust to growth impacts.

The OEA will manage an effective Compatible Use program capability to address instances of likely encroachment; meet the needs of the Military Departments, DoD and civilian communities; support the Department's future sustainability goals.

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IV. Performance Criteria and Evaluation Summary

The OEA will continue to provide these critical areas of assistance to affected states and communities, support the Defense Economic Adjustment Program, and carryout all Congressional reporting requirements in a timely manner.

<u>Type of Project</u>	<u>Number of Projects</u>		
	<u>FY 2009 Actuals</u>	<u>FY 2010 Estimate</u>	<u>FY 2011 Estimate</u>
Base Closure/Realignment/Growth	100	100	100
Reserve Component Transformation	96	100	50
Compatible Use	41	60	60
State Grants	5	10	10
Defense Dependency/Industry Impact	3	5	10

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<u>V. Personnel Summary</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	Change FY 2009/ FY 2010	Change FY 2010/ FY 2011
<u>Active Military End Strength (E/S)</u>	3	3	3	-	-
(Total)					
Officer	3	3	3	-	-
Enlisted	-	-	-	-	-
<u>Civilian End Strength (Total)</u>					
U.S. Direct Hire	38	41	41	3	-
Foreign National Direct Hire	-	-	-	-	-
Total Direct Hire	38	41	41	3	-
Foreign National Indirect Hire	-	-	-	-	-
<u>Active Military Average Strength (A/S)</u>					
(Total)					
Officer	3	3	3	-	-
Enlisted	-	-	-	-	-
 Civilian FTEs (Total)					
U.S. Direct Hire	34	41	41	7	-
Foreign National Direct Hire	-	-	-	-	-
Total Direct Hire	34	41	41	7	-
Foreign National Indirect Hire	-	-	-	-	-
Average Annual Civilian Salary (\$ in thousands)	110,794	97,732	99,829	-13,062	2,097

OFFICE OF ECONOMIC ADJUSTMENT
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VI. OP 32 Line Items as Applicable (Dollars in thousands):

<u>OP 32 Line</u>	FY 2009 <u>Actuals</u>	Change FY 2009/FY 2010		FY 2010 <u>Estimate</u>	Change FY 2010/FY 2011		FY 2011 <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	4,904	121	62	5,087	79	34	5,200
199 Total Civ Compensation	4,904	121	62	5,087	79	34	5,200
308 Travel of Persons	603	7	281	891	12	-26	877
399 Total Travel	603	7	281	891	12	-26	877
673 Def Fin & Accounting Svc	215	-1	131	345	1	-28	318
912 GSA Leases	606	15	48	669	9	0	678
914 Purch Communications	181	2	-60	123	2	0	125
920 Supplies/Matl (non fund)	354	4	2	360	5	1	366
921 Print & Reproduction	50	1	72	123	2	0	125
925 Eqt Purch (non fund)	0	0	102	102	1	1	104
987 Other IntraGovt Purch	1,436	16	-506	946	13	2	961
988 Grants	148,600	1,635	-36,825	113,410	1,589	-77,499	37,500
989 Other Contracts	3,302	36	281	3,619	51	886	4,556
998 Other Costs	1	0	0	1	0	0	1
999 Total Other Purchases	154,745	1,708	-36,755	119,698	1,672	-76,636	44,734
Total	160,252	1,836	-36,412	125,676	1,764	-76,629	50,811

OFFICE OF ECONOMIC ADJUSTMENT
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2011 Budget Estimates

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Fiscal Year 2011 Budget Estimates

Overseas Humanitarian, Disaster Assistance, and Civic Aid



February 2010

DEFENSE SECURITY COOPERATION AGENCY
Overseas Humanitarian, Disaster and Civic Aid (OHDACA)
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DEFENSE SECURITY COOPERATION AGENCY
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Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
Budget Activity (BA) #: BA-01 Operating Forces

	<u>FY 2009</u> <u>Actuals</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2010</u> <u>Estimate</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2011</u> <u>Estimate</u>
DSCA	93,334	1,027	15,370	109,731	1,857	-3,556	108,032

* Includes \$10.2 million of unobligated balance carry forward.

I. Description of Operations Financed: The Overseas Humanitarian, Disaster and Civic Aid (OHDACA) appropriation supports the Secretary of Defense and Combatant Commanders' security cooperation strategies to build indigenous capabilities and cooperative relationships with allies, friends, civil society, and potential partners. The appropriation provides low cost, non-obtrusive but highly effective activities that help partners help themselves, improves access to areas not otherwise available to U.S. Forces, and build collaborative relationships with host nation's civil society. The FY 2011 budget estimate requests a total of \$108 million to finance the humanitarian assistance and mine action programs as well as the foreign disaster relief initiative.

The Humanitarian Assistance (HA) Program: Established in 1986, this program is designed to assure friendly nations and allies of our support and provide basic humanitarian aid and services to populations in need. The Department and Combatant Commanders seek to help avert political and humanitarian crises, promote democratic development and regional stability, and enable countries to begin to recover from conflicts.

HA projects and activities accomplish these objectives through (1) donation of excess non-lethal DoD property; (2) provision of on-the-ground activities carried out by

DEFENSE SECURITY COOPERATION AGENCY
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U.S. military personnel aimed at assuring friendly nations of our support by improving U.S. military presence in countries; and (3) enabling the Commands to assist countries by improving local crises response capacity and training in disaster planning and preparedness which minimizes the potential for crises to develop or expand, thereby promoting regional stability and reducing a requirement for large-scale deployment of U.S. military forces at a later date. Such activities include assessment of needs, rudimentary construction of clinics, schools, and roads, medical, technical and logistical assistance.

In non-crisis peacetime settings, DoD humanitarian assistance programs support the Combatant Commanders by providing access to and fostering goodwill for the U.S. military in selected countries.

The DoD, in coordination with the Department of State (DoS), transports non-lethal excess defense property in support of U.S. national security and foreign policy objectives. Funding also provides for distribution of relief supplies, acquisition and shipment of transportation assets to assist in distribution; purchase and provision of relief supplies; refurbishment and restoration of excess DoD non-lethal equipment; storage of excess property; and inspection, packaging and intermediary warehouse storage until excess material is delivered. The costs of DoD assistance include other smaller scale activities conducted by U.S. forces targeted at relieving suffering and promoting U.S. military presence in countries. These activities include training, rudimentary construction, and medical, technical, engineering and logistical assistance, as well as transportation and the provision of Humanitarian Daily Rations (HDRs). Among the functions of such activities are surveys and assessments to ensure the DoD excess property is appropriately used for the intended purpose, and that local personnel are trained in its operation and maintenance.

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The Combatant Commanders' Humanitarian Assistance activities reflect the priorities of the Secretary of Defense and the Chairman, Joint Chiefs of Staff. They also include support programs that ensure proper administration of humanitarian activities and allow the DoD to anticipate future requirements and understand key issues related to program execution. Activities include technical and administrative assistance and studies, including initiatives to support actions to improve civilian-military collaboration and coordination of humanitarian assistance and operations with the U.S. Agency for International Development (USAID), Non-Government Organizations (NGO) and international organizations. These activities provide for timely response to emerging priorities defined by USG principals as important to the bilateral military relations of the United States, to include requests from other agencies that further national security and foreign policy objectives.

In FY 2011, \$82.9 million is requested to support DoD humanitarian assistance programs and activities. Activities include transportation, excess property, and other targeted assistance for disaster preparedness and mitigation in countries where the Commanders have fewer other programs. Current plans call for the Commanders to conduct humanitarian assistance activities as part of their regional security cooperation strategy, and to enhance readiness for crisis response to emergencies in their regions. The list of projects submitted by Combatant Command and country identify that each Combatant Commander has more projects requested than funding available. A summary of this information is provided in the table below. However, some variation may be necessary based on environmental requirements during funding execution.

The approximately 500 Humanitarian Assistance projects by Combatant Command are reflected below:

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<u>Combatant Command</u>	<u>Number of Projects</u>	<u>\$ in Millions</u> <u>Estimated FY 2011</u> <u>Baseline Funding</u>
USCENTCOM	38	6.7
USEUCOM	56	11.5
USPACOM	225	27.1
USSOUTHCOM	139	29.1
USAFRICOM	39	8.0
USNORTHCOM	2	1.0
Total	499	83.4

The Humanitarian Mine Action (HMA) Program: The HMA program is a major component of the USG program and supports DoD's security cooperation strategy. Explosive Remnants of War (ERW), landmines, unexploded ordnance, and small arms ammunitions, are the residues of civil wars and internal conflicts on virtually every continent. Increasingly in these conflicts, these explosives deny civilian populations their livelihoods, uproot them from their lands, and promote political instability. Today, explosive remnants of war kill or maim at least 1,000 people every month - most of them innocent civilians.

The HMA Program, a train-the-trainer program executed by the Combatant Commanders, provides significant training and readiness-enhancing benefits to U.S. forces while contributing to alleviating a highly visible, worldwide problem. The program aids in the development of leadership and organizational skills for host country personnel to sustain their mine action programs after U.S. military trainers have redeployed. The DoD

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program provides access to geographical areas otherwise not easily available to U.S. forces and contributes to unit and individual readiness by providing unique in-country training opportunities that cannot be duplicated in the United States. U.S. military or civilian personnel do NOT enter active minefields or remove emplaced landmines. Our military forces hone critical wartime, civil-military, language, cultural, and foreign internal defense skills. Additionally, DoD health services professionals may be included in training missions, which increase their knowledge and ability to deal with blast/trauma wounds, while providing advice and assistance to host nations on immediate and short-term victim assistance issues. Projects provide direct humanitarian assistance while benefiting DoD by providing excellent training opportunities for our soldiers and by expanding U.S. military medical contacts with foreign medical providers.

The Humanitarian Demining Training Center (HDTC), established at Fort Leonard Wood, Missouri, is the DoD military center of excellence for the training of deploying U.S. personnel for mine action missions. HDTC also collects information on landmines and ERW in countries approved for participation in the USG HMA program. HDTC incorporates new demining technologies and techniques in training plans and provides current data on country specific ERW (including unexploded ordnance (UXO), mines, booby traps, and small arms ammunition) in support of training. HDTC is also tasked to expand current training in mine risk education to include personnel from other USG agencies, NGOs, and international organizations and to develop linkages to those agencies and academic institutions.

Humanitarian Mine Action is a Combatant Commander managed training and security cooperation program primarily using U.S. forces to assist host nations with educating civilian populations on the dangers of explosive remnants of war and how to identify and report their locations. The program trains local demining cadre to identify suspected contaminated areas, conduct surveys and assessments, destroy landmines and ERW, and

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return those cleared areas to productive use. It also provides supplies, services, and equipment, to a limited degree, to host country mine action centers to help clear contaminated areas impeding the repatriation of internally displaced persons and/or refugees and obstructing the means to lead productive lives. The Humanitarian Mine Action Program enhances the deployment and war-fighting skills of our military forces, and is instrumental in promoting regional stability and improving USG and Combatant Commanders' relations with host nations.

Travel and transportation requirements for deploying forces are a major expense of the program. Deployments primarily consist of highly skilled CA, medical, engineers, explosive ordnance disposal (EOD), and other general purpose forces to help host nations establish mine action programs and to train and advise local cadre in managing their sustainment operations.

For 2011, \$5.2 million is requested for DoD humanitarian mine action activities previously described. Funding will provide for assessments of newly designated countries, ongoing worldwide training operations, incremental funding of high-priority, emerging operations, and evaluations of current programs to determine if projected "end states" have been met.

The HMA training missions projected by Combatant Commands for various Host Nations are identified below.

<u>Combatant</u> <u>Command</u>	<u>Host</u> <u>Nations</u>
USCENTCOM	Lebanon, Pakistan, Yemen
USEUCOM	Armenia, Azerbaijan, Bulgaria, Croatia, Estonia, Georgia

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USAFRICOM	Burundi, Ethiopia, Kenya, Congo, Sudan, Namibia, Mozambique
USPACOM	Cambodia, Thailand, Mongolia
USSOUTHCOM	Argentina, Brazil, Colombia, Ecuador, Peru

Foreign Disaster Relief Initiative: In times of severe natural and man-made disasters such as the Pacific Tsunami (2005), Pakistan Earthquake (2006), the Burma Cyclone (2007), and the Georgia conflict (2008), the U.S. military has been and will continue to be called upon to provide aid and assistance because of our unique assets and capabilities. OHDACA funding allows the Combatant Commanders to provide immediate life-saving assistance to countries in their region.

DoD plays a key role by providing effective response when asked by the Department of State and the Agency for International Development. The U.S. military offers exceptional operational reach and can be immediately deployed as a stopgap measure to limit the extent of emergencies. The DoD ability to respond rapidly assists in the containment of crises and limit threats to regional stability by donating and/or transporting relief aid within hours or a few days of a disaster. The DoD is unmatched in regard to command and control, logistics, transportation, and communications, and in the amount of cargo able to be transported by available air or sealift. These capabilities would be extremely expensive to develop and maintain in any other government agency.

Emergency response encompasses transportation, logistical support, provisions of Humanitarian Daily Rations (HDRs) (to maintain the health of moderately malnourished recipients until conventional relief programs or targeted feeding can be resumed), search and rescue, medical evacuation, and assistance to internally displaced persons and refugees, in the form of both supplies and services.

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Accordingly, \$20 million is requested in FY 2011 for Foreign Disaster Relief. Request that these funds be appropriated specifically for disasters but maintain the standard two-year appropriation life-cycle as the rest of the OHDACA appropriation.

II. Force Structure Summary: None.

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III. Financial Summary (\$ in thousands)

	FY 2010						
	FY 2009 <u>Actuals</u>	Budget <u>Request</u>	<u>Congressional Action</u>			Current <u>Estimate</u>	FY 2011 <u>Estimate</u>
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
A. <u>BA Subactivities</u>							
1. <u>Operational Forces</u>	93,334	109,869	-138	0.125	109,731	109,731	108,032
Humanitarian Assistance	82,825	84,667	-138	0.163	84,529	84,529	82,856
Humanitarian Mine Action Program	2,766	5,202			5,202	5,202	5,176
Foreign Disaster Relief Initiative	7,743	20,000			20,000	20,000	20,000

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III. Financial Summary (\$ in thousands)

<u>B. Reconciliation Summary</u>	<u>Change FY 2010/FY 2010</u>	<u>Change FY 2010/FY 2011</u>
Baseline Funding	109,869	109,731
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-138	
Subtotal Appropriated Amount	109,731	
Fact-of-Life Changes (CY to CY Only)		
Subtotal Baseline Funding	109,731	
Anticipated Supplemental		
Reprogrammings		
Price Changes		1,857
Functional Transfers		
Program Changes		-3,556
Current Estimate	109,731	108,032
Less: Wartime Supplemental		
Normalized Current Estimate	109,731	

DEFENSE SECURITY COOPERATION AGENCY
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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2010 President's Budget Request (Amended, if applicable)		109,869
1. Congressional Adjustments		-138
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions		
1) Sec 8097 - Economic Assumptions	-138	
e. Congressional Earmarks		
FY 2010 Appropriated Amount		109,731
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		
FY 2010 Baseline Funding		109,731
4. Reprogrammings (requiring 1415 Actions)		
Revised FY 2010 Estimate		109,731
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		
FY 2010 Normalized Current Estimate		109,731
6. Price Change		1,857
7. Functional Transfers		
8. Program Increases		
a. Annualization of New FY 2010 Program		
b. One-Time FY 2011 Increases		
c. Program Growth in FY 2011		
9. Program Decreases		-3,556
a. Annualization of FY 2010 Program Decreases		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
b. One-Time FY 2010 Increases		
c. Program Decreases in FY 2011		
1) Humanitarian Assistance other contracts are reduced. None of these funds are used to finance Military Humanitarian Assistance requirements in support of Overseas Contingency Operations. (FY 2010 Baseline: \$84,529)	-3,403	
2) Humanitarian Mine Action other contracts are reduced. None of these funds are used to finance Military Humanitarian Assistance requirements in support of Overseas Contingency Operations. (FY 2010 Baseline: \$5,202)	-153	
FY 2011 Budget Request		108,032

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IV. Performance Criteria and Evaluation Summary

As is the case with Humanitarian projects and support of foreign disaster relief and emergency crises, additional and immediate requirements emerge during the execution year. Accordingly, performance criteria are difficult to summarize. Useful measures are the amount of actual obligations reported, planned obligations, and the number of projects and training missions planned and identified in the descriptions of the operations financed for each sub-activity above.

Funding Levels	FY 2009 <u>Actual</u>	FY 2010 <u>Estimate</u>	FY 2011 <u>Estimate</u>
Humanitarian Assistance Program	82,825	84,529	82,856
Humanitarian Mine Action Program	2,766	5,202	5,176
Foreign Disaster Relief Initiative	7,743	20,000	20,000
Total	93,334	109,731	108,032

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

OP 32 Line	FY 2009	Change		FY 2010	Change		FY 2011
	Actuals	Price	Program	Estimate	Price	Program	Estimate
308 Travel of Persons	2,214	24	0	2,238	31	0	2,269
399 Total Travel	2,214	24	0	2,238	31	0	2,269
415 DLA Supplies & Materials	0	0	1,388	1,388	29	0	1,417
499 Total Supplies & Materials	0	0	1,388	1,388	29	0	1,417
711 MSC Cargo (fund)	0	0	2,229	2,229	343	0	2,572
771 Commercial Transport	5,700	63	20,046	25,809	361	677	26,847
799 Total Transportation	5,700	63	22,275	28,038	704	677	29,419
920 Supplies/Matl (non fund)	12,318	135	-4,787	7,666	107	0	7,773
925 Eqt Purch (non fund)	682	8	-636	54	1	0	55
987 Other IntraGovt Purch	1,365	15	0	1,380	19	0	1,399
989 Other Contracts	39,711	437	28,819	68,967	966	-4,233	65,700
998 Other Costs	31,344	345	-31,689	0	0	0	0
999 Total Other Purchases	85,420	940	-8,293	78,067	1,093	-4,233	74,927
Total	93,334	1,027	15,370	109,731	1,857	-3,556	108,032

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Office of Inspector General (OIG)**



February 2010

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INSPECTOR GENERAL
DEPARTMENT OF DEFENSE
400 ARMY NAVY DRIVE
ARLINGTON, VIRGINIA 22202-4704

JAN 21 2010

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE (COMPTROLLER)

SUBJECT: Fiscal Year (FY) 2011 President's Budget Submission, Department of
Defense (DoD) Office of Inspector General (OIG)

The attached DoD OIG Fiscal Year 2011 President's Budget submission was prepared in accordance with the "Fiscal Year 2011 President's Budget Submission" memorandum dated December 22, 2009.

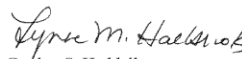
The Inspector General Reform Act (Pub. L. 110-409) was signed by the President on October 14, 2008. Section 6(f)(1) of the Inspector General Act of 1978, 5 U.S.C. app. 3, was amended to require certain specifications concerning Office of Inspector General budget submissions each fiscal year.

Following the requirements as specified above, the DoD OIG submits the following information relating to the DoD OIG's requested budget for fiscal year 2011:

- The aggregate budget request for the operations of the DoD OIG was \$278.287 million,
- The final President's Budget for DoD OIG is \$283.354 million,
- The portion of this amount needed for DoD OIG training is \$4.158 million, and
- The amount needed to support to the Council of Inspectors General on Integrity and Efficiency (CIGIE) is \$.656 million.

I certify as the Department of Defense Inspector General that the amount I have requested for training satisfies all DoD OIG training needs for fiscal year 2011.

Also included is a request for \$10.529 million for Overseas Contingency Operations. Request this amount be fully funded at the onset of FY 2011.


Gordon S. Heddell

Attachment:
As stated

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**OFFICE OF INSPECTOR GENERAL
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2011 Budget Estimates**

**Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
Budget Activity (BA) #: Office of Inspector General**

Agency	<u>FY 2009 Actuals</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2010 Estimate</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2011 Estimate</u>
	279,144	6,092	2,864	288,100	4,206	-8,952	283,354

* The FY 2009 Actual column includes \$0.0 thousand of FY 2009 Bridge Funding Appropriations (PL 110-252); and \$9,551.0 thousand of FY 2009 Supplemental Appropriations Act funding (PL 111-32).

* The FY 2010 Estimate column excludes \$8,876.0 thousand enacted in the FY 2010 Defense-Wide Overseas Contingency Operations Appropriation (P.L. 111-118).

I. Description of Operations Financed: The Office of Inspector General (OIG) audits, investigates, inspects, and evaluates the programs and operations of the Department of Defense (DoD) and, as a result, recommends policies and process improvements that promote economy, efficiency, and effectiveness in DoD programs and operations. During the last 3 years, the OIG has achieved \$2.8 billion in savings and \$3.5 billion in recovery for the nation. The Inspector General is the only DoD official qualified to issue opinions on the financial statements of the DoD.

The Inspector General also:

- 1) is the principal adviser to the Secretary of Defense (SECDEF) for matters relating to the prevention and detection of fraud, waste, and abuse in the DoD programs and operations;
- 2) provides policy direction for audits and investigations relating to fraud, waste, and abuse and program effectiveness;
- 3) investigates fraud, waste, and abuse uncovered as a result of other contract and internal audits, as the Inspector General considers appropriate;
- 4) develops policy, monitors, and evaluates program performance, and provides guidance with respect to all Department activities relating to criminal investigation programs;

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- 5) monitors and evaluate the adherence of DoD auditors to internal audit, contract audit, and internal review principles, policies, and procedures;
- 6) develops policy, evaluates program performance, and monitors actions of audits conducted by the Comptroller General of the United States;
- 7) requests assistance as needed from other audit, inspection, and investigative units of the DoD (including Military Departments); and
- 8) gives particular regard to the activities of the internal audit, inspection, and investigative units of the Military Departments with a view toward avoiding duplication and ensuring effective coordination and cooperation.

The aggregate amounts requested in the President's Budget for: OIG operational requirements, training, and support to the Council of Inspectors General on Integrity and Efficiency (CIGIE) satisfy the OIG requirements for FY 2011.

Narrative Explanation of Changes:

FY 2010 to FY 2011: The current Fiscal Guidance for FY 2011 (\$283.4 million) reflects a decrease from FY 2010 (\$288.1 million) of \$4.7 million. This \$4.7 million for FY 2011 is a result of fewer contracts and equipment and supplies purchases.

Auditing: The work of the Office of the Deputy Inspector General for Auditing (ODIG-AUD) results in recommendations for reducing costs; eliminating fraud, waste, and abuse; improving performance of business operations; strengthening internal controls; improving Military Service member effectiveness or safety; and achieving compliance with laws, regulations, and policies. Audit topics are determined by law, requests from the SECDEF and other DoD leadership, Hotline allegations, congressional requests, and OIG risk analyses of DoD programs and also include areas of concern for contract pricing, services contracts, contractor overhead costs, and major weapons systems acquisitions. To support

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the Overseas Contingency Operations (OCO), ODIG-AUD maintains staff in Iraq, Afghanistan, and Qatar and has established new field offices in Germany and Hawaii and is expanding the Yorktown, Pennsylvania, and Tampa, Florida offices.

For additional information regarding Auditing, visit the public website at www.dodig.mil/Audit/index.html.

Investigations: The Office of the Deputy Inspector General for Investigations (ODIG-INV) comprises the Defense Criminal Investigative Service (DCIS). DCIS traditional areas of concentration are major procurement fraud with emphasis on defective and substandard products, cyber crimes, healthcare fraud, public corruption, anti-terrorism operations, and technology protection investigations (illegal transfer, theft, or diversion of DoD technologies and U.S. Munitions List items to proscribed nations and persons). DCIS participates with the Federal Bureau of Investigation (FBI) on Joint Terrorism Task Forces (JTTFs) at the FBI headquarters and at 45 locations across the U.S. DCIS also works with U.S. Immigration and Customs Enforcement to stem the illegal diversions of DoD technology, weapon systems, and equipment through an intensive criminal investigative effort and awareness training to include tailored briefings designed to encourage DoD and contractor employees to report to DoD law enforcement agencies crimes impacting DoD programs.

DCIS actively participates in the Law Enforcement/Counterintelligence Center (LECIC), which is part of the Joint Task Force - Global Network Operations (JTF-GNO) established to protect the Global Information Grid (GIG). Additionally, DCIS is an active member of the Defense Council on Integrity and Efficiency and is a mainstay on the Department of Justice National Procurement Fraud Task Force. DCIS remains a key member of the Department of Justice International Contract Corruption Task Force (ICCTF), whose mission is to deploy criminal investigative and intelligence assets worldwide to detect, investigate, and prosecute corruption and contract fraud resulting primarily from OCO.

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DCIS is also an active member of the National Procurement Fraud Task Force (NPFTF), created in October 2006 to promote the prevention, early detection, and prosecution of procurement fraud. The NPFTF is chaired by the Assistant Attorney General for the Criminal Division, and includes DCIS, the FBI, the Inspector General community, federal prosecutors across the country, as well as Department of Justice Criminal, Civil, Antitrust, and Tax Divisions.

For additional information regarding Investigations visit the public website at www.dodig.mil/INV/index.html.

Administrative Investigations: The Office of the Deputy Inspector General for Administrative Investigations (ODIG-AI) composed of: Investigations of Senior Officials (ISO) which ensures that ethical violation, abuses of authority, or misuses of public office do not undermine the credibility of the national command structure; Military Reprisal Investigations (MRI) which conducts and oversees investigations of whistleblower reprisal; and Civilian Reprisal Investigations (CRI) which reviews and investigates whistleblower reprisal allegations submitted to the DoD Hotline by DoD civilian appropriated fund employees.

For more information regarding Administrative Investigations visit the public website at www.dodig.mil/AI/index.html.

Policy and Oversight: The Office of the Deputy Inspector General for Policy and Oversight (ODIG-P&O) provides policy, guidance, and oversight to audit, inspections, evaluations, investigations, and hotline activities within the DoD. ODIG-P&O also provides analysis and comments on all proposed draft DoD policy issuances, as well as provides technical assessments to OIG organizations.

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- Audit Policy and Oversight (APO) Directorate provides audit policy direction, guidance, and oversight for the ODIG-AUD, the Military Departments audit organizations, the Defense Contract Audit Agency (DCAA), other Defense audit organizations and public accounting firms under the Single Audit Act. The APO provides guidance and oversight for over 6,500 DoD auditors in 24 DoD audit organizations, which is nearly 40 percent of all auditors in Federal Inspector General audit organizations.
- Investigative Policy and Oversight (IPO) Directorate evaluates the performance and develops policy for the DoD criminal investigative and law enforcement community, as well as the non-criminal investigative offices of the DoD. The IPO Directorate also manages the Inspector General Subpoena Program for investigating fraud and other select criminal offenses, and administers the DoD Voluntary Disclosure Program, which facilitates Defense contractors desiring to self-report potential fraud.
- Inspections and Evaluations (I&E) Directorate conducts objective and independent customer-focused management and program inspections and evaluations that address areas of interest to Congress, DoD, and the Inspector General, and provides timely findings and recommendations to improve DoD programs and operations.
- Technical Assessment Division provides a variety of engineering support functions for the OIG audit, investigative, and evaluation organization and to other DoD organizations as needed.

For more information regarding Policy and Oversight visit the public website at www.dodig.mil/Inspections/Index.htm.

Intelligence: The Office of the Deputy Inspector General for Intelligence (ODIG-INTEL) audits, evaluates, monitors, and reviews the programs, policies, procedures, and functions of the DoD Intelligence Community, special access programs, the Defense nuclear program and operations, and other highly classified programs and functions within the DoD (hereafter referred to collectively as DoD intelligence). The DIG-INTEL is the primary advisor to the DoD Inspector General and through the DoD Inspector General to the SECDEF

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and other Office of the Secretary of Defense (OSD) leaders on intelligence audit and evaluation matters. The ODIG-INTEL audits, reviews, and evaluates topics determined by law, requests from the SECDEF and other DoD leadership, Hotline allegations, congressional requests, and internal analyses of risk in DoD Intelligence programs. The ODIG-INTEL also works closely with other Federal agency and organization Inspectors General, such as the Central Intelligence Agency, Director National Intelligence, and Department of Justice, coordinating and collaborating on projects to ensure proper operation, performance and results for national intelligence activities.

The ODIG-INTEL personnel also assist the Office of the Director of National Intelligence Inspector General (ODNI-IG) to administer, coordinate, and oversee the functions of the Intelligence Community Inspectors General (ICIG) Forum. The ICIG Forum promotes and improves information sharing among Inspectors General of the Intelligence community. It also enables each Inspector General to carry out the duties and responsibilities established under the Inspector General Act of 1978, as amended, to avoid duplication and ensure effective coordination and cooperation.

For more information regarding Intelligence visit the public website at www.dodig.mil/Ir/Index.html.

Special Plans and Operations: The Office for Special Plans and Operations (SPO) facilitates informed decision-making by senior leaders of the DoD, U.S. Congress and other Government organizations by providing timely, high-value assessment reports on strategic challenges and issues, with a special emphasis on OCO funding issues and operations in Southwest Asia (SWA). Its work complements the efforts of the other DoD OIG components.

SPO is staffed with a core combination of civilian and military personnel who must be deployable to the SWA Theater of Operations. Team members can be drawn from OIG, other

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DoD, and interagency detailees that have the required evaluation and audit skill sets, and specific experience and knowledge of the issue areas being addressed.

For more information regarding Special Plans and Operations visit the public website at www.dodig.mil/spo/index.html.

Other Components, OIG:

The Office of Communications and Congressional Liaison (OCCL) supports the OIG by serving as the primary point of contact for external communications between the OIG, the public and the Congress and by serving as the public affairs office. OCCL includes the Defense Hotline, Freedom of Information Division, Government Accountability Office (GAO) Liaison Office, the OIG Web Development Team, and digital media support.

For more information regarding Office of Communications and Congressional Liaison visit the public website at www.dodig.mil/occl/index.html.

The Office of General Counsel (OGC) provides independent and objective advice and legal counsel to the Inspector General and the OIG. The scope of OGC advice and legal opinions includes criminal and administrative investigation, procurement, fiscal, personnel, ethics, international, and intelligence matters. The OIG General Counsel serves as the OIG Designated Agency Ethics Official (DAEO) and manages the OIG Ethics Program.

The Office of Administration and Management (OA&M) provides mission essential support for personnel, security, training, administration, logistics, financial management, and information technology through its six Directorates: Human Capital Advisory Services; Office of Security; Training Services; Administration and Logistics Services; Office of the Comptroller; and Information Systems. OA&M supervises and provides mission critical functions in support of the OIG's day-to-day operations at headquarters and 74 field

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offices located throughout the world. The OA&M also supports Combatant Command and Joint Inspector General Training and Doctrine development.

II. Force Structure Summary: N/A

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III. Financial Summary (\$ in thousands)

	FY 2010							
	FY 2009 Actuals	Budget Request	<u>Congressional Action</u>				Current Estimate	FY 2011 Estimate
			Amount	Percent	Appropriated			
A. BA Subactivities								
1. Auditing	108,377	109,773	4,202	4%	113,975	113,975	111,840	
2. Investigations	93,892	85,990	6,647	8%	92,637	92,637	91,338	
3. Administrative Investigations	2,221	8,225	1,765	21%	9,990	9,990	9,765	
4. Policy and Oversight	16,697	14,363	511	4%	14,874	14,874	14,468	
5. Intelligence	6,791	7,715	472	6%	8,187	8,187	8,007	
6. Special Plans and Operations	2,055	3,730	110	3%	3,840	3,840	3,761	
7. Other OIG	32,712	37,813	880	2%	38,693	38,693	38,361	
8. Council of Inspectors General on Integrity and Efficiency (CIGIE)	643	675	0		675	675	656	
				0%				
9. OIG - Training	4,039	3,160	1,069	34%	4,229	4,229	4,158	
10. OCO Funding	9,299							
11. RDT&E Supplemental	1,980							
12. Procurement	438	1,000	0	0%	1,000	1,000	1,000	
Total	279,144	272,444	15,656	6%	288,100	288,100	283,354	

* The FY 2009 Actual column includes \$0.0 thousand of FY 2009 Bridge Funding Appropriations (PL 110-252); and \$9,551.0 thousand of FY 2009 Supplemental Appropriations Act funding (PL 111-32).

* The FY 2010 Estimate column excludes \$8,876.0 thousand enacted in the FY 2010 Defense-Wide Overseas Contingency Operations Appropriation (P.L. 111-118).

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B. <u>Reconciliation Summary</u>	<u>Change</u> <u>FY 2010/FY 2010</u>	<u>Change</u> <u>FY 2010/FY 2011</u>
Baseline Funding	272,444	288,100
Congressional Adjustments (Distributed)	15,656	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	288,100	
Fact-of-Life Changes (CY to CY Only)		
Subtotal Baseline Funding	288,100	
Anticipated Supplemental	8,876	
Reprogrammings		
Price Changes		4,206
Functional Transfers		
Program Changes		-8,952
Current Estimate	296,976	283,354
Less: Wartime Supplemental	-8,876	
Normalized Current Estimate	288,100	

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<u>C. Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2010 President's Budget Request (Amended, if applicable)		272,444
1. Congressional Adjustments		15,656
a. Distributed Adjustments	15,656	
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions		
e. Congressional Earmarks - Indian Lands Environmental Impact		
FY 2010 Appropriated Amount		288,100
2. War-Related and Disaster Supplemental Appropriations		8,876
3. Fact of Life Changes		
FY 2010 Baseline Funding		296,976
4. Reprogrammings (requiring 1415 Actions)		
Revised FY 2010 Estimate		296,976
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		-8,876
FY 2010 Normalized Current Estimate		288,100
6. Price Change		4,206
7. Functional Transfers		
8. Program Increases		
a. Annualization of New FY 2010 Program		

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<u>C. Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
b. One-Time FY 2011 Increases		
c. Program Growth in FY 2011		
9. Program Decreases		-8,952
a. Annualization of FY 2010 Program Decreases		
b. One-Time FY 2010 Increases		
c. Program Decreases in FY 2011		
1) Auditing - Decrease in travel and contracts (Baseline: \$113,975.0 thousand)	-3,805	
2) Investigations - Decrease in supplies and contracts (Baseline: \$92,637.0 thousand)	-2,656	
3) Administrative Investigations - Decrease in supplies (Baseline: \$9,990.0 thousand)	-371	
4) Policy and Oversight - Decrease in travel (Baseline: \$14,874.0 thousand)	-624	
5) Intelligence - Decrease in supplies (Baseline: \$8,187.0 thousand)	-300	
6) Special Plans and Operations - Decrease in travel (Baseline: \$3,840.0 thousand)	-135	
7) Other OIG - Decrease in travel, supplies, equipment, contracts (Baseline: \$38,393.0 thousand)	-899	
8) CIGIE - Decrease due to amount based on appropriation (Baseline: \$675.0 thousand)	-29	

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<u>C. Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
9) OIG - Training - Decrease in training	-133	
FY 2011 Budget Request		283,354

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Auditing: The Audit component assists the Department by supporting fundamental imperatives of the Department identified in the Quadrennial Defense Review Report. These imperatives are to continue to transform the Department's warfighting capabilities and to implement enterprise-wide changes to ensure that organizational structures, processes, and procedures support DoD's strategic direction. The ODIG-AUD goal is for 95 percent of completed audits to provide at least one of the following five benefits: improve business operations, comply with statute or regulations, improve national security, identify potential monetary benefits, and improve effectiveness of the safety of service members. A prime objective of the OIG Strategic Plan and the Audit Strategic Plan is to assess the risks and weaknesses in the Department and recommend the development or strengthening of management practices and controls to ensure the efficient use of resources and promote effective operations. Two of the key measurements of Audit success are identification of potential monetary benefits and concurrence rate on audit recommendations that correct identified deficiencies. In FY 2009, the ODIG-AUD produced 119 reports which claimed potential monetary benefits totaling \$827.7 million. During FY 2009, Audit also achieved \$1.04 billion in monetary benefits from reports issued in FY 2007 and earlier (i.e., funds were put to better use because of actions completed on audit recommendations). Numerous other audits provide value to the Department, but do not lend themselves to identification of specific monetary benefits.

In FY 2009, the ODIG-AUD created and filled new positions to provide increased oversight of high-risk areas such as Southwest Asia operations as well as the American Recovery and Reinvestment Act. Fundamental contract deficiencies continue to plague the Department, particularly in the areas of requirements definition, competition, contract administration, and contract pricing. The risk of these problems continuing is increased as the acquisition workforce and oversight community loses their skilled workers. As of June 30, 2009, there were 1,075 acquisition programs (including Acquisition Category I-IV

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programs) with research, development, test and evaluation; and procurement costs estimated at a cost of \$1.8 trillion. Of that 92 are major defense acquisition programs with research, development, test and evaluation; and procurement costs estimated at a cost of \$1.38 trillion.

The DoD annually produces at least 65 individual financial statements, many of which are larger and more complex than the statements of most public corporations. The OIG is the sole DoD audit organization authorized to review those statements and issue opinions on them. In FY 2009 the OIG again limited its financial statement audit work and redirected the Defense Business Operations staff to work on audits related to the Government Purchase Card Program, and internal control and compliance reviews over systems and property. In addition, because of increased concerns over funding spent on OCO and in response to the FY 2008 National Defense Authorization Act Section 842, "Investigation of Waste, Fraud, and Abuse in Wartime Contracts and Contracting Processes in Iraq and Afghanistan," the OIG is performing several financial audits to determine whether OCO funds are being used for their intended purpose.

The DoD submitted the latest version of the Financial Improvement and Audit Readiness (FIAR) Plan to congressional defense committees in March 2009, in accordance with the FY 2006 National Defense Authorization Act. The FIAR Plan is a roadmap to fix internal controls and correct processes necessary for financial statement audit readiness. Through participation in the Financial Management Leadership Council and various other meetings, the OIG serves in an advisory role to the FIAR Directorate in updating and executing the FIAR plan.

In 2009, the auditors issued disclaimers of opinion on the DoD Agency-wide FY 2008 financial statements and eight of the components' statements that support the Agency-wide

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statements; a qualified opinion on the Medicare Eligible Retiree Health Care Fund; an unqualified opinion on the Military Retirement Fund; and a unqualified opinion on the U.S. Army Corps of Engineers FY 2008 and FY 2007 financial statements. In addition, the auditors performed audits or provided contractor oversight on 5 financial systems audits and performed approximately 65 other audits on internal controls, compliance with laws and regulations, and other financial-related issues. As OSD and Components have identified segments of financial statements that are ready for review, DoD OIG audit staff has announced audits or attestation engagements, as appropriate. For example, the OIG is overseeing an audit of the TRICARE Management Activity's Contract Resource Management Balance Sheet. The ODIG-AUD also continues to perform internal control and compliance reviews over systems and property and attestation reviews of the DoD Counterdrug program.

In FY 2010, in addition to its OCO, ARRA, and Guam efforts, the ODIG-AUD will place particular emphasis on SECDEF and congressional interest items, dedicating resources to high-risk/high impact areas. The OIG will focus its audit efforts on high-risk areas including weapon and information systems acquisition, contract oversight, financial management and systems health care, information technology, readiness and forces management, and OCO within the limits of available resources. ODIG-AUD continues to increase presence in Southwest Asia in FY 2010, focusing on associated challenges with force restructuring, and asset accountability; acquisition; logistics; financial management including trend analysis in Southwest Asia financial transactions. Auditors will increase emphasis on preventing and detecting fraud and on procurement related internal controls in both CONUS and overseas operations. Additionally, in FY 2010 and FY 2011, auditors will continue the review of funds expended for the American Recovery and Reinvestment Act and commence our oversight of Guam relocation efforts.

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In FY 2010, the ODIG-AUD will staff the Hawaii field office and will continue to expand the Tampa, Florida, field office. Once office space is available, the staff in Hawaii will provide oversight of planned force restructure of the Marines from Japan to Guam and in strengthening and rebalancing U.S. forces in the Pacific. The Tampa staff will continue to provide oversight and support to CENTCOM for its efforts in Southwest Asia as well as providing oversight of SOCOM's increased funding to support an expanded mission and increased size of forces.

The OIG auditors also continue to lead DoD-wide audits as well as joint audits with other Federal IGs. Ongoing efforts involve a statutory requirement to review non-DoD agencies that perform a significant number of contracting actions for DoD. The ODIG-AUD is currently reviewing the General Services Administration and the U.S. Department of Energy. Auditors also continue to assist in investigations, and related litigation, and participate as non-member advisors (at DoD management request) on a variety of task forces, process action teams, and studies.

In FY 2010 and 2011, the OIG will continue to expand audit work related to financial management procedures and business systems, particularly those developed as enterprise resource planning systems such as the Defense Integrated Military Human Resources System (DIMHRS) and Logistics Modernization Program (LMP). Unless financial management procedures and systems contain appropriate internal controls, sustaining the auditability of financial statements will become unaffordable in the Department. The weaknesses that affect the auditability of the financial statements also impact other DoD programs and operations and contribute to waste, mismanagement, and inefficient use of DoD resources. The OIG will continue to work with the DoD components to identify deficiencies and recommend corrective actions, focusing on financial statement, system, internal control, compliance, and other financial-related audits to assist the Department to improve it's

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overall financial management operations and, as a result prepare auditable financial statements. As more components assert that their financial statements are audit ready, more effort will be required to audit financial statements in FY 2010 and future years. In addition, OIG auditors will continue to conduct financial-related audits required by statute (e.g., work related to compliance with the Improper Payment Information Act, American Recovery and Reinvestment Act, Prompt Payment Act, and Title 10 United States Code 2784, which requires periodic reviews of DoD management of the purchase card program).

DoD operations are experiencing a period of higher than normal risks due to the disruptions caused by ongoing military operations; continued restructuring; ever-increasing reliance on automated information systems; security vulnerabilities; and the introduction of new processes, many of which are untried in DoD settings and not well understood by the workforce.

Investigations: Defense Criminal Investigative Service (DCIS) uses several methods to evaluate performance. The most significant of which is the importance of the matter under investigation, e.g., significant fraud and corruption impacting DoD operations throughout Southwest Asia; significant procurement and acquisitions fraud; investigations of fraud, waste, and abuse of funds related to the American Recovery and Reinvestment Act (ARRA) of 2009; defective, substituted, or substandard products that compromise safety and mission-readiness; or theft and diversion of critical DoD technologies, systems, and equipment that may be used by adversaries against American warfighters. In addition, DCIS established an evaluation standard that 80 percent of investigations initiated must be in its priority areas of criminal activity. DCIS also monitors indictments, convictions, fines, recoveries, restitution, and the percentage of cases accepted for

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prosecution to ensure consistency in effort and historical output and the resourceful use of assets.

In FY 2009, DCIS investigations resulted in 341 criminal indictments, 284 convictions, and over \$2.107 billion in criminal, civil, and administrative recoveries (excluding headquarters and field managers, an average of \$7.50 million per agent, for the year). Since its inception, DCIS has participated in cases that have resulted in over \$16.9 billion in criminal, civil, and administrative recoveries. Further, DCIS provided effective support to crucial national defense priorities through the efficient use of limited investigative resources.

In FY 2010 thru FY 2011, DCIS will (1) continue vigorous investigative support to Overseas Contingency Operations (OCO) as it affects the Department of Defense at home and abroad; (2) maintain a high priority on significant procurement fraud investigations with emphasis on defective, substituted, and substandard products that impact the safety and mission-readiness of our warfighters; (3) continue focus on combating corruption by ferreting out and uncompromisingly investigating major DoD Procurement Fraud, including bribery, corruption, kickbacks, conflicts of interest, and major thefts; (4) continue concentration on investigations, training, and awareness aimed at the illegal transfer of technology, systems, and equipment critical to DoD and dangerous if in the hands of proscribed persons and nations; (5) continue defense against Cyber Crimes and Computer intrusions that impact DoD, with emphasis on Computer Network Defense to protect the Global Information Grid; (6) support the OIG's efforts in oversight and investigation of significant fraud in relation to DoD expenditures of ARRA funds.

DCIS will continue to investigate DoD procurement fraud, including corruption, defective and hazardous military equipment, and significant financial crimes. Major fraud

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investigations, such as Pfizer Incorporated (\$566.2 million recovery), Northrop Grumman Corporation (\$276.3 million recovery), and Boeing Aerospace Operations, Inc (\$22.4 million recovery) require extensive efforts by criminal investigative and audit components. Fraud investigations often lead to additional endeavors initiated by the OIG or directed by Congress, the Office of the Secretary of Defense, and the Department of Justice (DoJ). The publicity of these major investigations also results in increased crime reporting.

ADMINISTRATIVE INVESTIGATIONS: The Office of the Deputy Inspector General for Administrative Investigations promotes public confidence in the integrity and accountability of DoD leadership by investigating, and conducting oversight of investigations, into allegations of misconduct by senior DoD officials and whistleblower reprisal. In FY 2009, the DoD IG significantly increased the investigative staff of Administrative Investigations demonstrating our commitment to the expeditious resolution of allegations without compromising independence or quality.

Military Reprisal Investigations (MRI) has the statutorily mandated mission of whistleblower protection for Military Service members, DoD nonappropriated fund employees, and DoD contractor employees. MRI uses the number of reprisal complaints closed and the case cycle time to evaluate performance. MRI includes cases investigated in-house and those conducted by Military Department Inspectors General and forwarded to MRI for oversight and final approval. During FY 2009, MRI received 497 reprisal complaints and closed 447 complaints, of which 230 were investigated by Military Department Inspectors General under MRI oversight. Of the 447 complaints, 354 cases were closed after the preliminary inquiry stage. MRI currently has 423 open cases. MRI continues to implement policies and procedures to improve the timeliness in processing and resolving such allegations. The Directorate also conducts extensive outreach to the

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Military Components, the Combatant Commands, and other Defense agencies through mobile training teams and formal training workshops.

In FY 2010 thru FY 2011, MRI will continue to expand its training and oversight role with the Military Department Inspectors General. This additional training and continuous case reconciliation will ensure MRI's ability to assertively pursue the timely resolution of complaints made under the three statutes.

Civilian Reprisal Investigations (CRI) has the primary mission of whistleblower protection for civilian appropriated fund personnel and carries out this mission by reviewing and investigating whistleblower reprisal allegations submitted to the DoD Hotline. The basic criteria for evaluating CRI operations is the number of investigations conducted or oversights. Oversight cases are those in which a DoD component investigated and CRI reviews the final product for sufficiency. During FY 2009, the Directorate closed 32 cases and opened 19. CRI currently has 22 open matters and expects to increase its case closure rate in the future, giving highest priority to contractor fraud and abuse within the Defense Intelligence and counter-intelligence communities. CRI has met, and exceeded, its established metric of allocating 25 percent of its resources to cases of congressional interest.

In FY 2010 thru FY 2011, CRI will continue the resolute investigation of alleged reprisal against DoD whistleblowers and will take proactive measures to emphasize the protection available to DoD employees who report violations of rule, law, and/or regulation, and will apply additional resources to the Procurement Fraud Reprisal Team and National Security Reprisal Team.

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Investigations of Senior Officials (ISO) Directorate received 257 senior official cases and closed 408 cases, of which 50 (12 percent) contained substantiated allegations during FY 2009. ISO performed oversight on 197 investigations conducted by DoD components and evaluated the impact of those investigations on public confidence in DoD leaders and ultimately on national security. Investigative impact may be evaluated by the overall number of investigations conducted or over-sighted, the percentage of investigations that were of significance to DoD or congressional leaders, and the percentage of investigations that substantiated alleged misconduct. Thirty percent of investigations conducted by ISO in FY 2009 had significant media, SECDEF, or congressional interest, with results provided directly to the SECDEF or Members of Congress and involved complicated issues of public interest. Examples of ISO work products include investigations into alleged conflicts of interest on the part of senior DoD officials, alleged mismanagement of an aircraft procurement program, and reprisals. The severity of corrective actions in cases with substantiated findings—immediate removal from command, reprimands, reductions in rank, and reimbursement to the Government—demonstrates that the Department holds senior leaders accountable for their actions.

As part of its responsibility to fully inform the President and Senate of adverse information concerning senior officials being nominated for promotion, reassignment, or other action, the office conducted over 10,000 name checks on DoD senior officials in the past year. The Senate Armed Services Committee relies exclusively on checks completed by ISO before confirming military officer promotions.

In FY 2010 thru FY 2011, ISO will continue to address allegations of senior official misconduct that demoralize warfighters and undermine public confidence in DoD senior leadership. ISO's primary objective is to further reduce case cycle time and increase program responsiveness to top Defense officials and Members of Congress.

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Policy and Oversight: The Office of the Deputy Inspector General for Policy and Oversight (ODIG-P&O) is unique in that it has varied responsibilities, including establishing audit and investigative policy, performing oversight of DoD auditors and investigators, performing inspections and evaluations of DoD programs, providing engineering support to the OIG DoD and other Defense and Federal Agencies. The ODIG-P&O is also responsible, per the Inspector General Act of 1978, as amended, for coordinating draft DoD policy issuances. Policy and Oversight operations are evaluated on the reviews conducted, as measured by the significance and quality of audit, inspection, evaluation, and investigative policies provided; oversight and evaluation reports issued; contractor disclosures processed; subpoenas processed; timeliness and quality of technical support provided; positive impact on draft DoD policy issuances; follow-up of DCAA report recommendations; and outcomes from evaluations of significant DoD programs and operations. In FY 2009, Policy and Oversight issued 21 reports and provided technical support to approximately 21 audit and investigative projects. ODIG-P&O managed the OIG's policy coordination process for 330 draft DoD policy issuances and coordinated/published the following two DoD Issuances: DoDI 5100.86, "DoD Forensic Sciences Committee," November 20, 2008, and DoD 7600.07-M, "DoD Audit Manual," February 13, 2009.

In FY 2009, Audit Policy and Oversight (APO) issued seven oversight reports, one hotline report, and one follow-up review report; and reviewed and commented on 87 single audit reports and issued 107 memorandums for grant/contracting officer follow-up. APO commented on 13 exposure draft policy documents and reviewed 42 and commented on 5 Federal Acquisition Regulation and Defense Federal Acquisition changes. Exposure draft policy documents were from within and outside DoD, including GAO, the Federal Accounting Standards Advisory Board, the Council of Inspectors General on Integrity and Efficiency, the Chief Financial Officers Council, the Institute of Internal Auditors, the Office of

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Management and Budget, and the American Institute of Certified Public Accountants. APO conducted best practices reviews and administered the peer review program for DoD audit organizations, encompassing oversight of peer reviews of three DoD audit organizations, including one DoD intelligence audit organization. Provided oversight of 2,089 open and closed contract audit reports with over \$5.9 billion in potential savings. Issued 67 recommendations, 63 (94 percent) of which were agreed upon or provided acceptable alternatives. Monitored Defense Contract Audit Agency (DCAA) assessments of all issues and conclusions on quality of audit work in response to the GAO review of DCAA Western Region Audit Offices, completed review on 1 DoD Hotline complaint, started reviews on 2 other DoD Hotline complaints concerning DoD audit operations, reviewing 4 unsatisfactory condition complaints from DCAA, and launched a fraud website that provides guidance and other resources for DoD/Federal auditors to use. Hosted the DoD OIG's first Fraud Prevention and Detection Conference with over 320 auditors, investigators, attorneys, and acquisition/contracting personnel from over 60 organizations. Highlights included a keynote address from former Congressman Tom Davis of the 11th Congressional District of Virginia; a session with Deputy IG of the Special Inspector General for Iraq Reconstruction on Fraud in Iraq and Afghanistan; a session on Fraud within the Navy by the Navy Auditor General; and closing remarks by the Director of DCIS. Eight fraud infomercials were debuted at the conference as part of the DoD OIG's focus on fraud in conjunction with the Panel on Contracting Integrity and featured a video "Lies and More Lies," for "Solve the Scenario" sessions. Participated in the DoD OIG Human Capital Advisory Committee and identified P&O issues related to management of human capital including staff recruitment and retention and published DoD 7600.07-M "DoD Audit Manual," February 13, 2009, to assist the 24 DoD audit organizations with its over 6,500 auditors in complying with the auditing standards issued by the Comptroller General of the United States. Provided training presentations on external peer reviews of IG Audit Operations to 78 people from 49 government agencies and participated on the working group updating

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the External Peer Review Guide for OIG Audit Operations approved by CIGIE, March 2009. Participated on at least 15 working groups including the Procurement Fraud Working Group Steering Committee, Financial Statement Audit Network, DoD OIG Peer Review Working Group, Single Audit Roundtable, DoD Contracting Oversight & Quality Assurance Joint Planning Group, DoD Council of Small Audit Organizations, National Single Audit Coordinator Workgroup (Single Audit), Federal Audit Executive Council External Peer Review Guide Update working Group, OMB/CIGIE task force to address the recommendations from the National Single Audit Sampling Initiative, Federal Audit Executive Council Audit Committee, Audit Chief's Council, IG DoD Audit Advisory Committee, Single Audit Compliance Supplement Core Team, and Federal Audit Liaison Council.

In FY 2010 through 2011, APO will focus on oversight reviews of DCAA high-risk areas and monitor, review, and report on DCAA audit compliance with GAGAS. Additionally, APO will focus on 31 Defense Hotlines of DCAA audits, management, and personnel. APO will also perform best practices reviews and administration of peer reviews of 24 DoD audit organizations. APO will continue to update the IG Fraud website, including up to 50 additional contract audit fraud scenarios. In the Single Audit area, APO will perform eight single audit quality control reviews (including three related to DCAA) and two follow-up reviews. The eight quality control reviews cover \$2.3 billion (30 percent) of the \$7.4 billion in DoD research and development funds associated with the 29 cognizant organizations. In the contract audit follow-up area, APO will review contracting officer actions on DCAA contract audit reports which currently number over 2,000 and include \$6 billion in questioned costs. For example, APO will conduct a second in a series review of contracts related to Iraq Reconstruction.

In FY 2009, Investigative Policy and Oversight (IPO) established a new program, the Contractor Disclosure Program, to receive and effectively respond to disclosures by

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Defense contractors and subcontractors of procurement-related crimes now mandated in Federal Acquisition Regulations. In FY 2009, the Program coordinated 54 disclosures of potential crimes through Defense investigative, audit, and suspension/debarment authorities and the Department of Justice. At the same time, IPO has worked to resolve over 20 voluntary disclosures under the previous program. IPO has worked diligently to promote this new program through presentations to private and government organizations. The OIG subpoena program is on track to coordinate and issue approximately 362 subpoenas to defense investigators this fiscal year, tying last year's record volume. Subpoena cycle time has been held under 15-days, the established performance metric. New subpoena initiatives include a feedback mechanism for subpoena recipients and the addition of a comprehensive subpoena reference guide to the program website. The subpoena program also provided training on 11 occasions to military criminal investigators at the Federal Law Enforcement Training Center and other venues. Oversight work was generally guided by strong congressional interest in a broad variety of investigative matters. IPO oversight work included identifying substantive deficiencies in 4 of 9 closed electrocution investigations. IPO returned the investigations to the defense criminal investigative organizations for additional work. IPO also conducted a comprehensive review of DoD's response to sexual assault complaints made by contractors accompanying the US Forces in Iraq and Afghanistan. The review identified DoD success despite significant policy deficiencies. At the request of Congress, IPO initiated a dynamic review of a murder/suicide in Iraq to resolve longstanding concerns the military service had not effectively supported the soldier who was murdered. In a time-sensitive, problematical matter, IPO moved promptly to assemble the facts related to a complaint that a senior DoD leader interfered with an autopsy of a detainee who died in U.S Forces custody. That prompt response allowed collection of the best evidence that will permit an informed resolution. In two deaths unrelated to the war, IPO successfully negotiated the DoD interest with local and State prosecutors to help resolve the DoD response to a pregnant

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Marine's rape complaint. She was later murdered by the alleged rapist. Our negotiations enabled IPO to complete nearly all background evaluation work, including preservation of perishable documentary and electronic evidence with only field work awaiting the trial of the Marine accused of her murder. In a separate congressional matter, we initiated a review of a sailor's death, that after being placed in custody in his home, pulled out a gun, and shot himself with several police officers nearby. In a matter normally outside IPO's charter, the Inspector General selected IPO to assist in the new review of another office's congressionally-directed report of allegations that conflicts of interest or inappropriate special access to DoD information spoiled a DoD public affairs program involving mostly retired military analysts.

In FY 2010 through 2011, IPO will field new/revised investigative policy addressing (a) obtaining fingerprints and criminal history data, as well as DNA samples, from arrestees; (b) oral, wire and electronic intercepts for law enforcement; and (c) investigative jurisdiction at the Pentagon; among others. The Subpoena Program will seek to continuously improve subpoena processing time while marketing subpoenas as a viable investigative tool. IPO will host a conference with speakers from the government and private sector concerning obtaining evidence from electronic communications providers. IPO will continue to refine the Contractor Disclosure Program and promote its use and be responsive to the interests of Congress and DoD leadership.

In FY 2009, Inspections and Evaluations Directorate (I&E) issued 6 reports: one interagency report – DoD/DOS evaluation of the FY 2006 National Defense Authorization Act Section 1206 "Global Train and Equip" program for partner nations; Part I of a two-part, multi-disciplinary review of electrocution deaths in Iraq; review of the voting assistance program; and three safety survey reports summarizing personnel perceptions of the DoD safety program. I&E also contributed to the Special Programs and Operations

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report that reviewed DoD support to the Government of Pakistan. In FY 2009, I&E staff members deployed to Iraq and Afghanistan and completed field work for projects involving investigation of electrocution deaths, contract oversight, and the safety of electrical systems. The Directorate has started five projects mandated in statute or requested by Congress that will bridge into FY 2010. These five projects are: (1) review of the combating trafficking in persons program, (2) evaluation of the DoD Federal voting assistance program, (3) inspection of the Armed Forces Retirement Home, (4) review of the after government advice repository program for senior DoD officials seeking employment with Defense contractors, and (5) review of Army actions taken in response to potential soldier chemical exposure in Iraq.

In FY 2010 through 2011, I&E will continue to conduct interagency and multi-functional assessments to support Overseas Contingency Operations; SWA; and Stability, Security, Transition, and Reconstruction (SSTR) missions, and their relevance to DoD doctrine, organization, training, education, exercises, material, leadership, personnel, facilities, medical care, and planning. I&E will look for opportunities to professionalize the evaluation function and staff within the OIG, and apply I&E unique capabilities to assist other OIG components. Finally, I&E will continue to chair periodic meetings of Defense Council on Integrity and Efficiency - Inspections and Evaluations Roundtable, and represent DoD in the Inspections and Evaluations Committee and Roundtable of the Council of Inspectors General on Integrity and Efficiency.

In FY 2009, Technical Assessment Directorate (TAD) provided technical support for approximately 21 audits, investigations, and assessments, including such highly visible projects as the New Orleans Pumps and Iraqi electrocutions. TAD engineers provided support in the Southwest Asia Theater. In Bahrain, they developed test plans and assessed information assurance for the Navy's One Net system. In Afghanistan, the

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engineers assessed mechanical and electrical issues associated with the New Kabul Compound. The engineers supported audits with technical assessments of weapon systems such as the Light Tactical Vehicle, Ground Penetrating Radar, Mine Resistant Ambush Protected Vehicles, Ballistic Glass, and Laser Dazzler. The engineers provided information support expertise for audits of the Defense Information Systems Agency and the Defense Civilian Personnel System. Their support of investigation oversight resulted in four electrocution cases being re-opened. In addition, they conducted research into non-conforming microchips and aviation safety investigations.

In FY 2010 and 2011 TAD will continue to provide technical support for audits and investigations.

Intelligence: The ODIG-INTEL focuses on assessing the efficient, effective, and appropriate use of intelligence personnel, systems and resources with emphasis on support to the warfighter and national command authority. ODIG-Intel also provides oversight of the DoD Nuclear Enterprise and special access programs. In FY 2009, the ODIG-INTEL provided DoD leadership and Congress with 16 intelligence evaluation and audit reports on topics such as a "Review of Intelligence Resources at the Joint Intelligence Task Force Combating Terrorism and Special Operations Command in Support of Operation Enduring Freedom and Operation Iraqi Freedom," "Audit of the Management of SIGINT Counter Terrorism Enterprise Analyst," and "Audit of Issues Related to the Modification of the Joint Air-to-Surface Standoff Missile System." Two projects of particular interest include the multi-IG review of Foreign Intelligence Surveillance Act (FISA) and oversight of numerous inspections of Minot and Barksdale Air Force Bases. The FISA report was mandated in the FISA Amendments Act of 2008 and examined the involvement of the Office of the Secretary of Defense in the establishment and implementation of the President's program. In addition to the DoD OIG, four other Inspector General Offices participated

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in this project relative to their organization activities. A joint report was issued. The oversight of the Nuclear surety inspections identified improvements in the inspection process, including the need for no-notice inspections. FY 2009 was a year of identifying and improving internal processes and as such, a new Annual Project Planning Process was introduced to improve our ability to target projects to support DoD focus areas. Similarly, ODIG-INTEL improved a project planning process to gain efficiencies in the execution of a project from start to finish. Additionally, new performance metrics were established to ensure goals were met effectively and to identify opportunities for future efficiencies. Congressionally directed actions or requests, management requests, or DoD Hotline complaints initiate 65 percent of ongoing projects. The other 35 percent came from a proactive process of identifying projects to promote effective operations and ensure efficient use of resources in vital intelligence and related mission areas in support of the Department's goals and the OIG Strategic Plan.

In FY 2010, the ODIG-INTEL Annual Plan shows continued work on 10 ongoing projects that were implemented through the FY 2009 plan or responded to emergent external requirements from the Secretary of Defense, Inspector General senior management, and Congress. As these projects are completed, the FY 2010/2011 Annual Plan will be executed that supports four focus areas through 15 new projects to begin in 2010 and 9 in 2011. In total, all projects support one or more priorities delineated by SECDEF and Inspector General as mission priorities or management challenges. The ODIG-INTEL will also continue to refine project scope and objectives to improve cycle time. The ODIG-INTEL will continue participating in quarterly meetings of the Intelligence Community Inspectors General (IC IG) Forum and chair the Joint Intelligence Oversight Coordination Group (JIOCG) to prevent duplication and overlap between the OIG, Service audit agencies, Military Inspectors General, and other Intelligence agencies components, or

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jointly with DoD Intelligence agency Inspectors General and Intelligence Community Inspector General Forum members.

In FY 2011, besides executing the two-year project plan for FY 2010 and 2011, ODIG-INTEL personnel will continue to reassess defense priorities and congressional perspectives to ensure resources provide the best coverage. This will include projects that support both Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF). The ODIG-INTEL will also focus reviews on issues such as special access programs; acquisition and contracting within the DoD Intelligence community; intelligence and counterintelligence programs and systems. The ODIG-INTEL will continue to follow up on recommendations made in several earlier projects concerning the nuclear enterprise thereby maintaining a critical presence in evaluating and monitoring the activities within DoD in this high visibility area.

Office of Special Plans and Operations: In a SECDEF-directed follow-up mission to Iraq and Afghanistan, a SPO team reviewed the DoD progress in implementing the observations findings and recommendations shown in a classified report it previously issued concerning munitions accountability and control in Iraq. Other issues addressed included the responsiveness of U.S. Foreign Military Sales processes supporting the Afghan National Security Forces (ANSF) and Iraqi Security Forces (ISF), and the development of logistics sustainment capability for the ANSF and ISF, to include a related issue on building the Afghan and Iraqi military health care systems and its sustainment base.

The report addressing the Afghan Security Forces was published on October 24, 2008. The companion report on the assessment results for Iraq was published December 19, 2008. During the course of the mission to Iraq, SPO identified possible issues regarding accountability and control of other DoD sensitive equipment, specifically Night Vision

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Devices. Consequently, in response to a request by the MNF-I Commander, SPO deployed a team in early FY 2009, resulting in the publication of Assessment of the Accountability of Night Vision Devices Provided to the Security Forces of Iraq.

At the behest of the SECDEF and Chairman of the Joint Chiefs of Staff, a SPO assessment team also visited Pakistan to evaluate U.S. security assistance programs supporting that country. The subsequent classified report was issued on May 20, 2009.

Anticipating that U.S. Forces in Afghanistan may be facing a safety risk of electrocution similar to those incurred in Iraq, SPO launched a project and published a report that reviewed the effectiveness of command efforts to ensure the electrical safety of Department of Defense occupied and constructed facilities in Afghanistan.

In Spring 2009, a SPO team deployed again to Afghanistan to: assess Commander, International Security - Assistance Force (COMISAF); Commander, U.S. Forces - Afghanistan (COMUSFOR-A); and Combined Security Transition Command - Afghanistan (CSTC-A) plans, milestones and metrics to train, equip and mentor the Afghan National Army (ANA)/Afghan National Police (ANP) with respect to progress in training, equipping and mentoring the ANA/ANP. Three reports were issued in September 2009, providing observations and recommendations resulting from this assessment mission:

1. Accountability and Control of Arms, Ammunition, and Explosives (AA&E) Provided to the Security Forces of Afghanistan
2. Accountability of Arms and Ammunition Provided to the Security Forces of Iraq (Redacted version)
3. U.S. and Coalition Plans to Train, Equip, and Field the Afghan National Security Forces

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At the request of the Commander, Multi National Security Transition Command - Iraq (MNSTC-I), SPO deployed a senior IG advisor to Iraq to advise and mentor the IGs for the Iraqi Ministries of Defense and Interior. This effort has enabled the MNSTC-I mission to build the ministerial oversight capacity of the Iraqi Security Forces.

In FY 2010 thru FY 2011, SPO plans to build on the momentum of its on-the-ground assessments of the DoD security forces development mission in Iraq and Afghanistan, broadening the scope of the reviews, as appropriate. Areas of interest include, but are not limited to: Redeployment / Drawdown in Iraq - Assessing DOD logistics planning and execution for withdrawal of U.S. forces from Iraq, as part of a priority OIG oversight initiative; Security Force Development - Assessing the performance of U.S. military operations and programs to advise, assist and develop the capability of host nation security forces in SWA; Advise and mentor host nation IGs - Building ISF and ASF capacity to oversee military and police activities; DoD Global Programs - Assessing DOD globally-focused initiatives in support of Overseas Contingency Operations, such as Section 1206 and Pakistan security assistance programs; Wounded Warrior - Assessing the effectiveness of CONUS-based medical care support provided to military personnel wounded in SWA.

Other Components, OIG: The Office of Communication and Congressional Liaison (OCCL) supports the mission of the OIG by keeping the Congress, senior OIG and DoD personnel, and the public fully and currently informed of the work and accomplishments of the OIG regarding the programs and operations of the Department. The OCCL also includes Strategic Planning, the Freedom of Information Division, the DoD OIG web team, the Defense Hotline and GAO affairs. In fulfillment of its mission to keep Congress informed, the OCCL seeks to ensure that requests from Congress for information are responded to completely and in a timely manner. During FY 2009, the OIG opened 213 cases based on inquiries received from congressional offices. The FOIA/PA office received 313

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requests for information and completed 333 requests in FY 2009. The DoD Hotline received, in FY 2009, 13,750 contacts (composed of telephone calls, letters, and email) and initiated 2,684 cases. In FY 2009, GAO affairs processed 334 GAO Draft and final reports and 229 GAO review announcements. Targets are expected to remain steady in FY 2010 and 2011 with respect to Congressional inquiries, and Hotline cases. There is an anticipated increase in FY 2010 for FOIA requests and for GAO reviews and reports.

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	FY 2009	FY 2010	FY 2011
	<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
<u>AUDIT</u>			
Reports issued	119	120	130
Potential monetary benefits (\$ millions)	\$827.7	*	*
(* Monetary benefits can not be estimated)			
Achieved monetary benefits (\$ millions)	\$1,040.0	*	*
(*Monetary benefits can not be estimated at this time)			
<u>CRIMINAL INVESTIGATIONS</u>			
Indictments and Charges	341	345	360
Convictions	284	250	260
Fines/penalties/restitutions, etc. (\$ millions)	\$2,107.00	\$410	\$430
<u>ADMINISTRATIVE INVESTIGATIONS</u>			
Military Reprisal - Investigations opened	497	510	525
Military Reprisal - Investigations closed	447	455	465
Military Reprisal - Investigations oversight	230	235	240
Civilian Reprisal - Investigations opened	19	25	30
Civilian Reprisal - Investigations closed	32	35	40
Civilian Reprisal - Investigations oversight	2	5	8
Investigations of Senior Officials - opened	257	265	275
Investigations of Senior Officials - closed	408	420	430
Investigations of Senior Officials - oversight	197	205	215
<u>POLICY and OVERSIGHT</u>			
Audit oversight reports	9	15	15

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Investigative Policy and Oversight reports	5	7	9
Inspection & Evaluation Reports	7	6	6
Voluntary disclosures-new disclosures	0	0	0
*Voluntary disclosures-admitted	3	0	0
Contractor Disclosures Submitted	70	150	175
P&O Annual monetary benefits (\$ millions)	\$1	*	*
(*Monetary benefits cannot be estimated at this time)			
Subpoenas issued	362	375	390

*The Voluntary Disclosure Program became the Contractor Disclosure Program in December 2008

INTELLIGENCE

Reports issued	16	15	9
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SPECIAL PLANS and OPERATIONS

SPO reports	6	8	10
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COMMUNICATIONS & CONGRESSIONAL LIAISON

Hotline calls/letters received	13,750	13,500	13,500
Substantive cases generated	2,684	2,500	2,500
Opened congressional inquiries	213	250	250
Closed congressional inquiries	215	250	250
FOIA requests received	313	420	450
FOIA requests processed	333	450	450
GAO surveys and reviews processed	229	275	275
GAO draft and final reports processed	334	425	425

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V. <u>Personnel Summary</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	Change FY 2009/ FY 2010	Change FY 2010/ FY 2011
<u>Active Military End Strength (E/S)</u>					
(Total)	<u>28</u>	<u>28</u>	<u>28</u>	<u>0</u>	<u>0</u>
Officer	28	28	28	0	0
Enlisted	0	0	0	0	0
 Civilian End Strength (Total)	 <u>1,515</u>	 <u>1,614</u>	 <u>1,654</u>	 <u>99</u>	 <u>40</u>
U.S. Direct Hire	1,514	1,613	1,653	99	40
Foreign National Direct Hire					
Total Direct Hire	1,514	1,613	1,653	99	40
Foreign National Indirect Hire	1	1	1	0	0
Memo: Reimbursable Civilians Included	0	0	0	0	0
<u>Active Military Average Strength (A/S)</u>					
(Total)	<u>28</u>	<u>28</u>	<u>28</u>	<u>0</u>	<u>0</u>
Officer	28	28	28	0	0
Enlisted	0	0	0	0	0
 Civilian FTEs (Total)	 <u>1,515</u>	 <u>1,614</u>	 <u>1,654</u>	 <u>99</u>	 <u>40</u>
U.S. Direct Hire	1,514	1,613	1,653	99	40
Foreign National Direct Hire	0	0	0	0	0
Total Direct Hire	1,514	1,613	1,653	99	40
Foreign National Indirect Hire	1	1	1	0	0
Average Annual Civilian Salary (\$ in thousands)	\$138	\$142	\$138	4	-4

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

<u>OP 32 Line</u>	FY	Change		FY 2010	Change		FY 2011
	2009	FY 2009/FY 2010			FY 2010/FY 2011		
	<u>Actuals</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	207,585	5,148	8,875	221,608	3,435	1,011	226,054
111 Disability Compensation	664	0	18	682	0	10	692
121 Perm Change of Station	336	0	-192	144	0	29	173
199 Total Civ Compensation	208,585	5,148	8,701	222,434	3,435	1,050	226,919
308 Travel of Persons	9,585	115	-1901	7,799	109	92	8,000
399 Total Travel	9,585	115	-1,901	7,799	109	92	8,000
633 Def Pub, Print Svcs	300	2	5	307	9	-7	309
647 DISA Info Svcs	965	-94	97	968	-136	148	980
671 Comm Svcs Tier 2 (DISA)	4	0	0	4	0	0	4
673 Def Fin & Accounting Svc	643	-1	7	649	3	4	656
699 Total Purchases	1,912	-93	109	1,928	-124	145	1,949
771 Commercial Transport	477	5	-9	473	7	-84	396
799 Total Transportation	477	5	-9	473	7	-84	396
901 FN Indirect Hires	102	3	-3	102	3	-2	103
912 GSA Leases	19,440	486	242	20,168	282	-60	20,390
913 Purch Util (non fund)	111	1	0	112	2	-1	113
914 Purch Communications	3,055	33	-29	3,059	43	-9	3,093
915 Rents, Leases (non GSA)	36	0	0	36	1	0	37
917 Postal Svc (USPS)	32	0	0	32	0	1	33
920 Supplies/Matl (non fund)	4,447	49	-33	4,463	62	-1,666	2859
922 Eqt Maint Contract	824	9	-1	832	12	-2	842
923 Facilities Maint Contr	67	1	0	68	1	-1	68
925 Eqt Purch (non fund)	8,390	93	-2,701	5,782	81	-973	4,890
932 Mgt Prof Support Svcs	41	0	1	42	1	-1	42
934 Engineering & Tech Svcs	45	0	-45	0	0	0	0

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

OP 32 Line	FY	Change			Change		
	2009	FY 2009/FY 2010		FY 2010	FY 2010/FY 2011		FY 2011
	<u>Actuals</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
987 Other IntraGovt Purch	5,665	63	-228	5,500	77	-74	5,503
989 Other Contracts	16,330	179	-1,239	15,270	214	-7,367	8,117
999 Total Other Purchases	58,585	917	-4,035	55,466	779	-10,155	46,090
Total	279,144	6,092	2,864	288,100	4,206	-8,952	283,354

* The FY 2009 Actual column includes \$0.0 thousand of FY 2009 Bridge Funding Appropriations (PL 110-252); and \$9,551.0 thousand of FY 2009 Supplemental Appropriations Act funding (PL 111-32).

* The FY 2010 Estimate column excludes \$8,876.0 thousand enacted in the FY 2010 Defense-Wide Overseas Contingency Operations Appropriation (P.L. 111-118).

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February 2010
Errata dated February 25, 2010

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

	<u>FY 2009 Actuals*</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2010 Estimate**</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2011 Estimate</u>
OSD	1,957,779	20,530	71,649	2,049,958	54,503	140,839	2,245,300

* The FY 2009 Actual column includes \$30,000 of FY 2009 Bridge Funding Appropriations (PL 110-252); and \$91,672 of FY 2009 Supplemental Appropriations Act funding (PL 111-32). The FY 2009 column includes a \$12,200 technical fix adjustment made after the O-1 report was published.

** The FY 2010 Estimate column excludes \$103,047 requested in the FY 2010 Defense-Wide Overseas Contingency Operations Budget request.

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

The Office of the Secretary of Defense (OSD) contains the immediate offices that support the Secretary, the DEPSECDEF, and the following:

- Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L))
- Under Secretary of Defense Policy (USD(P))
- Under Secretary of Defense Comptroller/Chief Financial Officer (USD(C))
- Under Secretary of Defense for Personnel and Readiness (USD(P&R))
- Under Secretary of Defense Intelligence (USD(I))
- Deputy Chief Management Officer (DCMO)
- Director, Operational Test and Evaluation (DOT&E)

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- Assistant Secretary of Defense (Networks and Information Integration)/DoD Chief Information Officer (ASD(NII/CIO))
- Director, Cost Assessment and Program Evaluation (CAPE) (formerly Program Analysis and Evaluation (PA&E))
- Office of General Counsel
- Assistant Secretary of Defense (Legislative Affairs)
- Assistant Secretary of Defense (Public Affairs)
- Assistant to the Secretary of Defense (Intelligence Oversight)
- Director of Administration and Management (DA&M)

These OSD offices have developed a plan to improve the oversight of contractor services, acquire those services more effectively, and in-source contractors where it is more efficient to do so. In FY 2011, the \$84.8 million program growth in civilian pay and benefits includes \$42.6 million from internal in-sourcing actions that generate projected savings of \$26.0 million (\$-68.6 million in-sourcing of contracts is replaced by \$41.2 million civilian pay for a net projected savings of \$26 million). The net program growth in compensation and benefits of \$+84.8 million will be used to stabilize baseline funding for civilian payroll and also support the Department's in-sourcing decisions for FY 2011.

The Weapon Systems Acquisition Reform Act (WSARA) of 2009, Public Law 111-23 was enacted on May 22, 2009, to improve the procurement and processes in the Department for the acquisition of major weapon systems. The WSARA made substantive changes to the Defense acquisition framework. It directs organization, functional, mission, and process changes impacting the newly created Office of Director, Cost Assessment and Program Evaluation (formerly Office of the Director, Program Analysis and Evaluation) and the Office of the Under Secretary of Defense Acquisition, Technology, and Logistics (OUSD(AT&L)). Implementation of the WSARA results in significant manpower and funding requirements in

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FY 2011 and the out years. New USD(AT&L) offices being established to meet this directive include the: Director of Developmental Test and Evaluation (D,DT&E) to review and approve the DT&E plans in the test and evaluation strategy (TES) and the test and evaluation master plan (TEMP) for Major Defense Acquisition Programs (MDAPs) and programs; the Director of Systems Engineering (D,SE) to provide technical support, systems engineering oversight, program development, and mission assurance certification to USD(AT&L) in support of planned and ongoing acquisition programs; and the Performance Assessment and Root Cause Analysis (PARCA) group to conduct analyses for root causes on shortcomings in cost, schedule, and performance of a program.

Budget Activities

1. **Core Operating Program:** This program funds the operations of the Office of the Secretary of Defense which includes personnel compensation and benefits and other OSD administrative items (i.e., Official Representational Funds (ORF), training, Permanent Change of Station (PCS), Mass Transit, Federal Employees' Compensation Act (FECA) and other support). Program growth in this area is \$+84.8 million and will be used to stabilize baseline funding for civilian payroll and to support the Department's decision to reduce contractor support, increase manpower end strength, and an increase in Official Representation Funds.

2. **Other DoD Programs and Initiatives:** The funding in this program provides support to the Deputy Chief Management Officer (DCMO), the Office of General Counsel, Director, Administration & Management (DA&M), the OSD Historian, the Directorate for Organizational and Management Planning (OM&P), the Defense Reform Office, the Defense Privacy Office, Civil Liberties Office, ASD (Reserve Affairs), ASD (Health Affairs), Defense Health Program (DHP), Intel Oversight, Legislative Affairs, the Capital Security Cost Sharing Program, Net Assessment, Republic of Korea Scholarship Fund, Defense Test Resource

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Management Office and Counternarcotics. The net decrease of \$-105.3 million is primarily due to Sect 8085 grants appropriated in FY 2010 and not budgeted for in FY 2011.

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3. **Acquisition, Technology and Logistics Programs (AT&L):**

Dollars in Thousands

Program	FY 2010 Current Estimate	FY2011 Estimate
Congressional Mandate	23,896	11,374
Legacy Resource Management	7,299	7,033
CFO Act Compliance	1,739	1,581
Native American Lands EMP	12,246	234
Electronic Business Center of Excellence	2,612	2,526
Improve Acquisition & Logistic Processes	101,366	135,023
Defense Management Initiative	2,476	2,276
Acquisition Program Support Systems	7,766	8,683
Logistics Systems Modernization	19,552	25,366
Defense Procurement & Acquisition	4,309	2,544
Mission Capabilities/System Engineering	6,475	5,764
Defense Installation Spatial Data Infrastructure (DISDI)	875	848
Unique Item Identification	0	0
Facilities	728	729
Emerging Contaminants	1,195	1,186
Corrosion	7,949	7,159
Human Capital Initiative	1,549	775
Strategic Insourcing	2,088	2,115
Space and Intelligence MDAP Oversight	5,421	7,501
Research Development Test & Evaluation Oversight	3,103	2,997
Integrated Acquisition Environment	20,612	27,354
Joint Purchase Card Initiatives	10,268	7,948
Contingency Contracting	0	3,295
Industrial Policy Program Support	0	547
Small Business Program Support	0	746
ESOH Program Management	0	796

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	<u>FY 2010</u>	<u>FY 2011</u>
Program (AT&L continued)	Current Estimate	Estimate
Improve Acquisition & Logistic Processes (continued)		
Developmental Test and Engineering	0	1,850
Defense Industrial Base (DIB) Cyber Security	0	2,212
Operational Energy Plans and Programs (OEP&P)	0	10,882
Performance Assessment & Root Cause Analysis (PARCA)	0	11,450
National Security Space Office	7,000	0
Regulatory Requirement	55,734	41,937
Acquisition Workforce Demonstration	474	485
Environmental International Cooperation	1,500	1,374
Readiness and Environmental Protection Initiative (REPI)	53,446	39,768
Low Observable/Counter Low Observable Export Process	314	310
Promulgate Policy	23,612	26,129
AT&L Knowledge Sharing System	4,597	4,377
Transform Procurement Regulations	1,589	1,582
Defense Acquisition Management Information Retrieval	17,426	20,170
OSD Decision Support	14,721	13,087
OSD Studies Program	14,721	13,087
Other	4,080	4,275
Travel	4,080	4,275
TOTAL	223,409	231,825

The USD(AT&L) is the principal staff assistant and advisor to the Secretary and Deputy Secretary of Defense for all matters relating to the DoD Acquisition System; research and development; advanced technology; developmental test and evaluation; production; logistics; installation management; military construction; procurement; environment security; and nuclear, chemical, and biological matters. In the exercise of this responsibility, the USD(AT&L): serves as the Defense Acquisition Executive with full

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responsibility for supervising the performance of the DoD Acquisition System. Funding increases provided for establishment of the offices of Performance Assessment and Root Cause Analysis (PARCA), Director of Developmental Test & Evaluation (DT&E), and Director of Systems Engineering (DSE). Also, for establishment of the Director of Operation Energy Plans & Programs (DOEP&P) office, which provide research and engineering planning, financial management, Congressional outreach, S&T technical intelligence, Rapid Technology, and the Energy Security Task Force.

a. Congressional Mandate:

- 1) Legacy Resource Management:** Legacy projects fund both statutory and mission related environmental conservation requirements that support DoD training and testing. Projects that meet congressional intent, positively affect military readiness, or increase conservation efficiencies are funded.
- 2) CFO Act Compliance:** The DoD owns more than 80 percent of the government's property, plant and equipment, operating materials and supplies, and inventory items, which are valued at well over \$1 trillion. This program is developing and implementing new policies, processes, and procedures to comply with public law directing accounting for and valuing this equipment.
- 3) Native American Land Remediation:** This program funds and documents DoD environmental impacts to Indian Lands, environmental mitigation projects on Indian Lands, training and technical assistance to tribes, and implementation of DoD Policy and consultation responsibilities to American Indians, Alaska Natives, and Native Hawaiians.
- 4) Electronic Business Center of Excellence (E-Business COE):** The program defines requirements for transforming Department's business processes related to acquisition, procurement, and implementation of E-Government.

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b. Improve Acquisition & Logistics Processes:

1) Defense Management Initiative: This program improves defense installations' services and facilities (including housing) management. The initiative evaluates concepts, approaches, policies and systems for studying selected Departmental functions, and produces tools needed to improve installation management.

2) Acquisition Programs Support Systems: This program improves the flow of mission-essential information and expedites acquisition decision making and assures continuity of business/leadership operations through disaster recovery scenarios.

3) Logistics Systems Modernization Support (LSMS): The DUSD Logistics and Materiel Readiness (L&MR) serves as the principal staff assistant and advisor to the Under Secretary of Defense for Acquisition, Technology & Logistics (USD(AT&L)), Deputy Secretary of Defense (DEPSECDEF), and Secretary of Defense (SECDEF) on logistics and materiel readiness in the (DoD) and is the principal logistics official within the senior management of the DoD. The LSMS funding request directly supports essential L&MR activities necessary to effectively carry out these responsibilities. The increase in resources is designed to restore and support these activities to an acceptable level that will move the Department towards critical improvements in logistics systems and processes. The program growth is required to make effective supply chain management and logistics processes a reality in the Department - from sources of supply to operational customers and from early acquisition planning through sustainment and disposal.

4) Defense Procurement & Acquisition Policy: This program implements changes throughout the DoD acquisition, technology, and logistics community; supports acquisition policy initiatives; supports the development, review, and coordination of DoD acquisition and contingency contracting policy and regulations; the development and maintenance of the Defense Acquisition Guidebook; the review and management of major acquisitions of services; and the development and staffing of acquisition policy initiatives.

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5) Mission Capabilities (MC)/Systems Engineering (SE): Public Law 111-23, "Weapons System Acquisition Reform Act of 2009" (WSARA) legislated a Director, System Engineering (SE) and establishment of an SE office subordinate to the USD(AT&L). This program sets policy for SE practices and ensures implementation, including leading assessments of technical approaches and plans for systems and system-of-systems; independent expert program review support to program managers as requested; and systemic analysis of acquisition issues to identify causal factors contributing to program execution shortfalls. The SE develops technical risk assessments of Major Defense Acquisition Programs (MDAPs) to ensure future weapon systems are capable of operating in the joint and coalition environment.

6) Defense Installation Spatial Data Infrastructure (DISDI): This program organizes people, policies, standards and protocols to optimize Component acquisition, management, and sustainment of geospatial imagery and mapping investments. The DISDI protocols will enable fusing previously disparate data, allowing decision makers to visualize the installations' complex array of natural and physical assets in an integrated manner.

7) Unique Item Identification (UID): The FY 2010 Unique ID efforts transferred to e-Business to handle IUID data management with similar data management activities.

8) Facility Program Requirements (FPR): This program integrates multiple models and requirements generators into a single DoD structure to allow DoD to generate uniform and verifiable sustainment requirements for the Components.

9) Emerging Contaminants: This program funds early identification of Emerging Contaminants (ECs), assessment of impacts to human health and DoD functions, and development of risk management options. The program applies lessons learned from DoD's experience with per chlorate and other ECs.

10) Corrosion Prevention Program: This program focuses on prevention and mitigation of corrosion of military equipment and infrastructure.

11) Human Capital Initiative (HCI): This program assesses the current AT&L workforce and identifies competency gaps to improve the future AT&L workforce.

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12) Strategic Sourcing: This program fundamentally changes the way the Department does business by providing a higher degree of transparency and accountability, and assisting the Components in developing practical, efficient, requirements refinement processes. This program has three main initiatives to improve the efficiency/effectiveness of DoD's acquisition of services: a comprehensive spend analysis of the acquisition of services; a comprehensive analysis of interagency contracting (including spending and processes); and deployment of a roadmap for the strategic sourcing of services.

13) Space & Intelligence Major Defense Acquisition Program (MDAP) Oversight: The office works closely with the DNI(Acquisition), USD(I); NII; PA&E, and the Services to provide management, technical and programmatic evaluation, and functional oversight for all DoD and Intelligence Community Space and Intelligence programs, to ensure investment and risk are balanced over specific capability focus areas, leverage capabilities across Services and organizations, and ensure avoidance of duplicative efforts.

14) Research, Development, Test and Evaluation (RDT&E) Oversight: Funds management and administrative expenses of RDT&E program oversight.

15) The Integrated Acquisition Environment (IAE) Initiative: This funding pays the Department's share of mandatory GSA e-Government initiative costs.

16) The Joint Purchase Card Program Office: This office integrates policy and oversight of the purchase card program with other e-Business initiatives. This effort integrates the card into reengineered business processes. This responsibility was transferred from the Department of the Army to OUSD(AT&L).

17) Contingency Contracting: This program is a key enabler of combat power. Contractors now provide essential services to all of our military services and, in contingency operations, constitute over half of the personnel on the battlefield. This level of reliance brings key challenges to our military force in planning, integrating, and managing contracted support in forward areas. This account funds improvements to contracting in support of deployed forces, humanitarian or

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peacekeeping operations, and disaster relief through policy, guidance, and oversight. Funding enables the Department to address key initiatives, develop critical tools and establish policy, processes, regulations and doctrine to maximize speed and efficiency of responses to improve contingency contracting across the Department of Defense.

18) Industrial Policy: Funds efforts to sustain an environment that ensures the Industrial base on which the Department of Defense (DoD) depends is reliable, cost-effective, and sufficient to meet DoD requirements. Efforts focus on ensuring DoD policies, procedures, and actions stimulate and support vigorous competition and innovation in the industrial base supporting defense; and establish and sustain cost-effective industrial and technological capabilities that assure military readiness and superiority.

19) Small Business Program Support: The Office of Small Business Programs (OSBP) of the Department of Defense is the office that is established within the Office of the Secretary of Defense under section 15(k) of the Small Business Act (15 U.S.C. 644 (k)). The Director of the DoD OSBP is established within 10 U.S.C. 144. The OSBP is responsible for implementing and managing the following statutory and regulatory requirements within the Department of Defense: small business, veteran-owned small business, service-disabled veteran-owned small business, Historically Underutilized Business Zone small business, small disadvantaged business, women-owned small business, Historically Black Colleges and Universities and Minority Institutions, DoD Pilot Mentor-Protégé Program, Indian Incentive Program, Small Business Innovation Research (SBIR), and Small Business Technology Transfer (STTR). These requirements are set forth in 15 U.S.C 631-657 and 25 U.S.C. 1544; Federal Acquisition Regulation (FAR) Part 19 and Part 26; Defense FAR Supplement (DFARS) Part 219, Part 226, Subpart 202.1; and DoD Instruction 5134.04. In fulfilling these requirements, the OSBP performs the following functions: provides small business policy advice to OSD; provides policy oversight of all DoD Component small business activities; issues periodic guidance and procedures in

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furtherance of the execution of program responsibilities; represents the Department of Defense to the Small Business Administration, the Department of Commerce, and other Government Agencies regarding small business interests and concerns; establishes and supports a small business training program for Small Business Specialists and other acquisition personnel; advises senior leadership on means to structure acquisition programs, as defined in DoD Directive 5000.1; to facilitate small business participation throughout the program cycle; and establishes, supports, documents, and oversees implementation of the SBIR and STTR programs across the Department ensuring all participating DoD Components execute effective programs consistent with program guidance and policy.

20) ESOH Program Management: DUSD(I&E) is the primary Environmental, Safety, and Occupational Health (ESOH) advisor to the Under Secretary of Defense (Acquisitions, Technology, and Logistics) for Major Defense Acquisition Programs (MDAP) and Major Automated Information Systems (MAIS). As an official Defense Acquisition Board Advisor, I&E is required to conduct oversight related to ESOH requirements in major DoD acquisitions as defined in the December 2008 DoDI 5000.02, including developing ESOH acquisition policy and guidance; conducting reviews of over 175 MDAP and MAIS; and providing policy implementation assistance for program managers. Evolving regulatory issues such as the international chemical management regulation called "REACH" now require monitoring due to their potential impact to development and O&M -- and thus life cycle costs -- of weapons systems. Additional ESOH expertise is needed to address these issues and ensure that ESOH considerations are integrated properly before major milestone reviews. Funding in this account will allow the Department to carry out newly assigned acquisition ESOH oversight functions in accordance with DoDI 5000.02. This is critical to ensuring system capabilities while ensuring ESOH risks and costs are minimized throughout system life cycles.

21) Developmental Test and Engineering (DT&E): Public Law 111-23, "Weapons System Acquisition Reform Act of 2009" (WSARA) legislated a Director, Developmental Test

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and Evaluation (DT&E) and establishment of an DT&E office subordinate to the USD(AT&L). The Director, DT&E shall review and approve the developmental test and evaluation plan in the Test and Evaluation Strategy (TES) and the Test and Evaluation Master Plan (TEMP) for MDAPs and programs on the OSD DT&E Oversight List, and shall monitor and review the developmental test and evaluation activities of MDAPs. The funding provides the support and operation of the office and execution of its mission.

22) Defense Industrial Base (DIB) Cyber Security: The Department of Defense (DoD) must address cyber security and supply chain risks to DoD networks, weapons systems and information stored and processed on both DoD and Defense Industrial Base (DIB) unclassified networks that support DoD programs. Increased reliance on the internet as a vehicle for sharing information, globalization of the supply chain, and advanced persistent threats (APTs) that can evade commercially available security tools and defeat generic security best practices, drive the need better and smarter program protection planning and execution. The President's Cyber Initiative has moved to counter these threats and mitigate the risks. The proposed Acquisition Cyber Security Initiative links high level policies and great thoughts to specific acquisition practices, systems engineering activities, and risk reduction activities. Through this initiative the Department will pilot activities with the DIB to reduce risks in sharing and storing Critical Program Information (CPI), better understand and mitigate supply chain risks, improve program protection planning, and improve and streamline program protection engineering.

23) Operational Energy Plans and Programs (OEP&P): Provides for a Director, Operational Energy Plans and Programs (D,OEP&P) and OEP&P office. The Director, OEP&P, reporting to the Director, Defense Research and Engineering (D,DR&E) will establish and implement the Department's operational energy strategy; oversee planning and programming activities to align, manage, and coordinate operational

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energy plans, initiatives, and research and development investments; monitor and review technology improvements to improve operational energy efficiencies.

24) Performance Assessment & Root Cause Analysis (PARCA): Public Law 111-23, "Weapons System Acquisition Reform Act of 2009" (WSARA) directed the Secretary of Defense to designate a senior official to serve as the principal official for conducting and overseeing Performance Assessments and Root Cause Analysis (PARCA) for Major Defense Acquisition Programs (MDAPs). The funding provides the support and operation of the PARCA office and execution of its mission.

25) National Security Space Office (NSSO): The NSSO provides an integrated national security space architecture planning function that informs strategic, senior-level decision-making within the Department of Defense with timely and cogent space system architecture alternatives. The FY 2010 Defense Appropriations Act transferred the management and tasking of the NSSO to the USD(AT&L), Space and Intelligence Office (SIO).

c. Regulatory Requirement:

1) Acquisition Workforce Demonstration: The Acquisition Demonstration (AcqDemo) Project Office manages the effort to enhance the quality, professionalism, and management of the acquisition workforce. The AcqDemo Project focuses on the achievement of three broad objectives: improved Management of the Acquisition, Technology & Logistics Workforce; improved Human Resources Management Systems; and improved Mission Accomplishment.

2) Environmental Security Cooperation: This program funds bilateral and multilateral initiatives with foreign defense departments and militaries in support of global basing/operations and the Secretary's Security Cooperation Guidance goals.

3) Readiness and Environmental Protection Initiative (REPI): The Military Departments identify expanding development and urban growth as an increasing challenge to range and installation viability and a growing impediment to mission

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readiness. The REPI is an effort to sustain military readiness while assisting in the protection of valuable habitat and open space. The initiative supports cooperative agreements with states and local communities, and other interested stakeholders to acquire key conservation easements thus preventing incompatible development around military bases and ranges. The DoD promotes such partnerships through its Sustainable Ranges Initiative.

4) Low Observable/Counter Low Observable Export Control (LO/CLO): This program supports the Director of Special Programs' review of arms export control and license applications to include the review and approval of those technologies associated with low observables (LO) and counter-low observables (CLO).

d. Promulgate Policy:

1) Acquisition Knowledge Sharing System (AKSS): The AKSS, Defense Acquisition Guidebook (DAG) and Acquisition Community Connection (ACC) are the primary sources of up-to date material on AT&L mandatory policies and discretionary practices. These sources provide the Defense Acquisition Workforce Improvement Act (DAWIA) workforce with instant access to DoD experts, and to online collaborative knowledge communities. Funds will assist the office to: operate and support the AKSS, the DAG, the web enabled Integrated Framework Chart (IFC), ACC system and the Acquire search and discovery system. Funds will also be used to convert the AKSS to a personalized portal system and develop "portlets" for use by Service and Agency portals; develop the Best Practices Clearinghouse (BPCh) system; develop an Acquire upgrade for searching video; develop various job performance support tools based on major business processes (such as the Standard Procurement System and major milestone plans).

2) Transform Procurement Regulations: This is a continuing initiative to increase the efficiency and improve the quality and effectiveness of the DoD procurement regulatory process and rule making capability. This initiative will move the

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development, implementation, publication, and communication of hundreds of policies, laws, and changes in the FAR and DFARS to a web-based capability.

3) Defense Acquisition Management Information Retrieval (DAMIR): This program provides acquisition management oversight, governance, and secure data services for the entire DoD acquisition community. It consolidates acquisition management lifecycle governance responsibilities, authorities, acquisition data services capabilities, and decision making for the DoD acquisition programs. The FY 2011 increase funds the Acquisition Visibility (AV) SOA project to improve transparency of Defense acquisition decision-making information.

e. OSD Analysis and Support: Provides the Secretary and the entire OSD staff and Joint Chiefs of Staff a source of funds to explore management and programmatic options before committing to a course of action. These funds provide assurance that future budget requests contain programs and policies that have been explored in some depth and represent an optimum solution to a particular problem.

OSD Studies Program: This program supports requirements for analytic support within the OUSD(AT&L) and conducts joint studies with other components of the OSD and the Joint Staff. The program improves the ability of executive decision makers in OSD and Joint Staff components to execute their missions in a complex global environment, by allowing access to specialized technical support. Foremost among the areas supported are installation management, international cooperation and security policymaking, environmental protection policy, systems acquisition and architecture, communications and software assurance, and acquisition management. Many other topics are addressed from year to year depending on the evolving requirements of OSD sponsors. The program also supports requirements of sponsors to produce Congressional reports and to respond to Congressional direction and questions which require quick turnaround and related follow-on analysis.

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4. **Under Secretary of Defense (Policy):** The Office of the Under Secretary of Defense for Policy (OUSD(P)) oversees matters relating to international security policy and political-military affairs. The Assistant Secretary of Defense (Homeland Defense)(ASD(HD)) is responsible for the Department's civil support, incident management, and oversight responsibility for U.S. Northern Command (NORTHCOM). The Office of Force Transformation is also under the USD(P).

a. Policy Operations: The OUSD(P)'s foreign affairs specialists provide military information and analysis of unique situations worldwide to the White House, Members of Congress, and DoD leadership. Policy Operations provides the ability to:

- Manage global peace operations
- Develop defense strategies
- Allow provisions for force structure and basing alternatives
- Monitor and solve security cooperation issues
- Maintain coalition management
- Further cooperative relations with foreign countries
- Understand and react to irregular warfare
- Monitor international security operations
- Deny proliferation of weapons of mass destruction

b. Strategic Policy Forum (SPF): Provides table top exercises between Congressional Members and Executive Branch participants; initiates crisis decision-making in an interagency setting; creates forums to explore emerging national security issues; and examines the capabilities and limitations of national power through various instruments.

c. Irregular Warfare: Develops initiatives that include broad linguistic capability and cultural understanding in ungoverned areas; develops international policy in lawless regions through bilateral and trilateral negotiations; and identifies

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alternatives that prevent the expansion of terrorist cells into ungoverned areas. With this funding, analysts will:

- Develop more in-depth analysis of the assignment of additional military and civilian personnel to long-term, non-intelligence positions in priority and high-priority countries for the Overseas Contingency Operations.
- Develop more in-depth analysis of the legal issues and potential benefits of the recruitment of children of expatriates to include screening metrics for potential useful service recruits.
- Develop more in-depth analysis of the legal issues and specific requirements and screening mechanisms for the recruitment of foreign nations.
- Develop more in-depth analysis of the current Civilian Leadership Development Programs and Service degree programs to include the disciplines and degree levels necessary for increasing opportunities for DoD military and civilian personnel to pursue advanced civil education in language, culture and social sciences.

d. Policy Integration: This program provides analysis of management of cultural situations in nation states, and rebalanced forces between conventional wars and stabilization/counterinsurgency operations, and the ability to advise allied foreign security forces. It also helps prepare the military when confronting threats in culturally diverse countries, supports policies and strategies that develop skills unique to counterinsurgency and stabilization efforts; reinforces and builds international support over shared security concerns such as Afghanistan, homeland security, and counterterrorism by strengthening NATO and other critical nation alliances, and promotes humanitarian activities through military resources in a non-combative manner.

e. Support to the Organization for Security and Cooperation in Europe (OSCE): Funding provides a presence in Vienna and Geneva and supports DoD representatives as members of the OSCE, a regional arrangement under Chapter VIII of the United Nations Charter.

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f. Rewards Program: Provides funds to publicize the program and pay rewards for information to disrupt international terrorist activities.

g. US Mission to NATO: Funding provides regional stability interface with US allies, NATO resolution of regional conflicts, response to terrorism and unstable conditions in fragile and failed nation states that include NATO involvement, weapons of mass destruction bilateral measures, and support of overseas facilities.

h. Homeland Defense (HD): The AS(HD) coordinates national security homeland defense requirements, supplies specialty functions for civil engineering and military operations, and supports continuity of operations and continuity of government. Funding supports an on-site 24/7 watch-stander operations center at the Department of Homeland Security (DHS).

i. Strategic Integration: Funding allows interagency integration and coordination to determine requirements for potential dual-use application of Defense assets. Also supports "international homeland defense" information sharing, bringing together defense ministries of adversarial countries to share their various countries' experiences, policies, and practices.

j. Disaster Response Program: Program personnel develop high-level risk assessments and provide initial analyses of multiple hazards across social, economic, and environmental sectors within broad geographic areas. Experts in Defense support to disaster response/humanitarian assistance, weather analysis, and hazard-mapping help train Mobile Training Teams for specific DoD civil support needs.

k. Latin America Strategic Initiative: Supports the U.S. Southern Command and increases the Department's focus on Central and South America with added bilateral and trilateral defense summits with Latin American countries, and affect defense liaison with personnel in defense ministries in the region.

l. Defense Critical Infrastructure Protection: This integrated risk management program ensures the resiliency of networked infrastructure assets, whether owned or operated by the DoD or private industry, that are critical to executing military missions. Activities include the identification, assessment, monitoring, and risk

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management of cyber and physical infrastructure assets critical to the execution of the National Military Strategy. This funding is also an integral part in assessing, understanding, and protecting the Defense Industrial Base (DIB), which provides defense-related products and services that are essential to equip, mobilize, deploy, and sustain military operations.

m. Travel: This funding supports travel in support of the OUSD(P) mission.

5. Comptroller and Chief Financial Officer: The Under Secretary of Defense (Comptroller) (USD(C))/Chief Financial Officer oversees and sets policy for budget and fiscal matters including financial management, accounting policy and systems, management control systems, budget formulation and execution, and contract audit administration. The office is responsible for the analysis of force planning and programming as a part of the process upon which force structure, system acquisition, and other resource allocation actions are based. The four main focus areas for Comptroller funding are Comptroller Initiatives, Future Years Defense Program Improvement, Administrative Support and Capabilities Portfolio Management.

a. Comptroller Initiatives:

1. Support the strategic goal of producing and providing the SECDEF and senior leadership with authoritative, accurate, and timely financial statements and achieving an unqualified audit opinion for the DoD financial statements.
2. Support the strategic goal of driving Department-wide business transformation efforts by improving financial management processes, systems, and financial reporting. Includes analysis and updates to the DoD Financial Management Regulation (FMR).
3. Maintenance for tools designed to display and track budgetary data and performance metrics such as the Exhibits Automation System, the Comptroller's internal dashboard, and the Overseas Contingency Operations support tool.

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4. Improve the financial management workforce capabilities including support for best practices, development of professional and analytical skills and abilities, and using technology to promote innovative development opportunities to support the changing business needs of the Department.

b. Future Years Defense Program (FYDP) Improvement:

1. Design, construct, and maintain the FYDP information system.
2. Improve the efficiency and effectiveness of PPBE processes and systems.
3. Support the integration of Program and Budget information and eliminate redundancy in data calls.

c. Administrative Support: Funds administrative support services for the USD(C), including general office support, data administration, records management, workflow and correspondence tracking, and other administrative tasks.

d. Capabilities Portfolio Management (CPM): Funds OSD and Joint programs that promote interoperability, minimize redundancies and gaps, maximize effectiveness, etc. to facilitate tradeoffs of resources and capabilities and strategic decision-making in support of the Warfighter. The CPM includes programs such as Command & Control, Joint Logistics, Net Centric Operations, Corporate Management Support, and Battlespace Awareness.

More detailed information on the mission and functions of the USD(C) can be found at the following website: <http://www.defenselink.mil/comptroller/>.

6. Personnel and Readiness (P&R): The Under Secretary of Defense for Personnel and Readiness (USD(P&R)) is the principal staff assistant and advisor to the SECDEF for Total Force Management. Develops policies, plans, and programs for Total Force personnel. This includes the allocation among the DoD Components and between the Active and Reserve

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components and Reserve Component Affairs to promote the effective integration of the Reserve component capabilities into a Cohesive Total Force; health and medical affairs; recruitment, education, training, equal opportunity, compensation, recognition, discipline, and separation of all DoD personnel; interagency and intergovernmental activities, special projects, or external requests that create a demand for DoD personnel resources; readiness to ensure forces can execute the National Military Strategy along with oversight of military training and its enablers; and quality of life for our military and their families. Increases support the CE2T2 program, Military Spouse Intern programs, and functional transfer of the DoD Transition Assistance Program. P&R programs include:

a. Training Transformation: Provides oversight of the Department's Joint training effort, including DoD training ranges.

b. Combatant Commander's Exercise Engagement and Training Transformation (CE2T2) was established as a result of direction from the Quadrennial Defense Review that re-align and consolidate joint training programs and apply resulting efficiencies against new mission areas and existing joint training shortfalls. All efforts support the Department's second priority to strengthen joint war-fighting capabilities. This account funds the following efforts:

Joint National Training Capability (JNTC) uses a mix of live, virtual and constructive (L-V-C) models and simulations in an integrated network of over 33 persistent training sites to provide the most realistic collective joint mission experience possible. The JNTC provides a way to train that offers the Services and joint forces a potential spectrum of live, virtual and constructive training environments: live - real people in real locations using real equipment; virtual simulation - real people in simulators and constructive simulation - simulated entities in a simulated environment. The L-V-C environment combines existing exercises with live forces, creating a more realistic training experience. JNTC incorporates the Military Departments and Agencies, interagency and multinational

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coalition partners. With full operational capability, JNTC will provide the ability to train any audience by linking command and control, training facilities, ranges and simulation centers throughout the world.

Joint Knowledge Development and Distribution Capability (JKDDC) provides joint operational art to the individual warfighter by developing progressive combatant commander-sanctioned educational and training content, leveraging state-of-the-art-distribution processes and advanced technologies to provide training content to Defense personnel anytime, anywhere and track user's progress.

The Joint Warfighting Center at the U.S. Joint Forces Command (JFCOM) supplies the Unified Command Plan-directed support to the Combatant Commanders (COCOMs) by providing joint and multinational training exercises and certification exercise venues along with training exercise feedback. These tasks facilitate certification of designated Joint Task force and functional component headquarters. The JWFC develops and produces joint doctrine to support the Chairman of the Joint Chiefs of Staff, conducting joint Operations modules of instruction to support the National Defense University Flag Officer and Senior Non-Commissioned officer PINNACLE, CAPSTONE and KEYSTONE courses.

The Joint Deployment Training Center delivers individual functional user training on a variety of Command and Control applications on the Global Command and Control System-Joint that constitute the major planning and situational awareness tools used by the Military Departments, the Combatant Commands, and other Government Agencies to conduct daily operations in support of the Overseas Contingency Operations and other missions including Homeland Security and response to natural disasters. Training ensures that personnel are qualified and ready to support the full spectrum of joint operations worldwide.

Combatant Command Headquarters support provides the COCOMs resources for their participation in training and exercise events to prepare for operational missions.

The Joint Exercise Transportation Program (JETP) supports the joint training requirements of the Combatant Commanders and is the Chairman of the Joint Chiefs of

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Staff principal vehicle for achieving joint and multinational training by funding transportation of personnel and equipment to worldwide exercises. It provides COCOMs the primary means to train battle staffs and forces in joint and combined operations, evaluate war plans and execute engagement strategies. It also provides an opportunity to stress strategic transportation systems as well as Command, Control, Communications, Computer and Intelligence systems to evaluate their readiness across the full spectrum of operations. In addition, the JETP provides a mechanism to evaluate Service interoperability.

Joint Training Information Management System (JTIMS) provides the Joint war fighter a web-based, collaborative tool set supporting execution of the Joint Training System. The system facilitates the analysis of the COCOMs Joint Mission Essential task list, which becomes the foundation for each COCOM training and exercise program. The system supports development of each COCOM joint training plan, automating COCOM training and exercise scheduling, cost information and provides on-line and stand-alone tools to support execution of training events and the joint event life-cycle. The system documents training results and support assessment of events and feeds the Defense Readiness Reporting System that facilitates readiness reporting.

Joint Training System Specialist Program provides Joint Training System Specialists, Joint Interagency Specialists, Joint Lesson Learned Specialists to the Military Departments, the COCOMs, Command Support Agencies (CSAs), the National Guard Bureau (NGB) and other US Government agencies to integrate Joint training into a cohesive program supporting Joint Training requirements across the DoD. The program integrates emerging Joint Training issues, requirements and lessons learned, ensuring that COCOMs, CSAs and the NGB training objective being developed are in concert with the overall Joint Training plan requirements. Interagency specialists assess, plan and support the execution of non-DoD agency training and education programs and draft policy for inter-governmental and interagency integration.

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Lessons-learned specialists develop command or service-specific lessons learned guidance documents as well as formulate and coordinate corrective actions.

Joint Training Facilitator Program provides on-site joint training individual and staff training support to the COCOMs. The program supports policy, procedure, action and milestone development required to conduct COCOM individual and staff joint training programs. The training ensures that the commander has resident expertise to support the establishment, revision and execution of a comprehensive, organization-wide joint training program that supports requirements. This ensures that individuals assigned to the units are fully trained and ready to support the mission.

Irregular Warfare (IW) training program provides training to General Purpose Forces for conduct of civil affairs, psychological operations and IW through leveraging of existing capabilities of special operations training and including counter-insurgency and IW tasks in Joint Exercises.

To track the progress and impact of the CE2T2 program, the Joint Assessment and Enabling Capability (JAEC) measures the degree to which joint training improves joint readiness and where improvements should be made.

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

d. Base Allowance for Housing (BAH): Supports the BAH program administration, including nationwide data collection of housing costs. Funding for this small program was functionally transferred to the Defense Human Resources Activity (DHRA) as part of a P&R re-alignment (\$422).

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- e. Defense Safety Oversight Council (DSOC):** Supports safety initiatives to reduce and prevent injuries to meet the SECDEF's 75% accident reduction goal. It includes funding for the Voluntary Protection Program.
- f. Administrative Support:** This program funds the Contracts and Other Support Services requirements, including Intergovernmental Personnel Act requirements.
- g. Lost Work Days System:** Lost Work Days aims to increase operational readiness by eliminating preventable mishaps.
- h. Advancing Diversity and Equal Opportunity Program** includes: The **Workforce Recruitment Program for College Students with Disabilities** to increase the number of people with targeted disabilities in the federal civilian workforce to support the DoD goal of two percent DoD-wide, emphasizing the benefit for wounded service members. The **Defense Equal Opportunity Management Institute** develops curricula and trains military and civilian personnel in cultural competencies/awareness for engaging in warfare and to provide a website and clearinghouse materials for deployed military equal opportunity advisors. **Growing Diversity in the Senior Ranks** will improve diversity in key occupational pipelines that feed into the military flag/general officer and civilian senior executive service positions by increasing diversity in DoD internship programs.
- i. Defense Readiness Reporting System (DRRS):** Allows for quick analysis of force capability issues, effective program oversight, operator training, and data maintenance. Based on intelligent agents, dynamic databases, semantic middleware, and publish/subscribe concepts; and provides a logically uniform view into the multiple databases and information sources that will feed DRRS.
- j. DoD Yellow Ribbon Reintegration Program for National Guard and Reserve:** This program supports deployment and reintegration events. Funding for this program was functionally transferred to the Defense Human Resources Activity (DHRA) as part of a P&R re-alignment (\$46,200).

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k. Military Spouse Intern Program: Assists military spouses in obtaining positions in federal agencies by paying the spouses' salary and benefits for the first year of employment.

l. Wounded Warrior Care and Transition Policy (WWC&TP) and Executive Secretariat: Funds management headquarters operations of the WWC&TP and Executive Secretariat organizations responsible for providing OSD-level oversight of the development and implementation of comprehensive disability, case management, and transition policies and standards across the Services and Agencies. Funds the Recovery Coordination Program for Recovering Service Members and development and sustainment of the automated Recovery Care Plan system used to track medical progress, services, and resources related to the personal and professional goals of recovering service members (§1611 2008 NDAA). Provides continued funding for the Wounded Warrior Resource Center and maintains the Department's funding stream for the collaborative National Resource Directory effort between the DoD, the Department of Veterans Affairs and the U.S. Department of Labor (§1616 2008 NDAA). Over 100,000 copies of the Compensation and Benefits Handbook have been printed and mailed to Service Members since 2008. Funding requested will sustain hardcopy publication and provide content management and sustainment of the electronic version of the Compensation and Benefits Handbook (§1651 NDAA 2008). FY 2011 funding will facilitate the Disability Evaluation System's (§1643 NDAA 2008) expansion from 27 sites to 100% coverage across the DoD. FY 2011 funding included in this request also buys improvements in DES patient tracking and accountability technology and for the DES Oversight Review Board that maintains collaboration with the Department of Veterans Affairs and the Services relative to further compression of case adjudication timelines (§1644 NDAA 2008). Funds the Physical Disability Board of Review to accommodate petitions of former Service Members who received disability ratings of 20 percent or lower from DoD (§1643 2008 NDAA). A functional transfer of the DoD TAP from OSD(MCFP) to the Office of Wounded Warrior Care and Transition Policy was directed by March 2009 USD(P&R) Directive, and thus, our FY 2011 request reflects an increase of \$46.2M in

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requirements previously programmed by the OSD(MCFP). There is no change in TAP program funding requested as a result of this functional transfer. This funding request maintains operating service-level programs of pre-separation counseling services (X U.S.C., §1142), and transition assistance and job search skills (X U.S.C., §1143) and includes funding that pays for Service-level program administration, personnel, training, and travel to deliver mandated services no later than 90 days before the date of anticipated discharge or release of Service members. Minimal funding is also requested in FY 2011 to sustain the technological advancements made and training efforts within the Reserve Component that allow RC medical personnel to remotely access electronic health records stored in the Armed Forces Health Longitudinal Technology Application (AHLTA)(§1611, §1614, §1631, §1635 2008 NDAA). Funding in this request also pays for a strategic communications outreach campaign undertaken by the Deputy Under Secretary of Defense to inform our Nation's community of wounded, ill, and injured Service members, Veterans, and their families of programs, benefits, and services available to them. This request also includes funding for the Executive Secretariat, the lead for cross-agency coordination of Wounded, Ill, and Injured Senior Oversight Committee and Joint Executive Council decisions, monitoring programmatic implementation of SOC and legislative mandates, and ensuring that all congressional reporting requirements are met. The Executive Secretariat is also responsible for long-range strategic planning and performance management for the joint DoD-VA governance bodies and the Under Secretary of Defense for Personnel and Readiness.

m. Military Community and Family Policy (MCFP) Naturalization Support: Additional FY 2011 funding was added to USD(P&R) for Military Naturalization Support Services in response to Congressional Language in the FY 2010 DHS conference report (House Report 111-298).

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7. **Under Secretary of Defense (Intelligence):** The USD(I) advises the Secretary and Deputy Secretary of Defense regarding intelligence, counterintelligence, security, sensitive activities, and other intelligence-related matters. The USD(I) exercises the SECDEF's authority, direction, and control over the Defense Agencies and DoD Field Activities that are Defense intelligence, counterintelligence, or security components, and exercises planning, policy, and strategic oversight over all DoD intelligence, counterintelligence, and security policy, plans and programs. The USD(I) is dual-hatted as the Director of Defense Intelligence within the Office of the Director of National Intelligence (ODNI). In this capacity, he reports to the DNI on Defense Intelligence matters. More detailed information on the mission and functions of the OUSD(I) can be found at the following website: <https://usdi.dtic.mil/>. The funding for OUSD(I) will see a net increase in FY 2011 by \$87.0 million as a result of transfers from OCO to base for International Intelligence Technology and ISR Task Force funding. In addition, the Department will reduce or eliminate over \$7.2 million in contracts by continuing the plan to improve the oversight of contractor services, acquire those services more effectively and in-source contractors where it is more efficient.

a. Intelligence Mission. Four Deputy Under Secretaries (DUSD) and four direct report offices support the intelligence mission:

The DUSD Joint and Coalition Warfighter Support (J&CWS) ensures that intelligence support across the Department meets critical and timely warfighter needs and requirements through policy development, planning, and operational oversight. The DUSD(J&CWS) aligns policies and programs with current operational requirements and intelligence-related strategies and assessments, and aligns selected cutting-edge and emerging intelligence-related technologies with warfighter needs, and oversees Information Operations (IO). Develops DoD policy/doctrine, coordinates Joint doctrine, and oversees DoD Intelligence transformational efforts.

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Information Operations and Strategic Studies Directorate: Advisor for DoD Cyber, IO integration and IO-enabling strategic activities, such as Interagency Special Access Program coordination; mission coordination among Combatant Commands (COCOM), Services and Agencies (C/S/A); intelligence integration strategies/assessments; and Strategic Communication-IO synchronization. Provides expertise that enables development of an integrated C/S/A DoD IO Technology Architecture to accelerate deployment of kinetic/non-kinetic capabilities. Reviews sensitive capability employment packages for OCO. Responsible for the development/oversight of DoD IO policy, programs, plans, and activities, to include: DoD IO investment strategy; USD(I) security administrative support for offensive IO and enabling activities; budgetary assessments of DoD IO programs; and oversight of DoD IO capability development.

Warfighter Requirements and Evaluation Directorate: Provides policy/oversight of the Defense Intelligence Enterprise. Leads transformation efforts and develops/coordinates policy on all Intelligence disciplines/Joint Intelligence Operations Centers. Provides guidance and oversight to sustain the Intel Planning effort to synchronize and integrate national and Defense Intelligence (DI) efforts in support of designated COCOM top priority plans. Representative to Joint Improvised Explosive Device Defeat Organization (JIEDDO) and provides advice for all Counter-IED programs. This office provides key oversight responsibilities for the Reserve intelligence, the Joint Reserve Intelligence Program, and the Reserve Military Intelligence General Officer Steering Committee. Responsible for policy/operational aspects of the Sensitive Reconnaissance Operations (SRO) program - all airborne/maritime surveillance and reconnaissance operations requiring SECDEF or President of the United States approval in support of national and warfighter requirements. The office is also responsible for coordinating all warfighter intelligence support issues with Coalition/NATO Allies. And provides program management of Battlefield Information Collection and Exploitation System (BICES) in support of U.S./coalition forces.

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Policy, Strategy, and Doctrine (PSD) Directorate: Provides oversight, development, and management of DI, CI, security and intelligence-related PSD, and for establishing priorities to ensure conformance with SECDEF and Office of the Director of National Intelligence (ODNI) guidance. Establishes framework for DI and serves as the primary interface with the National Security Council, Homeland Security Council, and ODNI on defense PSD issues, IS, and access for/with coalition partners, federal, state/local governments, tribal, international organizations, and the private sector. This office fosters Intelligence Sharing efforts with customers within the national security, intelligence and law enforcement communities. Provides input to country strategies developed with the ODNI and serves as the representative to the National Disclosure Policy (NDP) Committee and Foreign Relations Coordination Committee and votes on all requests for exception to NDP.

The Intelligence, Surveillance and Reconnaissance (ISR) Task Force is directed to provide operation and execution guidance for SECDEF approved ISR initiatives in coordination with CENTCOM/SOCOM. The ISR Task Force provides ISR capability with supporting infrastructure for collection, communications and processing, exploitation and dissemination in support of commands engaged in combat operations. The TF assesses unmet ISR demand, develops options to drive the integration of ISR and Strike to achieve warfighting effectiveness. Leverages the DoD and the DI to assess unmet ISR demands and develop options to meet gaps and shortfalls within the CENTCOM Area of Operations. Works to coordinate approved ISR initiatives input into the DoD Planning, Programming, Budgeting and Execution system.

The DUSD Technical Collection and Analysis (TC&A) provides direction and oversight of all DoD intelligence analytical and technical collection functions. The office establishes policy, standards of performance, quality assurance and integration; drives the development and implementation of advanced concepts, responsive strategies and cutting-edge analytical and collection capabilities for the Department. This office also

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addresses critical intelligence needs, operational shortfalls, and interagency requirements.

Analytic Concepts and Strategies Directorate: Stimulates, develops and implements advanced concepts, responsive strategies, and cutting-edge analytic tradecraft methodologies, techniques and procedures that focus on improving the full spectrum of analysis and maximizing the integration and collaboration between technical analysis and all-source analysis. Another responsibility is to provide direction and oversight of open-source intelligence. Establishes and evaluates the effectiveness of defense analysis and production within the Defense Agencies, the Services, and the COCOMs. Enhances current analytic capabilities by fostering collaboration and driving policy and guidance that shapes an integrated and collaborative analytic enterprise, while shaping future DoD and IC analytic architectures, processes, and transformation.

Collection Concepts and Strategies Directorate: Stimulates, develops and implements advanced concepts, responsive strategies, and cutting-edge integration methodologies, techniques and procedures. With the Defense Agencies, the Services and the COCOMs, it provides direction and oversight for GEOINT, SIGINT, MASINT and multi-INT integration and evaluates the effectiveness of these functional capabilities. Evaluates the potential of near-term technologies and emerging algorithms and concepts to enhance DoD space, airborne, surface, and subsurface collection strategies, operational solutions and capabilities. Ensures synchronization, interoperability, and collaboration between DoD and Intelligence Community (IC) technical collection and exploitation capabilities and activities through proactive engagement with ODNI and IC elements. It assesses and evaluates commercial, coalition and international capabilities in order to determine implications to DoD space, non-space ISR and technical collection activities.

Special Capabilities Directorate: Develops, oversees, and manages special activities addressing critical intelligence needs, operational shortfalls, and

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interagency requirements. Focuses on operational requirements, processes, and technology support to the warfighter in the areas of Special Technology, Foreign Materiel and Intelligence Engagement, and other activities that involve the broad integration of intelligence capabilities to specific DoD missions. Identifies, assesses, and oversees development of new concepts and manages for the rapid application of new solutions to identified intelligence and operational shortfalls. Conducts research, analysis, and coordination of initiatives among Service and Defense Agencies to minimize overlapping programs, maximize cross-functional applications, and leverage existing investments. Specific initiatives include support to the COCOMs, Special Operations Forces, law enforcement agencies, and the Counter Threat and Special Communications Communities.

The DUSD Portfolio, Programs and Resources (PP&R) develops DoD's investment strategy for Intelligence, Surveillance and Reconnaissance (ISR) and Environmental system capabilities. The office executes this investment strategy through management of the Military Intelligence Program (MIP) as well as the Battlespace Awareness Portfolio, balancing investment and risk over specific capability focus areas. It also provides oversight support to USD(I) for ISR acquisition programs. The office synchronizes MIP investment with those investments in the National Intelligence Program (NIP) that support military planning and operations.

Battlespace Awareness (BA) Portfolio Directorate: the principal staff advisor and manager for the Department's BA Portfolio; provides oversight and investment strategies for all ISR and Environmental Capabilities. Responsible for the Congressionally-directed ISR Strategic Plan, the BA submission to SECDEF's Guidance for Development of the Force and the annual submission of the portfolio's balanced resource recommendation to OSD/Cost Assessment and Program Evaluation (CAPE), and the annual Defense Intelligence Guidance. Provides DoD seniors, including the Deputy's Advisory Working Group (DAWG), with integrated and balanced portfolio resource recommendations. Provides DoD representatives to the DNI's Joint Senior Steering Group (JSSG) Core Team, and is the USD(I) focal point

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for the DAWG, ISR Council, ISR Deputy's Council, 3-Star Programmers Group, DoD IO and Space Executive Committee, and Quadrennial Defense Review.

Intelligence, Surveillance and Reconnaissance Programs Directorate: Provides OSD functional oversight for DoD ISR programs, to include processing, exploitation, and dedicated communications networks. Provides oversight and technical expertise, including requirements evaluations, technology assessments, acquisition oversight, and budget accuracy of National and DoD ISR Programs. Oversees execution of investment strategies approved by PP&R principal staff and USD(I) senior leadership through evaluations of National and DoD ISR initiatives. As directed, creates and manages DoD governance processes providing integrated architectures for both ISR tasking, processing, exploitation, dissemination (TPED) and collection systems. Provides special emphasis to ensure TPED architecture addresses all ISR capabilities requirements from the collector/sensor through the delivery to the end-user. Develops USD(I) implementation direction and analytical-based proposals to include supporting studies for budget processes and delivering accurate assessments in support of the development and execution of the MIP. Evaluates impact of NIP in meeting warfighter needs, and supports NIP oversight on behalf of the USD(I). Identifies, manages, and coordinates ISR program and system requirements through the OSD and DNI process.

Military Intelligence Program Resources Directorate: Develops investment strategies addressing warfighter near-term and long-term ISR and other intelligence-related needs. Manages and advocates for the MIP on behalf of USD(I) throughout the PPBE process in the Department and works closely with ODNI to ensure appropriate linkages and dependencies between the MIP and the NIP. Outputs include the MIP Congressional Justification Books, budget change proposals, reprogramming actions, quarterly execution reports to Congress, regular performance management reports to USD Comptroller and OMB, and appeals to Congressional marks on resources. Serves as primary USD(I) interface with ODNI, Office of

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Management and Budget (OMB), CAPE, USD(C), the Components, and the Joint Staff for resource matters and Congressional appeals.

The DUSD HUMINT, Counterintelligence and Security (HCI&S) is responsible for developing policy and exercise planning, and strategic oversight for the defense intelligence enterprise in the areas of HUMINT, counterintelligence, security and sensitive activities. HC&S also oversees the activities of the Defense Security Service and coordinates closely with the Defense CI & HUMINT Center at DIA. Counterparts are the ODNI's National CI Executive and Security Offices. Supports management of resources and investments to meet evolving warfighter needs; expands defense HUMINT global reach; enhances CI and credibility assessment capabilities; transforms defense security; and synchronizes special access programs and other sensitive activities to provide enhanced operational integration and collaboration.

Counterintelligence (CI) Directorate: Staff advisor for DoD CI and credibility assessment (CA) matters. Develops and staffs DoD CI and CA policies; provides CI and CA policy oversight; represents the USD(I) and OSD at IC, national, international and DoD CI and CA forums; and conducts an outreach program to DoD Components with organic CI elements. The staff provides support on CI budget matters for CI and CA resources and CI and CA staff support to OSD, the Joint Staff, and other customers.

HUMINT Directorate: Staff advisor for DoD HUMINT. Oversees the full spectrum of DoD HUMINT plans, programs, and operations, to include Identity Intelligence biometrics. Develops and coordinates DoD policy governing HUMINT tradecraft standards, coordination requirements, training, and Enterprise management. Assesses the performance of the DoD HUMINT Enterprise, and recommends resource reallocation where appropriate. Represents USD(I) within the IC on matters pertaining to DoD HUMINT.

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Security Directorate: Staff advisor for DoD security policy, planning, and oversight, and is Executive Agent for the U.S. National Industrial Security Program. Develops policy for all DoD Components in the following areas: information, personnel, physical, chemical/biological, industrial, operations, special access program security and DoD Research and Technology Protection program. The staff is responsible for the development of policy for the security of installations and resources. Ensures existing policy balances the need to protect security information with the need to share across DoD and interagency missions. Coordinates DoD policy at interagency forums to include: DHS Interagency Security Committee, DNI's information sharing environment efforts, National Security Council Interagency Policy Committees, National Disclosure Policy Committee, Committee on Foreign Investment in the United States, Weapons of Mass Destruction Commission, and National Industrial Security Program Policy Advisory Committee.

Sensitive Activities Directorate: Staff office concerning DoD Sensitive Activities (SA), National programs, Defense Sensitive Support and sensitive Special Operations. This directorate maintains global visibility of SA to facilitate senior-level decision-making. Conducts cross integration of SA. Provides defense cover approvals and coordinates Special Operations SA. It is responsible for developing policies, strategies, technologies and programs to facilitate agility, speed, effectiveness and persistence supporting operational forces. Provides support to COCOMs to include planning and review of sensitive EXORDs and DEPORDs. In addition, manages National programs providing support to the National Security Council and provides oversight of the Defense Sensitive Support program, SA and Congressionally-directed reporting. Obtains support for critical sensitive operations within DoD and to other government agencies. Establishes and maintains agreements related to DoD and inter-agency SA. SA provides functional oversight of compartmented and special-access programs and ensures coordination of activities among stakeholders.

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Direct Report Offices (DRO): The Chief of Staff Office serves as the focal point for coordination of organization-wide management and administrative matters. The Congressional Activities Office supports the USD(I) and the ASD (Legislative Affairs) by facilitating OUSD(I) interaction with Defense and Intelligence oversight committees, and Members of Congress and their staffs in order to provide information on the MIP and OUSD(I) legislative priorities consistent with DoD objectives. The Human Capital Management Office provides policy, guidance and oversight for all DoD intelligence civilian and military (active and reserve) positions. This office is responsible for the development, implementation, and policy oversight of the Defense Civilian Intelligence Personnel System (DCIPS). The Special Programs Office is responsible for supporting security, management, administration, and oversight of USD(I) compartmented activities and Special Access Programs (SAPs).

b. International Intelligence Technology. This effort within DUSD (TC&A) develops, oversees, and manages USD(I)'s support to allied and coalition intelligence sharing requirements; conducts research, analysis, and coordination to ensure compliance with DoD, NATO, and coalition intelligence sharing, exploitation, and dissemination; and identifies and minimizes overlapping programs, maximizes cross-functional applications, and leverages existing investments in intelligence fusion capabilities.

c. Defense Civilian Intelligence Personnel System (DCIPS). DCIPS implementation enables DoD Intelligence Components to more effectively establish positions and appoint, pay, develop, retain, and motivate a world-class workforce committed to providing effective intelligence support to the warfighter and the national policymaker. The USD(I) DCIPS effort will implement policy recommendations and modifications to human resources IT applications, and revise or develop appropriate training for the workforce following the recommendations of the Government Accountability Office and the National Academy of Public Administration independent review of DCIPS.

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**8. Assistant Secretary of Defense (Networks and Information Integration) (ASD (NII)/DoD
Chief Information Officer (CIO):**

Dollars in Thousands

	<u>FY 2010</u>	<u>FY 2011</u>
	<u>Estimate</u>	<u>Estimate</u>
a. NII Mission and Analysis Fund	24,818	23,622
b. Command Information Superiority Architecture (CISA)	4,391	4,142
c. Information Superiority Integration Support	9,091	8,577
d. Chief Information Officer (CIO)	14,993	14,144
e. Information Systems Security Program (ISSP)	15,939	15,038
f. eGov Initiatives and Govt-Wide Councils	23,446	22,119
g. NII Cyber Security	17,260	3,671
h. NII Cyber Security, Defense Industrial Base	4,004	2,651
i. Travel	<u>1,730</u>	<u>1,813</u>
TOTAL	115,672	95,777

More detailed information on the mission and functions of ASD(NII)/DoD CIO can be found at the following website: <http://www.defenselink.mil/cio-nii>.

a. NII Mission and Analysis Fund: Funds key analytical assessments needed to establish policies such as: Command and Control (C2) policy supports presidential, national and strategic planning initiatives and integration and architecture development activities for net-centric C2 that establishes capstone capabilities requirements, integrated architectures, C2 and nuclear roadmap plans, Information Operations (IO) C2 interfaces, Continuity C2 and management and oversight strategies for programs across DoD and for specific ground, air, and land mobile platforms. Funds the Joint C4 Intelligence, Surveillance, and Reconnaissance (C4ISR) Decision Support Center (DSC) established to analyze joint C4ISR systems in support of requirements and acquisition decision makers.

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These funds also support the oversight and preparation of the OMB and Congressional justification materials for the DoD Information Technology budget.

b. Command Information Superiority Architecture (CISA): Supports development & maintenance of the Global Information Grid Enterprise Architecture. CISA provides the Unified Commands with a structured IT planning process based on best business practices to define Command capabilities. Integrates net-centric transition planning for each command, implements IT portfolio management concepts, achieve horizontal fusion of missions and business processes across the Unified Commands, their components, and multinational partners that will establish trans-AOR network centric operations. Performs cross-Unified Command analysis of capabilities to impact IT investments strategies to improve transition plans for the Unified Commands to reach objectives architectures according to the goals of JV 2020.

c. Information Superiority Integration Support (ISIS): Funds integration efforts for C2, communications, space and information technology (IT) programs into the Global Information Grid (GIG) consistent with net-centric standards and guidelines. Provides the studies, analysis, evaluations, architecture development, system engineering and integration support required to determine the validity of service acquisition strategies, analyses of alternatives, systems design and economic analysis. Defines and implements GIG end-to-end solutions for quality of service and network management; develops cross-cutting solutions in areas such as frequency management, internet protocols for the bandwidth-limited user. DoD Business Transformation - ensure systems migrate to net-centric standards and guidelines are compliant with the Business Enterprise Architecture.

d. Chief Information Officer: Executes the DoD CIO function for a net-centric warfare and business environment. Provides analytic assessments and technical expertise to include: implementation and the extension of the Net-Centric Data Strategy; overseeing and enforcing compliance with the GIG architecture; developing a common set of

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capabilities that enable users to rapidly and precisely discover information, efficiently task information providers, post information holdings, and dynamically form collaborative groups for decision-making; pursuing DoD enterprise software licensing opportunities to include Federal SmartBUY agreements; developing policies, procedures and governance structures for managing IT investments; continuing to develop and implement initiatives to educate and train IT personnel.

e. Information Systems Security Program (ISSP): Supports policy development, program oversight and integration of all DoD Information Assurance (IA) efforts such as Computer Network Defense (CND) and the restoration of information systems. Supports: IA and CND architecture development and oversight; IA and CND operations process integration, impact assessment and mitigation planning; Oversight and development of IA education, training and awareness, including IA Scholarship Program.

f. eGov Initiatives and Government-Wide Councils: DoD is involved with 21 of the government-wide eGov initiatives, five lines of business, and the SmartBUY initiatives. Funding represents DoD contribution to the federal effort and also provides for a coherent DoD transition to enable business transformation and data to be accessed and shared across application domains. eGov initiatives are a key part of the President's Management Agenda as a means for Federal agencies to improve and streamline service and reduce redundancy in information technology investments.

g. NII Cyber Security: This effort supports the President's inter-agency Comprehensive National Cyber Security Initiative. Funding includes support for Supply Chain Risk Management (SCRM) activities. The SCRM activities are comprised of two types: SCRM piloting activities within DoD and continued expansion of SCRM threat assessment capability. DoD is piloting SCRM key practices within DoD acquisition programs through SCRM piloting centers of excellence, which place SCRM Subject Matter Experts (SMEs) within DoD acquisition programs to test SCRM key practices and leverage threat

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information from the SCRM threat assessment capability. In addition funds support cyber professional education and training activities at the service academies, senior service and defense colleges, service training schools, and for distributive/web-based training and mentoring.

Program increases/decreases: DoD is establishing a SCRM threat assessment capability within DIA, to provide all source SCRM threat support to acquisition programs. This capability started in FY 2009 at about 25 FTE and grows to 50 FTE by FY 2013. The additional funding in FY 2010 continues the expansion toward FY 2013 target. Funding decrease in FY 2011 represents the permanent transfer of funds to DIA to support this Capability.

h. NII Cyber Security, Defense Industrial Base: This funding supports the Defense Industrial Base Cyber Security/Information Assurance (DIB CS/IA) program. Program activities include US government, Interagency, and DoD-wide collaboration, DoD policy development, cyber threat information sharing, network incident reporting and remediation, Cyber intrusion damage assessment, digital forensic analysis, and the development of network security/IA capabilities and development of associated network security technologies, as well as network management and remediation tools. The DIB CS/IA Task Force (TF) oversees implementation of roles and responsibilities assigned to DoD Components supporting the program (e.g., NSA, Defense Cyber Crime Center, OSD, Military Departments, USSTRATCOM/USCYBERCOM, Agencies, etc.) and coordination with the Interagency. The DIB CS/IA TF also supports DHS efforts to extend DoD's DIB information sharing model to other critical infrastructure sectors and the DIB CS/IA program for partnering with industry on cyber security and information assurance.

Program decrease: Program decrease in FY 2011 represents the DIB funding realigned to Undersecretary of Defense (Acquisition Technology & Logistics). The DIB program as a whole did not decrease.

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OASD(NII)/DoD CIO Program decrease for FY 2011: The NII/DoD CIO programs took modest reductions in FY 2011 to support the Departments decision to reduce contractor support and increase DoD's manpower end strength.

9. Director, Cost Assessment and Program Evaluation (CAPE) (formerly Program Analysis & Evaluation (PA&E)): The Director, CAPE provides critical analyses of DoD programs and independent advice to the SECDEF. The CAPE develops and analyzes program alternatives, manages the FYDP and validates the costing and funding of programs.

a. Long Range Planning: This program provides independent advice to the SECDEF for analysis and advice on program and budget decisions, cost estimation and cost analysis for acquisition programs, strategy and force planning, the Quadrennial Defense Review, and transformation. Specific areas of focus include:

- Cost Estimating Analysis and Economic Research
- Strategic, C4, and ISR Programs (SC4ISRP)
- Irregular Warfare Analysis
- Conventional Forces Analytical Support
- Defense Program Projection Support (DPP)
- Force Structure, Weapons Systems, and Warfighting Analysis
- Mobility Capability Analysis
- Scenario Analysis and Simulation and Analysis Center (SAC)
- Defense Contract and Resource Center (DCARC)

The program increases from FY 2010 to FY 2011 are for the support of new and expanded mission requirements as outlined in the Weapons Systems Acquisition Reform Act of 2009. Specifically, the number of required cost estimates will increase considerably (60 Acquisition Category (CAT) ID Major Defense Acquisition

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Program (MDAPs), 35 Major Acquisition Information System (MAIS)(ACAT IAM) and Pre-MAIS programs, 30 Pre-MDAPs, Nunn-McCurdy certifications). In addition, increased manpower will be needed to review service cost estimates. Instead of performing episodic reviews of acquisition programs, CAPE will continuously monitor these programs. There will also be a significant increase in the amount of analysis of alternatives work performed. In total these new requirements equate to roughly 80 man-years of additional work. The new funding will provide for additional staff, training and travel needs, and contract/technical support.

- b. Defense Resource Management Study Program (DRMS):** This program provides support toward the reform of defense resource management process of foreign countries in the process of establishing democratic control in the areas of defense and national security. The program increases over the FY 2010 level will enable CAPE to support four countries simultaneously instead of three. This program has proven effective for building foreign partner capability.

- c. Industrial Base Study Program:** Industrial Base Study Program: This program is a continuation of the congressionally directed effort focusing on Space and Ship programs initiated in FY 2009. The program provides for the collection and analysis of data to support assessment of industrial base health and tools to continually monitor program and contractor performance. Some of the current efforts include the development of automated tools for the analysis of industrial and government work forces, program performance data, investment trends, and assessment of alternative acquisition strategies.

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

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10. **Assistant Secretary of Defense (Public Affairs):** The Assistant Secretary of Defense for Public Affairs is the principal staff advisor and assistant to the SECDEF and the DEPSECDEF for public information, internal information, community relations, information training, and audiovisual matters. The OASD(PA) is the sole release authority to news media representatives for official DoD information, and audio visual matters; evaluates news media requests for DoD support and cooperation, and determine applicable levels of DoD participation; is the principal spokesperson for DoD; develops communications policies, plans, and programs in support of DoD objectives and operations; coordinates public affairs support of defense support to public diplomacy; ensures community management and oversight to organize, train, and equip missions across the Joint Force; serves as the approval authority for the public affairs interactive internet activities; oversees and coordinates, as necessary, the activities of the DoD National Media Pool for potential use in military contingency operations and other activities; issues public affairs guidance to the DoD Components; prepares speeches, public statements, congressional testimony, articles for publication, and other materials for public release by the SECDEF; receives, analyzes, and replies to inquiries on DoD policies, programs, activities, news trends, and DoD media coverage that are received from the general public and public affairs leadership; provides DoD assistance to non-Government and entertainment-oriented motion picture, television, and video productions; develops, coordinates, and oversees the implementation of public affairs policy and plans for DoD participation in activities supporting U.S. international public affairs programs, in coordination with appropriate DoD officials; provides community relations policy guidance to the military Services; serves as the OSD liaison to national associations, veterans service organizations; coordinates joint military services' involvement in regional and national level special events; plans and executes the Joint Civilian Orientation Conference; manages the Pentagon Tour program; and incorporates new media outlets and social media networking technologies in outreach initiatives to virtual communities.

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II. Force Structure Summary: N/A.

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III. Financial Summary (\$ in thousands)

	FY 2010						
	*FY 2009 Actuals	Budget Request	Congressional Action			**Current Estimate	FY 2011 Estimate
			Amount	Percent	Appropriated		
A. BA Subactivities							
1. Core Operating Program	317,490	334,595	0	0.0	334,595	334,595	418,161
2. Other DoD Programs	200,992	219,322	109,901	50.2	329,223	329,314	226,158
3. AT&L Program	173,640	192,457	30,952	16.1	223,409	223,409	231,825
Congressional Mandate	22,636	12,329	11,567	93.8	23,896	23,896	11,374
Improve ACQ & Logistic Processes	62,742	97,057	4,309	4.4	101,366	101,366	135,023
Regulatory Requirement	51,007	39,110	16,624	42.5	55,734	55,734	41,937
Promulgate Policy	11,575	24,474	-862	-3.5	23,612	23,612	26,129
OSD Decision Support	13,829	15,258	-537	-3.5	14,721	14,721	13,087
Other	11,851	4,229	-149	-3.5	4,080	4,080	4,275
4. OUSD (Policy)	88,796	93,315	-884	-0.9	92,431	92,431	93,392
Travel	5,994	5,705	-201	-3.5	5,504	5,504	5,710
USD (Policy) Operation	32,089	18,271	1,757	9.6	20,028	20,028	25,499
Strategic Policy Forum	0	1,036	-36	-3.5	1,000	1,000	897
Irregular Warfare	0	1,648	-58	-3.5	1,590	1,590	1,426
Policy Integration	0	1,851	-65	-3.5	1,786	1,786	1,602
Support to OSCE	105	630	-22	-3.5	608	608	545
Rewards Program	6,829	5,522	-194	-3.5	5,328	5,328	4,779
US Mission to NATO	4,898	5,133	-181	-3.5	4,952	4,952	6,615
ASD Homeland Defense (HD)	22,047	19,165	-674	-3.5	18,491	18,491	16,587
Strategic Integration	0	1,991	-70	-3.5	1,921	1,921	1,723
Disaster Response Program	0	8,515	-300	-3.5	8,215	8,215	7,369
Latin America Strategic init	0	3,656	-129	-3.5	3,527	3,527	3,164
ASD HD Critical Infrastructure	16,834	20,192	-711	-3.5	19,481	19,481	17,475

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III. Financial Summary (\$ in thousands)

	FY 2010						
	*FY 2009 Actuals	Budget Request	Congressional Action			**Current Estimate	FY 2011 Estimate
			Amount	Percent	Appropriated		
A. BA Subactivities							
5. OUSD (Comptroller)	30,360	51,252	-1,803	-3.5	49,449	49,449	48,652
Travel	435	449	-16	-3.6	433	426	456
DoD FYDP Improvement	3,810	3,588	-126	-3.5	3,462	3,408	3,510
Comptroller Initiatives/DCFO	26,115	25,449	-1,645	-6.5	23,804	24,369	23,403
DoD Comptroller Admin/CASS	0	1,766	-16	-0.9	1,750	1,246	1,283
Capability Portfolio Management	0	20,000	0	0.0	20,000	20,000	20,000
6. OUSD (P&R)	788,775	831,209	-44,654	-4.1	786,555	786,555	908,483
Administrative Support	2,751	1,106	-39	-2.3	1,067	1,067	1,007
Advancing Diversity & EO	8,140	7,927	-279	-2.3	7,648	7,648	8,925
Base Allowance for Housing CAAS	437	437	-15	-2.3	422	422	0
COCOM Exercise Engagement & Trng	679,384	719,007	-40,690	-4.4	678,317	678,317	760,837
Defense Readiness Reporting System	5,187	7,424	-261	-2.3	7,163	7,163	6,900
Defense Safety Oversight Council	7,858	11,837	-417	-2.3	11,420	11,420	12,615
Lost Work Day System	3,455	3,362	-118	-2.3	3,244	3,244	3,060
Military Naturalization Support	0	0	0	0.0	0	0	6,345
Military Spouse Internship	0	7,178	-253	-2.3	6,925	6,925	17,500
Studies Program/CAAS	3,102	3,098	-109	-2.3	2,989	2,989	2,820
Training Transformation	6,538	6,638	-234	-2.3	6,404	6,404	6,035
Transition Policy & Care (WII)*	56,038	37,003	-1,317	-2.3	35,686	35,686	81,037
Travel	0	1,387	-49	-2.3	1,338	1,338	1,402
Yellow Ribbon Reintegration Program	15,885	24,805	-873	-2.3	23,932	23,932	0

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	FY 2010						
	*FY 2009 Actuals	Budget Request	Congressional Action			**Current Estimate	FY 2011 Estimate
			Amount	Percent	Appropriated		
A. BA Subactivities							
7. OUSD (INTEL)	78,874	78,799	7,826	9.9	86,625	86,625	173,645
Travel	0	1,725	-61	-3.5	1,664	1,664	1,750
Intelligence Mission	48,046	57,558	8,574	14.9	66,132	66,132	85,796
Joint Military Deception Initiative	0	2,925	-103	-3.5	2,822	2,822	3,064
International Intelligence Tech	0	12,214	-430	-3.5	11,784	11,784	80,643
Def Civilian Intel Personnel Sys	5,478	4,377	-154	-3.5	4,223	4,223	2,392
OCO	25,350	0	0	0.0	0	0	0
8. ASD(NII Programs)	116,681	119,891	-4,219	-3.5	115,672	115,672	95,777
Travel	0	1,793	-63	-3.5	1,730	1,730	1,813
Mission & Analysis Fund	28,465	25,723	-905	-3.5	24,818	24,818	23,622
CISA	4,428	4,551	-160	-3.5	4,391	4,391	4,142
ISIS	9,283	9,423	-332	-3.5	9,091	9,091	8,577
CIO Mission	15,473	15,540	-547	-3.5	14,993	14,993	14,144
Information System Security	16,487	16,520	-581	-3.5	15,939	15,939	15,038
Egov, Councils	25,159	24,301	-855	-3.5	23,446	23,446	22,119
NII Cyber Security Initiative	13,021	17,890	-630	-3.5	17,260	17,260	3,671
Defense Industrial Base	4,365	4,150	-146	-3.5	4,004	4,004	2,651
9. Director, CAPE	36,607	28,851	-1,036	-3.5	27,815	27,836	41,954
Travel	0	638	-22	-3.4	616	616	648
Long-Range Planning	21,887	24,333	-856	-3.5	23,477	23,477	33,931
Secretary's Analytical Agenda (QDR)	10,779	0	0	0.0	0	0	0
Industrial Base Studies	0	0	0	0.0	0	0	3,000
Defense Resource Management Study	3,941	3,880	-158	-3.5	3,722	3,743	4,375

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	*FY 2009 <u>Actuals</u>	FY 2010					**Current <u>Estimate</u>	FY 2011 <u>Estimate</u>
		<u>Budget Request</u>	<u>Congressional Action</u>					
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>			
A. BA Subactivities								
10. ASD (Public Affairs)	1,966	6,294	-2,110	-35.3	4,184	4,072	7,253	
Mission Support	1,966	6,024	-2,210	-36.7	3,914	3,812	6,978	
Travel	0	270	0	0.0	270	260	275	
11. Congressional Grants Section 8084	112,440	0	0	0.0	0	0	0	
12. Congressional Adds	11,158	0	0	0.0	0	0	0	
TOTAL	1,957,779	1,955,985	93,937	4.8	2,049,958	2,049,958	2,245,300	

* The FY 2009 Actual column includes \$30,000 of FY 2009 Bridge Funding Appropriations (PL 110-252); and \$91,672 of FY 2009 Supplemental Appropriations Act funding (PL 111-32). The FY 2009 column includes a \$12,200 technical fix adjustment made after the O-1 report was published.

** The FY 2010 Estimate column excludes \$103,047 requested in the FY 2010 Defense-Wide Overseas Contingency Operations Budget request.

*** FY 2009 Wounded Warrior funding was provided from Supplemental only. Wounded, Ill, and Injured (WII) requirements for FY 2010 and out are contained in the baseline budget.

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<u>B. Reconciliation Summary</u>	<u>Change</u> <u>FY 2010/FY 2010</u>	<u>Change</u> <u>FY 2010/FY 2011</u>
Baseline Funding	1,955,985	2,049,958
Congressional Adjustments (Distributed)	-25,400	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	119,373	
Subtotal Appropriated Amount	2,049,958	
Fact-of-Life Changes (CY to CY Only)		
Subtotal Baseline Funding	2,049,958	
Anticipated Supplemental	103,047	
Reprogrammings		
Price Changes		54,503
Functional Transfers		38,390
Program Changes		102,449
Current Estimate	2,153,005	2,245,300
Less: Wartime Supplemental	-103,047	
Normalized Current Estimate	2,049,958	

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C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2010 President's Budget Request (Amended, if applicable)		1,955,985
1. Congressional Adjustments		93,973
a. Distributed Adjustments	-25,400	
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions		
1) Sec 8085 - SECDEF Grants	110,640	
2) Sec 8097 - Economic Assumptions	-2,439	
3) Sec 8037 - Mitigation of Environmental Impacts	11,172	
e. Congressional Earmarks - Indian Lands Environmental Impact		
FY 2010 Appropriated Amount		2,049,958
2. War-Related and Disaster Supplemental Appropriations	103,047	
3. Fact of Life Changes		
FY 2010 Baseline Funding		2,153,005
4. Reprogrammings (requiring 1415 Actions)		
Revised FY 2010 Estimate		2,153,005
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		-103,047
FY 2010 Normalized Current Estimate		2,049,958
6. Price Change		54,503
7. Functional Transfers		38,390
a. Transfers In		
1) <u>Public Affairs</u> - Functional transfer from Defense Media Activities to Public Affairs will properly align Headquarters mission to the appropriate location for \$2,894 (\$1,800 in civilian pay and \$1,094 in mission funds).	\$2,894	

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C. Reconciliation of Increases and Decreases	Amount	Totals
2) OSD - Air Force support for military to civilian conversion.	396	
3) <u>P&R Wounded Warrior Care & Transition Policy</u> - A functional transfer of the DoD Transition Assistance Program from OSD(MCFP) to the Office of Wounded Warrior Care and Transition Policy was directed in a March 2009 USD(P&R) Directive; this request reflects an increase in requirements previously programmed by the ODUSD Military Community and Family Policy (functional transfer from DoDEA).	46,200	
b. Transfers Out		
1) <u>NII</u> - The Department is standing up a Supply Chain Risk Management (SCRM) threat assessment capability within DIA, to provide all source SCRM threat support to acquisition programs. Funding decrease in FY 2011 represents the permanent transfer of funds to DIA to support this capability. (FY 2010 Baseline \$17,260).	-11,100	
8. Program Increases		314,079
a. Annualization of New FY 2010 Program		
b. One-Time FY 2011 Increases		
c. Program Growth in FY 2011		
1) <u>Other DOD Programs</u> - Increased funding supports the Department's Boards Commissions and Task Force programs (FY 2010 Baseline: \$6,870).	753	

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C. Reconciliation of Increases and Decreases

	Amount	Totals
<p>2) <u>Contracting Services Insourcing</u> - As part of DoD's initiative to reduce its reliance on contractors, OSD is reducing its contractor workforce and replacing these positions with DoD civilians. OSD has re-evaluated the distribution of the contractor services reductions and associated buy back of civilian end-strength to ensure the most accurate executable program possible. This program increase is requested to hire 125 civilians (civilian pay increase \$22,194) thus reducing contract cost by \$21,033. (see note under Section I - paragraph three). As a result, associated savings may not be measured at each Principal Staff Assistant level. (FY 2010 Baseline: 20,253)</p>	22,194	
<p>3) <u>CAPE</u> - Increased funding supports expanded mission requirements IAW Weapon System Acquisition Reform Act (WSARA) of 2009. Specifically, the number of required cost estimates will increase considerably (60 Acquisition Category (CAT) ID Major Defense Acquisition Program (MDAPs), 35 Major Acquisition Information System (MAIS)(ACAT IAM) and Pre-MAIS programs, 30 Pre-MDAPs, Nunn-McCurdy certifications). Instead of performing episodic reviews of acquisition programs, CAPE will continuously monitor these programs. There will also be a significant increase in the amount of analysis of alternatives work performed. Note, before the net increase of \$10,729 this program was reduced by \$2,527 for contracts that were eliminated due to in-sourcing. (FY 2010 Baseline: \$23,477)</p>	10,729	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases

- | | Amount | Totals |
|--|--------|--------|
| 4) <u>AT&L Weapon System Acquisition</u> - The new funding supports expanded mission requirements IAW Weapon System Acquisition Reform Act (WSARA) of 2009. The program supports the establishment of the Director of Developmental Test Evaluation (D,DT&E) and funding to establish and operate D,DT&E Office. This office will review and approve the DT&E plan in the test and evaluation strategy and the test and evaluation master plan for Major Defense Acquisition Program and programs. (FY 2010 Baseline: \$0) | 1,850 | |

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases

Amount Totals

5) Compensation and Benefits - Funds execution of more authorized positions approved by the Deputy Secretary of Defense to enhance capabilities for new missions and increased workload. (FY 2010 Baseline: \$328,762) Included are the new directives - Weapon Systems Acquisition Reform Act (WSARA) of 2009 which established offices in AT&L and Cost Assessment and Program Evaluation (CAPE-subsumes the function of the former Office of the Director, Program Analysis and Evaluation). New USD(AT&L) offices established meeting this directive include the following: Director of Developmental Test Evaluation (D,DT&E), Office of the Director of Operational Energy Plans & Programs (DOEP&P), Director of Systems Engineering (D,SE) and Performance Assessment and Root Cause Analysis (PARCA) with an increase of \$9,660 in civilian pay (FY 2010 Baseline: 0). WSARA established OSD/CAPE and the end strength of the new organization will need to increase by an additional 48 Full Time Equivalents, to perform new requirements, resulting in a \$10,621 increase to civilian pay. (FY 2010 Baseline: 21,555) The increased manpower will be needed to review service cost estimates and other MDAP and MAIS program information. In total the new requirements for OSD/CAPE equate to roughly 80 man-years of additional work.

63,908

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases

	Amount	Totals
<p>6) <u>AT&L</u> - The new funding supports expanded mission requirements IAW Weapon System Acquisition Reform Act (WSARA) of 2009. The program supports the establishment of the Office of the Director of Operation Energy Plans and Programs (DOEP&P). This office will provide research and engineering planning, financial management, Congressional outreach, S&T technical intelligence, Rapid Technology and the Energy Security Task Force. This funding will allow the DOEP&P to conduct oversight and be accountable for operational energy plans within the DoD, coordinate and oversee planning and program activities, monitor and review all operational energy initiatives and be the principal advisor to the SECDEF regarding the operational energy plans and programs. (FY 2010 Baseline: \$0)</p>	10,882	
<p>7) <u>AT&L</u> - Increased funding supports expanded mission requirement IAW Weapon System Acquisition Reform Act (WSARA) of 2009. The program supports the establishment of the Office for Performance Assessment & Root Cause Analysis (PARCA) and is the principal official for conducting performance assessments and root cause analysis for major defense acquisition programs. This funding will provide a level sufficient to carry out its statutory duties and transfer resources from other offices currently involved in the Earned Value Management System (EVMS) data to customers within DoD and related missions. This office will conduct analyses for causes for shortcomings in cost, schedule, and performance of a program. (FY 2010 Baseline: \$0)</p>	11,450	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases

	Amount	Totals
8) <u>CAPE</u> - Increased funding supports OSD/CAPE's Industrial Base Study program providing for the collection and analysis of data to support assessment of industrial base health and tools to continually monitor program and contractor performance. This program is a continuation of the congressionally directed effort focusing on Space and Ship programs initiated in FY 2009. Some of the current efforts include the development of automated tools for the analysis of industrial and government work forces, program performance data, investment trends, and assessment of alternative acquisition strategies. (FY 2010 Baseline: \$0)	3,000	
9) <u>AT&L Contingency Contracting</u> - Increases to meet interagency coordination needed for contingency contracting. (FY 2010 Baseline: \$0)	3,295	
10) <u>AT&L Defense Acquisition Mgt Info Retrieval System (DAMIRS)</u> - Funding increases support acquisition management in a net-centric environment. (FY 2010 Baseline: \$17,426)	2,500	
11) <u>AT&L Defense Industrial Base Cyber Security</u> - Funds provided to support the continuing cyber defense operations. The funding was transferred from NII to AT&L to support the Defense Industrial Base Cyber Security funding line staying in one Program Element Code. (FY 2010 Baseline: \$0)	2,212	
12) <u>AT&L Integrated Acquisition Environment</u> - Funding for Integrated Acquisition Environment - Provides applications and services that support the federal procurement processes. (FY 2010 Baseline: \$20,612)	6,453	
13) <u>AT&L Logistics Systems Modernization</u> - Funding increase in support of the increasing costs of logistics maintenance materiel, readiness, strategic capability/mobility and sustainment support. (FY 2010 Baseline: \$19,562)	5,540	

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C. Reconciliation of Increases and Decreases	Amount	Totals
14) <u>AT&L Space and Intelligence MDAP</u> - Oversight funding increase to improve oversight of the office of the Space and Intelligence MDAP. (FY 2010 Baseline: \$5,240)	2,004	
15) AT&L - Established new accounts for Industrial Policy and Small Business Office for increased transparency and accountability. The requirements for these two offices had been funded from the OSD Study Program. (FY 2010 Baseline: \$0)	1,293	
16) AT&L - Established and funded the Environmental, Safety, and Occupational Health (ESOH) office to conduct oversight related to ESOH requirements in major DoD acquisitions as defined in the December 2008 DoDI 5000.02. (FY 2010 Baseline: \$0)	796	
17) AT&L - Acquisition Program Support Systems increased to bring program request to the level of annual execution. (FY 2010 Baseline: \$7,766)	808	
18) <u>Intel Intelligence Mission</u> - Funding from Overseas Contingency Operations is transferred to the baseline funding for the Intelligence, Surveillance and Reconnaissance (ISR) Task Force (TF). The ISR TF facilitates the rapid acquisition, fielding, integration and sustainment of ISR capabilities within CENTCOM and SOCOM operational framework. (FY 2010 Baseline: \$66,132)	19,665	
19) <u>Intel International Intelligence Technology Assessment, Advancement and Integration</u> - Funding from Overseas Contingency Operations is transferred to the baseline funding for the International Intelligence Technology Assessment, Advancement and Integration in support of allied coalition intelligence sharing requirements. (FY 2010 Baseline: \$11,784)	68,859	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases

	Amount	Totals
20) <u>P&R Advancing Diversity & Equal Opportunity</u> - Funding increase expands the Workforce Recruitment Program (WRP) for college students with disabilities by growing student participation by 10% annually to accomplish Federal Government 2% goal of hiring People with Targeted Disabilities. (FY 2010 Baseline: \$7,648)	1,170	
21) <u>P&R Defense Safety Oversight Council</u> - Supports safety initiatives key to reducing and preventing injuries to meet the SECDEF's 75% accident reduction goal. The increase in funding supports approximately 135 installations pursuing the Voluntary Protection Program (VPP) and includes funding for 30 new installations per year. The enhancement includes safety program gap analysis; support for services to fill gaps; sharing of lessons learned; metrics; progress tracking; and assistance with the formal VPP Star recognition application. VPP Star Sites experience a 60% reduction in injuries and illnesses. (FY 2010 Baseline: \$11,420)	1,035	
22) <u>P&R MCFP Military Naturalization Support</u> - Funding in response to congressional direction to fund the costs of naturalization applications for military servicemen IAW HR 111.98. (FY 2010 Baseline: \$0)	6,345	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases

Amount Totals

23) P&R Commander's Exercise Engagement & Training Transformation (CE2T2)- Funding to support the Department's efforts to conduct joint exercises and improve joint training; increases joint training support for Irregular Warfare efforts to include: integration of all source intelligence, reconnaissance and surveillance data in support of training scenarios, cultural engagement training with ethnic role players to train to population centric counterinsurgency strategies, fielding of specially trained, realistic insurgent opposing forces, immersive ground force training capabilities utilizing mixed reality (live, virtual and constructive) technologies; Joint Training Systems Specialists to support documentation and propagation of lessons learned and training policy; USJFCOM Joint Warfighting Center exercise expertise in support of world-wide Combatant Commander directed theater training strategies, funding of cross Service exercise support through the Joint National Training Capability, the Joint Exercise Transportation Program in response to increased exercise demand signals for the training of NORTHCOM's Chemical, Biological, Radiological, Nuclear and Enhanced Conventional Weapons (CBRNE) Consequence Management Response Force (CCMRF), AFRICOM's engagement exercises and STRATCOM's DoD-wide Information Operations training and exercise initiative. (FY 2010 Baseline 678,317)

47,702

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases

	Amount	Totals
24) <u>P&R Military Spouse Internship</u> - Funding to assist military spouses in obtaining positions in federal agencies by paying salary and benefits for the first year. Increase follows pre-planned program ramp: from the initial FY 2010 hiring goal of 90, which includes funding for job fairs and related costs, program increase will ramp to hire 240 interns in FY 2011 plus funding for job fairs and associated costs. (FY 2010 Baseline: \$7,013)	10,478	
25) <u>Policy Operations - Conflict Records Research Center (CRRC)</u> - Increased funding will support the CRRC to conduct and facilitate research using copies of records captured from countries and organizations now or once hostile to the United States in order to better understand the changing character of international security. (FY 2010 Baseline: \$20,028)	5,471	
26) <u>Policy US Mission to NATO</u> - Funding increases for US Mission to NATO will maintain the current status at the rate of inflation, compensate for currency fluctuations, and provide additional support for increased operations tempo since 9/11. (FY 2010 Baseline: \$4,952)	1,663	
27) <u>Public Affairs Broadband Global Area Network</u> - Fund increase will pay for contracts that assist in receiving, analyzing, and replying to inquiries on DoD policies, programs, activities, news trends, and DoD media coverage that are received from the general public and public affairs leadership. The Broadband Global Area Network satellite uplink to support Stream Box; critical to the core function in maintaining an alternate means to conduct news conferences by the SECDEF or department leadership, and in contingency operations such as Haiti relief in emergency operations, for up to 30 days. (FY2010 Baseline: \$0)	233	

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C. Reconciliation of Increases and Decreases	Amount	Totals
28) <u>Public Affairs Communications</u> - SECDEF directed initiative on new policy for an effective use of Internet-based capabilities. DASD and Director and team travel for presentations and engagement and panel participation at prominent SMS conferences and forums. DoD leadership are advocating the active embrace of new communications technology to better serve our core stakeholders. DEPSECDEF signed DTM on effective use of Internet-based capabilities. CR&PL functions to ensure broad-based understanding of the capability across the DoD PAO communities. SMS presentations, idea exchanges, policy debates, policy formation. (FY 2010 Baseline: \$0)	600	
29) <u>Public Affairs Open Government Plan</u> - The Administration, thorough its Open Government Directive, has mandated significant efforts to increase transparency and public disclosure for Cabinet agencies OASD(PA) has a major role in developing the policy and governing structures for the Open Government plan at DoD, and a contractor position is needed to provide manpower to support that process, as well as evaluating and processing suggestions for transparency initiatives. (FY 2010 Baseline: \$0)	300	

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C. Reconciliation of Increases and Decreases

	Amount	Totals
30) <u>Public Affairs Outreach Programs</u> - The rapid pace of evolution in the global information environment and battle space, and the continued persistence or growth of attitudes and ideologies hostile to USG and DoD interests, requires DoD, in close coordination with the Department of State, to proactively and systematically plan and execute outreach and engagement programs to strengthen the understandings between and amongst our Defense allies, partners, and, in some cases, competitors. These programs will entail working with NGO's, think tanks in the U.S., and other countries. The programs will include CONUS and overseas travel, sponsoring of conferences and contracting for specialized expertise. (FY 2010 Baseline: \$0)	408	
31) <u>Public Affairs Defense Outreach Request System</u> - With increased community relations activity taking place via social networking tools it is necessary to broaden awareness and understanding of the DoD and the Military. The Defense Outreach Request System has been implemented to provide a collection of information and allows management of data for community relations activities DoD-wide, making the directorate more effective and efficient. (FY 2010 Baseline: \$400)	300	

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C. Reconciliation of Increases and Decreases

Amount Totals

32) Public Affairs Travel - The Joint Civilian Conference is the oldest SECDEF sponsored program, and has been in existence since 1948. Participants are civilian guests of the SECDEF and gain hands-on experience through exercises and demonstrations, and by participating in training and interacting with the troops and military leaders stationed across the globe. As a result of a recent DoD(IG) audit report, the DoD(GC), WHS/GC and DoD(SOCO) have determined that the JCOC program should be fully funded with appropriated funds in lieu of collection of participant fees. (\$100k). SECDEF directed initiative on new policy for on effective use of internet based capabilities. DASD and Director and team travel for presentations and engagement and panel participation at prominent SMS conferences and forums. DoD leadership are advocating the active embrace of new communications technology to better serve our core stakeholders. DEPSECDEF signed DTM on effective use of Internet-based capabilities. CR&PL functions to ensure broad-based understanding of the capability across the DoD PAO communities. SMS presentations, idea exchanges, policy debates, policy formation. (FY 2010 Baseline: \$455)

100

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
33) <u>Public Affairs Travel</u> - SECDEF directed initiative on new policy for on effective use of Internet-based capabilities. DASD and Director and team travel for presentations and engagement and panel participation at prominent SMS conferences and forums. DoD leadership are advocating the active embrace of new communications technology to better serve our core stakeholders. DEPSECDEF signed DTM on effective use of Internet-based capabilities. CR&PL functions to ensure broad-based understanding of the capability across the DoD PAO communities. SMS presentations, idea exchanges, policy debates, policy formation. (FY 2010 Baseline: \$0)	83	
9. Program Decreases		-211,630
a. Annualization of FY 2010 Program Decreases		
b. One-Time FY 2010 Increases		
1) Middle East Regional Security Program	-2,400	
2) Critical Language Training	-1,600	
3) National Security Space Office	-7,000	
4) Readiness and Environmental Protection Initiative (REPI)	-18,000	
5) Classified Adjustments	-9,000	
6) Counter Threat Finance Global	-1,600	
7) Section 8085 - Secretary of Defense Grants	-110,640	
8) Section 8087 - Mitigation of Environmental Impacts	-12,000	
c. Program Decreases in FY 2011		
1) <u>NII Defense Industrial Base, Cyber Security</u> - Program decrease of -2,224 represents the DIB funding realignment to the Undersecretary of Defense (Acquisition Technology & Logistics). The DIB program as a whole did not decrease. (FY 2010 Baseline \$4,004)	-2,212	

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C. Reconciliation of Increases and Decreases	Amount	Totals
2) <u>AT&L</u> - Decrease due to Improve Congressional Mandate programs to account for in-sourcing savings. (FY 2010 Baseline: \$23,896)	-673	
3) <u>AT&L</u> - Decreased regulatory requirement programs to account for in-sourcing savings. (FY 2010 Baseline: \$14,729)	-155	
4) <u>AT&L Readiness & Environmental Protection Initiative (REPI)</u> - Program funding was increased and real program growth of over \$4 million as compared to the FY 2010 President's Budget request. Nevertheless, FY 2010 funding reflects an \$18 million congressional plus-up resulting in a program decrease. (FY 2010 Baseline: \$36,739)	-3,029	
5) <u>AT&L Promulgate Policy</u> - Decreased Promulgate Policy programs to account for in-sourcing. (FY 2010 Baseline: \$35,464)	-314	
6) <u>AT&L Joint Purchase Card</u> - Joint Purchase Card Initiatives: Decrease reflects funding technical adjustment (\$2,000) to DHRA for the operation of the Joint Purchase Card Online System (PCOLS) operation center and a \$464 decrease. (FY 2010 Baseline: \$10,268)	-2,464	
7) <u>Intel DCIPS</u> - This program decrease reflects progress toward completion of the Defense Civilian Intel Personnel System. (FY 2010 Baseline: \$4,223)	-1,831	
8) <u>Intel Mission</u> - Aggregation of various minor programmatic decreases. (FY 2010 Baseline: \$66,132)	-886	
9) <u>Comptroller Internal Realignments</u> - To meet current execution forecasts, Comptroller has realigned the following amounts to provide better fidelity in capturing current program requirements: Travel +\$30, FYDP Improvement +\$102, Comptroller Initiatives -\$966, Administrative Support \$37.	-797	
10) <u>P&R Training Transformation</u> - Reduction of support for joint training oversight (FY 2010 Baseline: \$6404)	-459	

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C. Reconciliation of Increases and Decreases	Amount	Totals
11) <u>Wounded Warrior Care and Transition Policy</u> - Funding decrease reflects identified contract services for in-sourcing and sustainment of specialized applications and data interchange routines developed FY 2009-FY 2010. (FY 2010 Baseline: \$35,686)	-849	
12) <u>Policy Internal Realignments</u> - To meet current execution forecasts, Policy has realigned the following amounts to provide better fidelity in capturing current program requirements: Strategic Policy Forum -\$103, Irregular Warfare -\$164, Policy Integration -\$184, Support to OSCE -\$63, Rewards Program -\$549, ASD Homeland Defense -\$1,904, Strategic Integration -\$198, Disaster Response -\$846, Latin America Strategic Initiatives -\$363, ASD HD Critical Infrastructure Protection -\$2,006.	-6,380	
13) <u>P&R Yellow Ribbon</u> - Functional transfer from Reserve Affairs to Defense Human Resources Agency (DHRA) for the execution of the Yellow Ribbon Reintegration Program. (FY 2010 Baseline: \$24,234)	-24,557	
14) <u>AT&L Acquisition & Logistics Processes</u> - Decreased Improve Acquisition & Logistics Processes programs to account for in-sourcing savings. (FY 2010 Baseline: 101,366)	-4,784	
		2,245,300

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IV. Performance Criteria and Evaluation Summary

The SECDEF submits an unclassified Annual Report to the President and Congress, commonly referred to as the Annual Defense Report containing the DoD goals.

AT&L:

OSD AT&L - has detailed performance measures in the five categories identified below:

- a) Congressional Mandate
- b) Improve Acquisition and Logistics Processes
- c) Regulatory Requirement
- d) Promulgate Policy
- e) OSD Analysis and Support

I. FY 2009 ASSESSMENT:

A. FY 09 ACCOMPLISHMENTS:

- Developed methodologies for logistics resource analysis including analytic frameworks for O&M sustainment costs and DWCF analysis.
- Implemented key aspects of the Operational Contract Support (OCS) strategic framework and established the Joint Contingency Acquisition Support Office (JCASO).
- Re-write and re-issuance of DoD Acquisition Policy [DoDI 5000.02].
- Re-write and re-issuance of a revised/web-enabled Defense Acquisition Guidebook
- Produced the 2nd Edition of the Joint Contingency Contracting Handbook, distributed over 8,100 copies contracting agencies world-wide and produced a web-enabled version to ensure broad access to any contingency contracting officer with web access.

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- The Defense Installation Spatial Data Infrastructure (DISDI) program completed the re-engineering of an enterprise data standard for spatial data. This new standard links DoD real property assets to their physical location in a uniform manner.
- Expansion of Item Unique Identification (IUID) population above 7 million items and continued acceleration of the rate of increase in the IUID population
- [Expanded Best Practice Clearinghouse \(BPCh\)](#) and started development of Multimedia Library and integration with BPCh
- Designed, developed and deployed a pilot production capability to provide timely, governed, authoritative data on MDAPS in support of oversight and decision-making. Information available in the Acquisition Visibility Service Oriented Architecture (AV SOA) portal provides users a set of critical data elements on the DoD's 103 MDAPS.
- Continued the standup and full implementation of the DoD's Earned Value Management Central Repository (EVM CR).
- Continued and expanded the governance activities supporting the DoD's Weapon System Lifecycle Management (WSLM) responsibilities through monthly Core Business Management Group (CBMG) and quarterly Senior Steering Group (SSG) meetings.
- Primary Areas supported for the USD(AT&L) and joint studies with OSD in FY 2009 included installation management, environmental protection, international cooperation, and acquisition management.

B. FY 2009 Challenges

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- Continuing efforts needed to remove supply chain management as GAO high risk area.
- Ensure policy and directives are consistent with new acquisition laws and leadership guidance relevant to acquisition improvement/reform.
- Despite increased demand for studies, the OSD Studies program continued to support the USD(AT&L) with analyses in areas of high-level DoD and congressional interest addressing installation management, environmental protection, international cooperation, and acquisition management.

II. FY 2010 Plans and Objectives

- Continue the Study on Future Depot Capability
- Complete Strategic Technology Insertion Plan for application in maintenance enterprise
- Respond to operational challenges of Iraq drawdown and Afghanistan buildup, including enhancing and expanding use of Synchronized Predeployment Operational Tracker (SPOT) to account for contracts, contractors, and selected contracted equipment on the battlefield, and integrating the JOCSO into the Joint Contingency Acquisition Support Office (JCASO).
- Review and Update of DoD Acquisition Policy and Guidebook consistent with changes to statute
- Complete upgrade of DISDI Portal from IOC to FOC. Integrate this capability with Net Centric Enterprise Services provided by DISA.
- Integrate IUID, Purchase Card, and SPOT capabilities (statutory requirement) into a new funding line for Joint Purchase Card Office.
- AcqDemo Maintenance and Support- Sustain the AcqDemo project with adequate resources and expertise. Perform data analysis.

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- Continue with and expand the deployment of the Acquisition Visibility Service Oriented Architecture capability to include: SIPRNET processing; additional data elements, data sources, and business tools; addition of Major Automated Information Systems (MAIS) and special interest programs; and additional portal users.
- Continue the full implementation of the DoD's Earned Value Management Central Repository (EVM CR) and expand coverage to MAIS programs.
- Continue and expand the governance activities supporting the DoD's Weapon System Lifecycle Management responsibilities to include: standing up complementary governance groups for the business areas such as Testing, Logistics, and Procurement; and data compliance.

III. FY 2011 Plans and Objectives

- Implement the Strategic Technology Insertion Plan for maintenance throughout DoD
- Continue to refine and execute human capital strategic plan for the contracting community
- Continue to monitor the execution of defense acquisition programs' technical approach through participation in SE and T&E technical reviews, program and design reviews, Working Integrated Product Teams, and key test events.
- Synchronize acquisition programs to meet joint and interagency requirements; identify efficiencies and synergies; reduce unneeded redundancies; and ensure continuity of mission-critical industrial and technological capabilities.
- Continue implementation of improved Integrated Acquisition Environment capabilities and enhancements (e.g., Central Contractor Registration, Federal

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- Procurement Data System) in department in accordance with regulation and federal requirements
- Complete fielding of Purchase Card On-Line System across the department
 - Continue with and expand the deployment of the AV SOA capability to include: expanded SIPRNET processing; additional data elements, data sources, and business tools; addition of Missile Defense Agency (MDA) and Acquisition Category (ACAT II and III) programs; and additional portal users.
 - Continue the full implementation of the DoD's Earned Value Management Central Repository (EVM CR) and expand coverage to MDA and ACAT II and III programs.

Policy:

I. FY 2009 ASSESSMENT:

A. FY 2009 ACCOMPLISHMENTS:

- Reorganized and refocused the Policy mission to meet the President and Secretary goal of reducing operations in Iraq and increasing resources on Afghanistan. In addition, our reorganization brought greater attention on China and the Far East, added resources on counterinsurgency terrorism, planned for the closing of Guantanamo Bay, provided guidance on Defense Policy Reform, and led the Department's Quadrennial Defense Review (QDR).

B. FY 2009 CHALLENGES:

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- Maintaining the right balance of expertise and skill set to meet the goals of the President and Secretary without negatively impacting Policy operations.

II. FY 2010 PLANS AND OBJECTIVES:

- Introduce more initiatives to better understand the culture of Afghanistan and the border regions that include Pakistan. Provide strategy and direction for the Department's cyber security and complete START negotiations. Maintain the balance between the guiding principles that the Secretary develops and implementing the Quadrennial Defense Review.

III. FY 2011 PLANS AND OBJECTIVES:

- Refocus resources toward areas in the world that have the potential to compete negatively with the interests of the US such as in Asia, Far East, and the Afghanistan-Pakistan conflict. Manage, control, and identify weapons of mass destruction and monitor nuclear disarmament as part of the new START negotiations. Develop strategies to manage rising worldwide tensions as a result of global warming, threats that include a mix of traditional and irregular forms of conflict; and the problem of weak and failing states.

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Comptroller:

I. FY 2009 ASSESSMENT:

A. FY 2009 ACCOMPLISHMENTS:

- The OUSD(C) is able to report that some defense agencies such as Tricare Medical Agency (TMA) financial statements are under audit or are being validated for audit readiness.
- The Navy has asserted audit readiness for certain assets and liabilities such as Funds Receipt and Distribution and Environmental Liabilities and Contingent Legal Liabilities.
- The Marine Corps Statement of Budgetary Resources is presently under audit.
- The FY 2009 Agency Financial Report (AFR) will be submitted on time on or before November 16, 2009 to OMB, Congress, GAO and Treasury.
- Supported several Capability Portfolio Management initiatives in DoD including Battlespace Awareness, Joint Logistics, Net Centric Operations, and Command and Control.

B. FY 2009 CHALLENGES:

- Accurately and timely tracking for accounting and financial reporting purposes some deployed assets (e.g., wheeled combat vehicles).
- Reconciling ownership and financial reporting requirements worldwide real property assets.
- Properly and successfully implementing 12 Enterprise Resource Planning Programs (ERPs) within DoD Components, while also changing their business and financial operations, processes and strengthening internal controls.

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- Continuing the use of hundreds of legacy business and accounting systems that do not record transactions at the general ledger level.

II. FY 2010 PLANS AND OBJECTIVES:

- A. Focus on improving information and processes in order to achieve an auditable Statement of Budgetary Resources.
- B. Integration of Internal Controls over Financial Reporting (ICOFR) and OMB Circular A-123, Appendix A, to sustain corrective actions and audit readiness and to provide assurance that controls are effective.
- C. Improve the efficiency and effectiveness of the Planning, Programming, Budgeting, and Execution (PPBE) processes, data and systems.
- D. Ensure that the AFR complies with legislative, OMB, and Treasury Guidance and that the Department meets OMB's required date of 45 days after the end of the fiscal year for submitting the AFR.
- E. Prepare, implement, and review DoD-wide policies and procedures for financial management functions on a timely basis.
- F. Improve professional skills, competencies, and credentials of financial management personnel to meet the changing business needs of the Department.
- G. Develop internal administrative systems for tracking budget planning and execution, personnel, and contract management through the use of commercial off-the-shelf software tools (COTS).

III. FY 2011 PLANS AND OBJECTIVES:

- A. Continue the financial improvement, audit readiness, and financial reporting initiatives from prior fiscal year.

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- B. Continue the Financial Management workforce capabilities initiatives from prior fiscal year.
- C. Continue to improve efficiency and effectiveness of the PPBE process and systems.
- D. Refine and maintain internal administrative systems developed in the prior fiscal year.

Intel:

FY 2009 Accomplishments:

- OUSD(I), as the co-lead for the Intelligence, Surveillance, and Reconnaissance (ISR) Task Force, reallocated over \$5B in ISR Capabilities for engaged/deployed forces in Operation Enduring Freedom and Operation Iraqi Freedom. These expenditures provided find, fix and finish capabilities to deployed forces.
- Completed design, preparation, training and implementation plans to move over 45,000 civilians to a common personnel policy and pay for performance system.
 - Implementation of common Defense Civilian Intelligence Personnel System (DCIPS) Pay Bands and Performance Management for Defense intelligence component is on schedule for completion during October 2009.
- Worked in conjunction with DoD and Intelligence Community (IC) stakeholders to complete a detailed study of next-generation Overhead Electro-Optical (EO) Imagery Architecture. This comprehensive study evaluated technical, programmatic, cost and schedule implications of a large trade space of

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potential courses of action. This intensive 9-month effort, endorsed by the President, recommended an approach for the EO "way ahead" that was documented in a joint SECDEF and Director of National Intelligence (DNI) memorandum. This provided the foundation for initiating acquisition of the next-generation imagery systems recommended by the evaluation.

- Developed and coordinated issuance of the new Military Intelligence Program (MIP) Directive (DODD 5205.12). This directive delineates MIP roles and responsibilities and enables the Department of Defense (DoD) to evaluate the strategic balance among requirements, resources, technical capacity, and human skills within the MIP, and between MIP and the National Intelligence Program.
- Published USD(I)'s Defense Intelligence Guidance (DIG) for FY 2011-2015. The DIG provides planning and programmatic guidance to the Components of the Defense Intelligence Enterprise. The DIG also provides the direction necessary for the Defense Intelligence Enterprise to maintain its comparative advantage in a dynamic security environment.
- Oversaw operational federation for data sharing at over 300 Distributed Common Ground/Surface Systems (DCGS) program of record nodes. This was done across all four Services on SIPRNet (including a USMC prototype) and with the National Reconnaissance Office, and the Joint IED Defeat Organization. Additionally, DCGS has successfully federated multi-Service/Agency nodes on the Joint Worldwide Intelligence Communications System and is on the verge of including the US Coalition sharing node, CENTAUR.

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- Significantly expanded and improved the quality and agility of DoD Cover Programs through enhanced support, including focused resourcing and Cover Transformation.
 - The USD(I)-directed Defense Cover Transformation Program will ensure immediate and responsive support to DoD agencies' cover requirements; includes expanded training facilities, training opportunities, and processes.
 - The Defense Cover Transformation establishes mechanisms for sharing information across DoD, thus improving the program's quality and security.
- The Foreign Materiel Program acquired several foreign weapons systems that represent a significant threat to Blue Forces, especially in the Afghan and Iraqi Theater of Operations. Technical assessment of these systems will enhance Blue Force and Coalition Force survivability and enhance lethality of Blue Force weapons systems.
- Established the Defense Intelligence Information Integration Program (DI-I2P) and Joint Intelligence Operations Center (JIOC) Enterprise Information Technology (IT) Governance process. DI-I2P and the JIOC IT enterprise combine technology, policies, capabilities, processes, data and data standards necessary to provide modular, scalable, interoperable, net-centric ISR capabilities at all echelons of warfighting. These efforts addressed Combatant Commander/JIOC information sharing needs and established a process to design, implement, sustain, and plan for future improvement of the JIOC IT enterprise.

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- Completed the Defense-wide Information Operations (IO) Program Review. This review assessed the state of IO as a core military competency. Initiated several programs and policy actions to begin closing identified gaps:
 - Completed the Intelligence Support to IO study and established initiatives to advance IO across the Department, including the Joint Military Deception Initiative, the USPACOM Use Case Study, and the IO Intelligence Integration Community of Action.
 - Strengthened IO relationships and collaboration opportunities by expanding the Phoenix Challenge conference series to include new interagency participants; established and broadened interagency and coalition agreements such as the Cyber Pattern Analysis Initiative with the Department of Energy and the Quadrilateral Agreement with coalition partners, which focuses on building new initiatives for science and technology; represented USD(I) at Interagency Policy Committee within the National Security Council regarding operations in cyberspace and cybersecurity.
- Completed a comprehensive Staff Assisted Visit program that addresses the professional development of 120,000 departmental intelligence professionals: reviewing 35 programs, visiting 12 training sites, and providing visibility and support for mitigating identified challenges. Effort resulted in a 72 page report with an accompanying action plan signed out to the DoD Components.

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FY 09 Challenges:

- Implementation of the ISR Task Force
- Implementation of DCIPS across the Defense Intelligence Community
- Enhancement of International Partnerships

FY 10 Plans and Objectives:

- Increase Defense-National Intelligence Partnerships with focus on information sharing and warfighter support
- Enhance Intelligence Dominance in all Domains
 - Enhance collection capabilities
 - Normalize new forms of intelligence
 - Strengthen sensitive activities oversight and reporting
 - Crystallize cyber structure and initiatives
 - Adapt counterintelligence to new threats
- Continue strong emphasis on Personnel Security streamlining and transformation
- Improve the IC Workforce through Human Capital Management structures and initiatives
 - Respond to Combatant Commanders Capability Gaps with emphasis on Military Intelligence Program resource requirements and justification

FY 11 Plans and Objectives:

- Focus on Information Sharing to support operations with Allies and Warfighting Partners

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- Adapt the Defense Intelligence Enterprise to better enable conduct of irregular warfare
- Standardize management of DoD Information Operations Intelligence Integration
- Develop an Integrated Open Source Action Plan for the Defense Intelligence Enterprise
- Enhance Intelligence Dominance in all Domains
- Improve the IC Workforce through Human Capital Management and Enhancement
- Transform Security to Streamline Processes and Protect information
- Respond to Combatant Commanders Capability Gaps Related to Battlespace Awareness Portfolio

NII:

I. FY 2011 PLANS AND OBJECTIVES:

A. Cyber Security Initiative:

- The Department will continue to build a comprehensive information assurance approach that enhances mission assurance and enables assured information sharing over the extended DoD information enterprise. Cyber attacks on data and networks must be mitigated to minimize or negate any adverse operational impact which would limit successful mission accomplishment for the DoD and non-DoD partners.
- By FY 2013, the DoD will achieve a 50% reduction from the FY 2008 baseline number of P2P legacy cross-domain solution connections between the unclassified NIPRNet and DoD SIPRNet.

B. Command Information Superiority Architecture (CISA):

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- Unified communications capability to allow collaboration between and among strategic, operational and tactical users regardless of limited communications or geographic locations.

C. CIO Mission:

- Improve the quantity and quality of information sharing with the DoD, Federal organizations, and agencies, allies, and coalition partners, to allow for effective and agile decision-making through visible, accessible, understandable and trusted data and services - when and where needed. ASD (NII) will look at the percent of customers that are computing requirements met by the Defense Information Services Agency as the measure of success.

D. NII Mission:

- **Robust and Agile Command and Control (C2):** DoD Commanders require the ability to command and control an interdependent force in rapidly changing scenarios across the full range of DoD operations. Future operations will involve complex, distributed, simultaneous or "hybrid" environments, routinely involving external U.S. Government agencies, allies and other mission partners. Command, control, and coordination requires employing integrated and agile capabilities that provide the needed information exchange and situational awareness to effectively organize, understand, plan, decide, direct, and monitor the execution of operations, in support of a commander's intent.
- **Available and Flexible Communications Bandwidth (terrestrial, wireless, space, spectrum) and NetOps:** The Department requires assured access to telecommunications bandwidth to provide net-enabled persistent C2 capabilities to include collaboration with and among mission partners in support of Commander Intent. The availability of equipment which effectively utilizes the spectrum available to the DoD is critical to time-effective,

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actionable, and trusted, situation monitoring, planning, decision-making, force management, and force direction activities.

- **Resilient Senior Leader Command Capabilities:** DoD Senior Leaders require an integrated, agile, and resilient capability to command and control an interdependent force in rapidly changing scenarios across the full spectrum of DoD operations.
- The measures that will be reviewed are the number of operational availability gaps in protected MILSATCOM mission areas and the number of operational availability gaps in narrowband MILSTATCOM mission areas.

E. Information Systems Security Program (ISSP):

- The Department will continue to build a comprehensive information assurance approach that enhances mission assurance and enables assured information sharing over the extended DoD information Enterprise. Cyber attacks on data and networks must be mitigated to minimize or negate any adverse operational impact which would limit successful mission accomplishment for the DoD and non-DoD partners.
- By FY 2013, the DoD will achieve a 50% reduction from the FY 2008 baseline number of P2P legacy cross-domain solution connections between the unclassified NIPRNet and DoD SIPRNet.

F. Information Superiority Integration Support (ISIS):

- As a Force Multiplier, Information Technology and National Security System invested dollars provide a high value of return on investment for the Department. Continued improvements by the Department in IT investment tracking, speed of acquisition cycle time for IT, architecture compliance, and reporting compliance, will result in marked and sustainable improvements

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to data availability and reliability for business management, warfighting, and intelligence activities.

- By FY 2013, 95% of IT and NSS investment initiatives and systems will be compliant with reporting requirements.

G. E-Gov and Councils:

- Improve the quantity and quality of information sharing within the DoD, Federal organizations, and agencies, allies, and coalition partners, to allow for effective and agile decision-making through visible, accessible, understandable and trusted data and services - when and where needed.
- The measure that will be reviewed is the percent of customer computing requirements met by the Defense Information Services Agency.

H. Defense Industrial Base:

- The Department will continue to build a comprehensive information assurance approach that enhances mission assurance and enables assured information sharing over the extended DoD information enterprise. Cyber attacks on data and networks must be mitigated to minimize or negate any adverse operational impact which would limit successful mission accomplishments for the DoD and non-DoD partners.
- By FY 2013, the DoD will achieve a 50 percent reduction from the FY 2008 baseline number of P2P legacy cross-domain solution connections between the unclassified NIPRNet and DoD SIPRNet.

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<u>V. Personnel Summary</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	Change FY 2009/ FY 2010	Change FY 2010/ FY 2011
<u>Active Military End Strength (E/S)</u>	421	408	402	-13	-6
Officer	389	380	381	-9	+1
Enlisted	32	28	21	-4	-7
<u>Reserve Drill Strength (E/S)</u>	27	27	27	0	0
Officer	22	22	22	0	0
Enlisted	5	5	5	0	0
<u>Reservists on Full Time Active Duty (E/S)</u>	12	12	12	0	0
Officer	11	11	11	0	0
Enlisted	1	1	1	0	0
<u>Civilian End Strength</u>					
U.S. Direct Hire	1,742	2,043	2,307	+301	+264
<u>Active Military Average Strength (A/S)</u>	421	408	402	-13	-6
Officer	389	380	381	-9	+1
Enlisted	32	28	21	-4	-7
<u>Reserve Drill Strength (A/S)</u>	27	27	27	0	0
Officer	22	22	22	0	0
Enlisted	5	5	5	0	0
<u>Reservists on Full Time Active Duty (A/S)</u>	12	12	12	0	0
Officer	11	11	11	0	0
Enlisted	1	1	1	0	0
 Civilian FTEs					
U.S. Direct Hire*	1,657	1,954	2,307	+297	+353
Average Annual Civilian Salary (\$ in thousands)	\$165,588	\$168,251	\$171,156		

* US Direct Hire numbers updated after President's budget database entry.

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

	<u>FY 2009</u>	<u>Price</u>	<u>Program</u>	<u>FY 2010</u>	<u>Price</u>	<u>Program</u>	<u>FY 2011</u>
	<u>Estimate</u>	<u>Growth</u>	<u>Growth</u>	<u>Estimate</u>	<u>Growth</u>	<u>Growth</u>	<u>Estimate</u>
101 Exec, Gen & Spec Schedules	304,119	7,527	16,616	328,262	5,088	84,810	418,160
107 Voluntary Separation Incentive Payments	150	0	350	500	0	75	575
111 Disability Compensation	0	0	0	0	0	0	0
199 Total Civ Compensation	304,269	7,527	16,966	328,762	5,088	84,885	418,735
308 Travel of Persons	242,075	2,663	-219,856	24,882	348	425	25,655
399 Total Travel	242,075	2,663	-219,856	24,882	348	425	25,655
672 Pentagon Reservation Maintenance Fund	54	-2	-52	0	0	0	0
673 Defense Financing & Accounting Services	0	0	0	0	0	0	0
680 Purchases from Building Management Fund	0	0	0	0	0	6,590	6,590
699 Total Purchases	54	-2	-52	0	0	6,590	6,590
703 JCS Exercise	193,989	-15,907	4,965	183,047	21,966	9,346	214,359
711 MSC Cargo (Fund)	68,659	6,866	-4,692	70,833	10,908	-5,316	76,425
719 MTMC Cargo Operations (Port Handling)	17,360	6,892	-7,226	17,026	-3,763	5,363	18,626
771 Commercial Transportation	113	1	0	114	2	0	116
799 Total Transportation	280,121	-2,148	-6,953	271,020	29,113	9,393	309,526
912 Rental Payments to GSA Leases (SLUC)	3,822	96	-2,683	1,235	17	-5	1,247
913 Purchased Utilities (Non-DBOF)	1,963	22	-1,259	726	10	-5	731
914 Purchased Communications	130	1	735	866	12	-4	874
915 Rental Payments to Other Agencies	156,159	1,718	-2,913	154,964	2,169	-8,135	148,998
920 Supplies & Materials (Non-SF)	16,690	184	-15,766	1,108	16	1,881	3,005
921 Printing and Reproduction	250	3	247	500	7	2,293	2,800
922 Equipment Maintenance by Contract	3,051	34	-370	2,715	38	282	3,035
923 Facility Maintenance by Contract	9,480	95	-8,796	779	11	-9	781
925 Equipment Purchase by Contract	9,110	100	-8,351	859	12	3	874

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

	FY 2009	Price	Program	FY 2010	Price	Program	FY 2011
	<u>Estimate</u>	<u>Growth</u>	<u>Growth</u>	<u>Estimate</u>	<u>Growth</u>	<u>Growth</u>	<u>Estimate</u>
932 Management & Professional Support Services	185,645	2,042	21,666	209,353	2,931	17,968	230,252
933 Studies Analysis & Evaluations	99,108	1,090	34,508	134,706	1,886	12,144	148,736
934 Engineering and Technical Services	85,985	946	-17,633	69,298	970	94,247	164,515
987 Other Intra-governmental Purchases	108,483	1,193	47,557	157,233	2,201	-727	158,707
988 Grants, Subsidies, and Contributions	164,800	1,813	58,651	225,264	3,154	-126,567	101,851
989 Other Contracts	208,593	2,295	123,816	334,704	4,686	59,262	398,652
998 Other Costs	77,991	858	52,135	130,984	1,834	-13,082	119,736
999 Total Other Purchases	1,131,260	12,490	281,544	1,425,294	19,954	39,546	1,484,794
Total	1,957,779	20,530	71,649	2,049,958	54,503	140,839	2,245,300

* The FY 2009 Actual column includes \$30,000 of FY 2009 Bridge Funding Appropriations (PL 110-252); and \$91,672 of FY 2009 Supplemental Appropriations Act funding (PL 111-32). The FY 2009 column includes a \$12,200 technical fix adjustment made after the O-1 report was published.

** The FY 2010 Estimate column excludes \$103,047 requested in the FY 2010 Defense-Wide Overseas Contingency Operations Budget request.

Fiscal Year 2011 Budget Estimates Support for International Sporting Competitions (SISC)



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**The Joint Staff
Support for International Sporting Competitions
Fiscal Year (FY) 2011 Budget Estimates**

	<u>FY 2009</u> <u>Actuals</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2010</u> <u>Estimate</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2011</u> <u>Estimate</u>
SISC	1,246	14	-260	1,000	0	0	0

I. Description of Operations Financed: The Support for International Sporting Competitions (SISC), Defense appropriation is a no-year appropriation from which DoD may provide/fund assistance for certain sporting events.

Under the provisions of 10 U.S.C., section 2564, at the request of a Federal, State or local agency responsible for providing law enforcement services, security services, or safety services, DoD has the authority to provide assistance for the World Cup Soccer Games, the Goodwill Games, the Olympics, and any other civilian sporting event if the Attorney General certifies that such assistance is necessary to meet essential security and safety needs. The Department can also provide support to the Special Olympics, the Paralympics, a sporting event sanctioned by the U.S. Olympic Committee, through the Paralympic Military Program, and any national or international Paralympics sporting event that meet certain requirements outlined in 10 U.S.C. § 2564, as amended by P.L. 110-181 § 372. Support to these events does not require certification from the Attorney General.

DoD can also provide assistance to sporting events not defined in the statute but only (1) to the extent that such needs cannot be reasonably be met by a source other than the Department; (2) to the extent that the provision of such assistance does not adversely affect the military preparedness of the armed forces; and (3) if the organization requesting such assistance agrees to reimburse the Department for amounts expended by the Department in providing the assistance.

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The current account unobligated balance in the SISC account is \$15.3 million and the unallocated balance is \$9.3 million as of September 20, 2009.

II. Force Structure Summary: N/A

III. Financial Summary
(\$ in Thousands)

	FY 2010						Current Estimate	FY 2011 Estimate
	FY 2009 <u>Actuals</u>	Budget <u>Request</u>	<u>Congressional Action</u>					
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>			
A. <u>BA Subactivities</u>								
Support to International Sporting Competitions	1,246	0	0	0	0	1,000	0	
B. <u>Reconciliation Summary</u> - N/A								
C. <u>Reconciliation of Increases and Decreases</u> - N/A								

* Note: Planned obligations for FY 2010 will be adjusted as requests for services are approved and scheduled for Department of Defense support. In accordance with the FY 2003 Defense Appropriations Act, SISC funds "are to remain available until expended, in order to provide for future events."

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The information below reflects the estimate for all known event requirements through FY 2010 and does not address potential requests for assistance or funding for DoD assistance for events that are not yet scheduled for FY 2010.

FY 2010: \$1 million allocated to the Joint Staff will provide support for the Special Olympics U.S. National Games, 27 U.S. Paralympic Military Sporting Events, and the 2010 Winter Paralympic Games.

V. Personnel Summary - N/A

VI. OP 32 Line- N/A

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Fiscal Year 2011 Budget Estimates
UNITED STATES SPECIAL OPERATIONS
COMMAND (USSOCOM)



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UNITED STATES SPECIAL OPERATIONS COMMAND
Operation and Maintenance, Defense-Wide
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**UNITED STATES SPECIAL OPERATIONS COMMAND
Operation and Maintenance, Defense-Wide
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Operation and Maintenance, Defense-Wide Summary (\$ in thousands)

Budget Activity (BA) 01: Operating Forces

	<u>FY 2009 Actuals</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2010 Estimate</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2011 Estimate</u>
USSOCOM	6,239,847	31,517	-2,669,623	3,601,741	122,097	220,492	3,944,330

* The FY 2009 estimated actuals column includes FY 2009 Overseas Contingency Operations (OCO) funds: \$954 million (PL 109-289), and \$1,581 million (PL 110-252).

** The FY 2010 column excludes \$2,446 million in FY 2010 Defense-Wide OCO Appropriations (PL 111-118).

I. Description of Operations Financed:

The United States Special Operations Command's mission is to provide fully capable Special Operations Forces (SOF) to defend the United States and its interests, and to plan and synchronize operations against terrorist networks. To achieve this mission, SOF commanders and staff must plan and lead a full range of lethal and non-lethal special operations missions in complex and ambiguous environments. Likewise, SOF personnel serve as key members of Joint, Interagency, and International teams and must be prepared to employ all assigned authorities and apply all available elements of power to accomplish assigned missions. In this capacity, SOF personnel must maintain the highest degree of professionalism, cultural awareness, responsiveness and initiative.

The USSOCOM Fiscal Year (FY) 2011 Operation and Maintenance (O&M) Budget Estimate includes the resources necessary to continue providing full spectrum, multi-mission global SOF that will provide the nation with a comprehensive set of unique capabilities. These resources are necessary for USSOCOM to continue to achieve its core missions to deter, disrupt and defeat terrorist threats to the nation; develop and support our people and their families; and build potent forces to support overseas contingencies.

The FY 2011 O&M Budget Estimate will enable USSOCOM to strengthen core capabilities, sustain equipment, improve persistent Intelligence Surveillance and Reconnaissance (ISR)

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capabilities, and increase training and communication capabilities. Many of the initiatives contained in the FY 2011 O&M Budget Estimate are designed to enhance USSOCOM's flexibility and effectiveness. These initiatives include additional O&M funding for: additional Non-Standard Aviation (NSAV) platforms; one additional Army Special Forces battalion at the US Army Special Forces Command; sustainment of the new 27th Air Force Special Operations Wing at Cannon Air Force Base; civilian manpower for the 1st Air Force Special Operations Wing at Hurlburt Field; increased ISR capabilities; additional sustainment of communication systems, equipment and services; enhanced tactical site exploitation; and classified military intelligence enhancements. The FY 2011 O&M Budget Estimate also includes funding for several initiatives contained in the FY 2010 Quadrennial Defense Review.

Funding is also requested to support the growing demand for specialized SOF training. More training capacity is required in FY 2011 to keep pace with the overall growth in SOF personnel. These increases focus on initial basic SOF training, language skills, medical skills, and advanced tactical skills. The additional training resources will provide instructors, course material, SOF unique supplies and equipment, and the development of alternative training delivery methods.

All of these initiatives will support additional Army Special Forces, Navy SEALs, Marine Corps Special Forces, Air Force Special Operations, Civil Affairs, and Psychological Operations personnel to ensure the United States can apply the skilled forces whenever and wherever they are needed.

USSOCOM O&M is organized by Sub-Activities within Budget Activity (BA)-01. The units and/or functions associated with these Sub-Activities are:

A. Flight Operations - Supports three active Special Operations Wings (1st SOW, Hurlburt Field, FL, 27th SOW, Cannon AFB, NM, and 58th SOW, Kirtland AFB, NM) and two Special Operations Groups (SOG -- 352 SOG, RAF Mildenhall UK and 353 SOG, Kadena AB JA) and their associated squadrons. Includes the 919th Special Operations Reserve Wing located at Duke Field, FL and

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the 193rd Special Operations Air National Guard Wing, Harrisburg, PA. Includes the 160th Special Operations Aviation Regiments at Ft Campbell, KY, Hunter Army Airfield, GA, and Ft Lewis, WA. Funding supports SOF Army and Air Force civilian manpower authorizations, flying hours, Special Operations (SO) peculiar and support equipment, necessary facilities, initial qualification, and recurring training of aircrews in SOF aircraft operations and tactics. Costs specifically identified and measurable to SOF active tactical aviation operational units, organizations and special operation wings and squadrons are also included in this sub-activity.

B. Ship/Boat Operations - Supports Naval Special Warfare Groups 3 and 4, Special Boat Units, and SEAL Teams. These operations include Active and Reserve Navy manpower authorizations, SO-peculiar and support equipment, necessary facilities, and associated costs specifically identified and measurable to combatant and support craft assigned to Naval Special Warfare Command (NSWC).

C. Combat Development Activities - Includes Joint and Component manpower authorizations, SO-peculiar and support equipment, necessary facilities and the associated costs specifically identified and measurable to the development of combat doctrine, organizational concepts, material requirements and other developmental activities related to SOF. Also includes activities to support experimentation, tests, project evaluations necessary to develop and/or validate new doctrine and organizations for special operations.

D. Other Operations - Includes manpower authorizations, SO-peculiar and support equipment, necessary SO-unique facilities and other operational costs specifically associated with SOF Active Army Rangers; Active and National Guard Army Special Forces activities; Active and Reserve Army Psychological Operations units; Active and Reserve Army Civil Affairs Units; Naval Special Warfare groups, units, teams, and detachments; Marine Corps Forces Special Operations units and teams; Active and Reserve SOF units and detachments, Air Force 720th Special Tactics Group, Special Tactics Squadrons, Combat Control Squadrons, and SOF Para

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Rescue Forces. Activities also include Humanitarian/ Civic Assistance (H/CA) carried out in conjunction with authorized military operations and are subject to approval by the Secretary of State and Secretary of Defense. These activities promote security and foreign policy interests of the United States and the host nation and allow Special Operations Forces to demonstrate commitment to priority partners supporting overseas contingencies. The H/CA activities are a Title X, Section 401 function of the United States Code. Support for the Theater Special Operations Commands (TSOCs) and USSOCOM's Center for Special Operations (CSO) is also included.

E. Force Related Training - Provides for the conduct of, or participation in, strategic mobility, Commander-In-Chief directed, and Joint Chiefs of Staff exercises. Force related training includes Joint Combined Exchange Training sponsored by Commander, Special Operations Command in support of regional Theater Commanders and the Services. Includes Headquarters USSOCOM and/or component manpower authorizations, SO-peculiar and support equipment, necessary facilities, and the associated costs specifically identified and measurable to the conduct of SO force-related training.

F. Operational Support - Includes manpower authorizations, SO-peculiar and support equipment, necessary facilities and associated costs specifically identified and measurable to SOF Active Army Special Operations Support Command (SOSCOM), and the Special Operations Forces Support Agency (SOFSA). SOSCOM is comprised of the 528th Support Brigade and the Active and Reserve Army Tactical Communications (112th Signal Brigade) and other SOF operational support units (Special Operations Theater Support Elements).

G. Intelligence and Communications - Includes Headquarters USSOCOM and/or component manpower authorizations, SO-peculiar and support equipment, necessary facilities and associated resources directly associated with Automated Data Processing (ADP) support costs for SOF worldwide Command and Control Systems, non-tactical telecommunications networks, services, leases, facility controls and associated equipment. This includes Command Center operations; deployable command, control and communications assets; and automation support

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required to maintain SOF command and control. Includes operation and sustainment of all equipment, systems, logistics, and maintenance required to perform and sustain USSOCOM's Military Intelligence Programs.

H. Management & Operational Headquarters - Includes manpower authorizations, SO-peculiar and support equipment, necessary facilities and associated costs specifically identified and measurable to the U.S. Army, Air Force, Navy, and Marine Corps USSOCOM Component Command Headquarters, as well as the USSOCOM Headquarters and its management support activities. Also includes costs associated with the expenditure of funds in support of officially sanctioned activities used to maintain the standing and prestige of the United States by extending official courtesies to guests who promote the goals of the Commander, Special Operations Command and the Department of Defense.

I. Maintenance - Supports maintenance (to include installation of modification and conversion kits) of weapons support systems and commodity groups associated with Special Operations Command (SOC) activities. This also includes Headquarters USSOCOM and/or components' MFP-11 funds for reimbursement of Service industrial funds for depot maintenance of SOF-unique aircrafts, maritime crafts, and equipment. Includes reimbursement for maintenance activities at industrially funded naval shipyards and costs associated with non-industrial funded maintenance activities at Navy repair facilities.

J. Base Support - Includes costs specifically identified and measurable as tenant Base Support costs incurred by Naval Special Warfare Command (NSWC). In addition, provides for all SO-unique minor construction costing less than the statutory limit for Minor Military Construction projects as established by Section 2805 of Title 10, U.S.C.

K. Specialized Skill Training and Recruiting - Provides for the U.S. Army John F. Kennedy Special Warfare Center (USAJFKSWC), the Special Operations Medical Training Center (SOMTC), and the Naval Special Warfare Center (NSWCEN). These schools provide training in both basic and advanced special operations skills and operations, and educate American and Allied

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personnel in geo-political, psychological and military aspects of joint special operations. Funding also provides SOF Language Training which produces language proficient personnel and supports the Naval Small Craft Instruction and Technical Training School.

L. Professional Development Education - Includes the U.S. Air Force Special Operations School (USAFSOS) at Hurlburt Field, Florida and the Joint Special Operations University (JSOU). The USAFSOS primary mission is to provide specialized SOF education for USSOCOM's air component personnel and other USSOCOM members. This is a progressive education program qualifying Air Force Special Operations Forces personnel to serve in Joint Special Operations Task Forces and joint staffs. The JSOU is an institution of higher learning consisting of teaching and research facilities focused on producing and promoting Joint Special Operations strategic and operational analysis and education. It is the Joint Special Operations center of excellence dedicated to building and maintaining a consortium of JSOU education activities focused on the education of SOF leaders as well as non-SOF decision makers at the intermediate and senior levels.

M. Logistics Operations, Acquisition and Program Management - Provides resources for Operation and Maintenance costs supporting SOF-peculiar acquisition program management to include engineering and logistical support for SOF acquisition programs. Support also includes funding for travel, operational test and evaluation support, and related supplies and equipment. Funds civilian program management and general contractor support for the Special Operations Research, Development, and Acquisition Center (SORDAC) to include support equipment, necessary facilities, SORDAC civilians and associated management costs.

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II. Force Structure Summary:

USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2009	FY 2010	FY 2011
Air Force	2,302	2,362	2,664
Army	2,114	2,243	2,501
Marine Corps	60	87	89
Navy	916	1,225	1,213
Total	5,392	5,917	6,467

Military End Strength	FY 2009	FY 2010	FY 2011
Air Force	11,995	13,034	13,851
Army	27,480	28,472	29,852
Marine Corps	2,440	2,524	2,526
Navy	8,734	8,740	8,778
Total	50,649	52,770	55,007

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III. Financial Summary (\$ in thousands)

FY 2010

Congressional Action

<u>A. BA Sub activities</u>	<u>FY 2009 Actuals</u>	<u>Budget Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>FY 2011 Estimate</u>
1. Operational Forces	3,847,155	2,125,589	-21,929	-1.0	2,103,660	2,295,796
Flight Operations	916,026	851,706	-10,544	-1.2	841,162	910,221
Ship/Boat Operations	91,983	92,360	-239	-0.3	92,121	84,526
Combat Development Activities	1,570,125	684,746	-603	-0.1	684,143	794,477
Other Operations	1,269,021	496,777	-10,543	-2.0	486,234	506,572
2. Operational Support	1,921,770	1,161,837	9,267	0.8	1,171,104	1,308,399
Force Related Training	53,398	65,504	0	0.0	65,504	64,325
Operational Support	49,611	38,766	-225	-0.6	38,541	43,739
Intelligence	567,175	289,371	-483	-0.2	288,888	312,097
Communications	326,787	225,634	-600	-0.2	225,034	253,171
Management/Operational Hqtrs	279,278	176,807	12,876	7.3	189,683	193,367
Depot Maintenance	592,697	340,917	-5,225	-1.5	335,692	410,648
Base Support	52,824	24,838	2,924	11.7	27,762	31,052
3. Training	274,966	217,875	-358	-0.1	217,517	233,914
Specialized Skill Training	258,463	206,170	-358	-0.2	205,812	218,577
Professional Development	16,503	11,705	0	0.0	11,705	15,337
4. Logistics Operations	195,956	106,191	3,269	3.1	109,460	106,221
Acquisition/Program Management	195,956	106,191	3,269	3.1	109,460	106,221
Total	6,239,847	3,611,492	-9,751	-0.2	3,601,741	3,944,330

* The FY 2009 estimated actuals column includes FY 2009 Overseas Contingency Operations (OCO) funds: \$954 million (PL 109-289), and \$1,581 million (PL 110-252).

** The FY 2010 column excludes \$2,446 million in FY 2010 Defense-Wide OCO Appropriations (PL 111-118).

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III. Financial Summary (\$ in thousands)

B. Reconciliation Summary

	Change	Change
	FY 2010/FY 2010	FY 2010/FY 2011
Baseline Funding	3,611,492	3,601,741
Congressional Adjustments (Distributed)	9,280	
Congressional Adjustments (Undistributed)	-13,000	
Adjustments to Meet Congressional Intent	-4,503	
Congressional Adjustments (General Provisions)	-1,528	
Subtotal Appropriated Amount	3,601,741	
Fact-of-Life Changes (CY to CY Only)		
Subtotal Baseline Funding	3,601,741	3,601,741
Supplemental	2,445,935	
Reprogrammings		
Price Changes		122,097
Functional Transfers		
Program Changes		220,492
Current Estimate	6,047,676	3,944,330
Less: Wartime Supplemental	-2,445,935	
Normalized Current Estimate	3,601,741	

UNITED STATES SPECIAL OPERATIONS COMMAND
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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2010 President's Budget Request		3,611,492
1. Congressional Adjustments		-9,751
a. Distributed Adjustments		
1) Care Coalition Recovery Program	2,000	
2) SOF Modular Glove System	4,780	
3) Naval Special Warfare Protective Combat Uniform	2,500	
b. Undistributed Adjustments		
1) Program Termination of ASDS	-8,000	
2) Unjustified Program Growth for DISA Services	-5,000	
c. Adjustments to meet Congressional Intent		
1) Section 8101 Economic Assumptions	-4,503	
d. General Provisions		
1) Section 8037 - Mitigation of Environmental Impact	-1,528	
FY 2010 Appropriated Baseline Funding		3,601,741
2. War-Related and Disaster Supplemental Appropriations		2,445,935
3. Fact of Life Changes		
FY 2010 Revised Estimate		6,047,676
4. Reprogrammings (requiring 1415 Actions)		
Revised FY 2010 Estimate		
5. Less: Item 2a, Overseas Contingency Operation Funding		-2,445,935
FY 2010 Normalized Current Estimate		3,601,741
6. Price Change		122,097
7. Functional Transfers		
8. Program Increases		370,938

**UNITED STATES SPECIAL OPERATIONS COMMAND
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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
a. Annualization of New FY 2010 Program		
b. One-Time FY 2011 Increases		
c. Program Growth in FY 2011		
1) Flight Operations - Increase funds 110 additional civilian full-time equivalents to provide operational, logistics, and maintenance activities to support fixed wing aviation operations at the 1 st Special Operations Wing, Hurlburt Field, FL. (FY 2010 Baseline - \$9,905)	12,646	
2) Flight Operations - Provides supplies, equipment, consumables, travel, logistics, and maintenance required to support fixed wing aviation operations at the 1 st Special Operations Wing, Hurlburt Field, FL. (FY 2010 Baseline - \$22,834)	9,049	
3) Flight Operations - Program growth supports contract logistics support, maintenance, and unit operations for five new CV-22B aircraft. (FY 2010 Baseline - \$62,128)	10,372	
4) Flight Operations - Funding provides contract logistics and maintenance support for unmanned aerial systems and ground control stations at the 27 th Special Operations Wing. (FY 2010 Baseline - \$23,529)	22,621	
5) Ship/Boat Operations - Increase funds 26 additional civilian full-time equivalents to provide operational and logistical sustainment for maritime platforms at Naval Special Warfare Group Four. (FY 2010 baseline - \$7,476)	2,515	
6) Ship/Boat Operations - Funding provides additional operational logistics and maintenance support for Rigid Hull Inflatable Boats (RHIBs). Additional funding is required due to heavier reliance upon RHIBs as the number of MK V maritime craft is being drawn down due to hull age and maintenance costs. (FY 2010 Baseline - \$12,690)	1,729	

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C. Reconciliation of Increases and Decreases	Amount	Totals
7) Combat Development Activities - (See Classified Submission)	92,685	
8) Other Operations - Funding supports the scheduled addition of one special forces battalion (over 400 military personnel) at US Army Special Forces Command. The increase includes all O&M required to support travel, transportation, supplies, communications, and personal equipment sustainment. (FY 2010 Baseline - \$90,585)	7,702	
9) Other Operations - Additional funding at Naval Special Warfare Command SEAL Teams to provide additional combat support and unit training capabilities. This funding includes increases included in the FY 2010 QDR that will provide Naval Special Warfare Command with high demand support enablers such as language interpretation, intelligence support, communications support, vehicle maintenance, logistics support, combat casualty care, and advanced special operations tactics. (FY 2010 Baseline - \$71,154)	6,465	
10) Other Operations - Increase in FY 2011 due to growth in 1 st and 2 nd Marine Corps Special Operations Battalions. The growth supports increased pipeline assessment, selection, and training of personnel to fill billets at operational battalions. (FY 2010 Baseline - \$20,103)	2,424	
11) Operational Support - Additional funding for Special Operations Sustainment Brigade and US Army Special Operations Command to provide operational and tactical logistics, medical, and communications support for deployed Army Special Operations units. (FY 2010 Baseline - \$21,046)	1,926	

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C. Reconciliation of Increases and Decreases	Amount	Totals
12) Operational Support - Increase reflects an administrative realignment of funding from the "Management/Operations Headquarters" sub-activity to the "Operational Support" sub-activity in order to properly align funding to the correct sub-activity. Funding provides civilian pay for 25 civilian employees at Special Operations Forces Support Activity (SOFSA). (FY 2010 Baseline - \$0)	2,567	
13) Intelligence - Increase in funding provides additional maintenance and contractor logistics support for MQ-1 Predator aircraft. This increase is funded almost entirely through realignment of funding for maintenance and logistics support previously funded for other intelligence, surveillance, and reconnaissance platforms within this same sub-activity. Realignment reflects re-leveling of funding between platforms based on revised requirements estimates. (FY 2010 Baseline - \$7,012)	12,361	
14) Intelligence - Additional funding provides replacement of unit consumable items for biometric identification and enrollment kits fielded in previous years. (FY 2010 Baseline - \$714)	6,895	
15) Intelligence - Increase provides replacement of garrison information technology systems that have reached the end of their useful lifecycle. (FY 2010 Baseline - \$34,016)	4,990	
16) Intelligence - Increase in funding provides additional resources for two Special Access Programs. (See classified details) (FY 2010 Baseline - \$138,678)	2,721	
17) Intelligence - Program growth provides civilian pay for 32 additional billets and unit level operating resources for a Special Access Program.	3,900	

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C. Reconciliation of Increases and Decreases	Amount	Totals
18) Intelligence - Funding increase supports field service representatives for Distributed Common Ground/Surface System (DCGS). (FY 2010 Baseline - 2,438)	1,901	
19) Intelligence - Additional fielded inventory of Joint Threat Warning Systems requires funding for additional maintenance and sustainment. Systems provide critical situational awareness and early warning for Special Operations forces. (FY 2010 Baseline - 13,308)	1,079	
20) Communications - Program growth supports long haul communications increase for direct circuit costs and airtime for Distributed Common Ground/Surface Systems (DCGS), Unmanned Vehicle platforms, SCAMPI (not an acronym), Tagging, Tracking and Locating devices, and SOF Deployable Nodes (Medium/Heavy). These resources additionally cover International Marine/Maritime (INMARSAT) and IRIDIUM satellite costs for all components/units. (FY 2010 Baseline - \$45,220)	4,137	
21) Communications - Command, Control, Communications, Computing, and Intelligence Automation Systems (C4IAS) increases to meet demands for contract engineering, software/hardware licenses, maintenance, and life cycle technology refreshments. This program provides 24 X 7 coverage for worldwide computing infrastructure and services for more than 79,000 user accounts. Sustainment growth is commensurate with equipment fielding increases to support manning and incorporates the Distributed Data Center (DDC) and Full Motion Video Hub (FMV). (FY 2010 Baseline - \$65,449)	6,823	

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C. Reconciliation of Increases and Decreases	Amount	Totals
22) Communications - Increased funding supports Special Operations Forces Tactical Assured Connectivity Systems for SOF deployable Nodes (Heavy and Medium Satellite Communication Systems). Since FY 2009, an additional ten heavy and 46 medium hardware platforms have been procured/fielded and require testing, training and sustainment. (FY 2010 Baseline - \$22,963)	3,819	
23) Communications - Program increase supports Command Center operations and deployable assets with various tactical systems to include Joint Base Stations (JBS), Joint Tactical Transceiver System (JTTS) and ancillary support for Special Mission and Special Tactical Communication (STC) radios. (FY 2010 Baseline - \$29,530)	3,514	
24) Communications - - Tactical Local Area Network (TACLAN) increase supports equipment growth for full suites, mission planning kits and field computing devices/laptops. This sustainment increase is primarily focused within the United States Army Special Operations command (USASOC), Marine Corps Special Operations Command (MARSOC), Special Operations Command Africa and for the HQ Special Operations Command's expansion. (FY 2010 Baseline \$24,923)	3,315	
25) Communications - Video Teleconferencing (VTC) growth provides connectivity for three forward based Theater Special Operations Commands. (FY 2010 Baseline - \$1,218)	923	
26) Communications - SCAMPI (not an acronym) and SOF Deployable Node Light operational command and control reflects an increase to support two additional Strategic Entry Points. The Command Enterprise Information Technology Contract (EITC) providing network support for the Headquarters reflects growth for the firm fixed price agreement. (FY 2010 Baseline - \$16,258)	662	

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C. Reconciliation of Increases and Decreases	Amount	Totals
27) Communications - Information Assurance (IA) and Public Key Infrastructure (PKI) reflects program growth to provide additional tools for cyber threat abatement and network engineering support. (FY 2010 Baseline - \$11,040)	1,667	
28) Management & Operational Headquarters - Additional funding to support USSOCOM Headquarters oversight activities to include operational planning, doctrine, concept development, test and evaluation, facilities sustainment, contracting, joint training, logistics management, exercises, and administrative support. (FY 2010 baseline - \$40,241)	3,322	
29) Maintenance - Funds sustainment and logistical support for 12 additional Non-Standard Aviation (NSAV) platforms required to support worldwide mobility requirements for Theater Special Operations Commands (TSOCs). NSAV platforms are a combination of light and medium aircraft that provide short takeoff and landing capability for rapid access of special operations equipment and forces in remote and austere locations. (FY 2010 Baseline - \$44,032)	69,242	
30) Maintenance - Increase reflects administrative realignment of maintenance and Contractor Logistics Support (CLS) funding from the "Flight Operations" sub-activity to the "Depot Maintenance" sub-activity in order to properly align funding to the correct sub-activity. Funding provides maintenance and CLS for fixed wing aircraft systems at Air Force Special Operations Command. This action has a net sum zero effect to USSOCOM's total O&M funding. (FY 2010 Baseline - \$0 (in sub-activity Maintenance))	31,645	

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C. Reconciliation of Increases and Decreases	Amount	Totals
31) Base Support - Increase provides additional O&M funding for facility sustainment associated with the completion of Naval Special Warfare Command (NSWC) MILCON projects. Increase includes tenant support for new NSWC facilities. (FY 2010 Baseline - \$19,328)	2,511	
32) Specialized Skill Training - Increased student throughput for initial and advanced skills training requires 160 additional civilian instructors and support personnel to produce highly skilled SOF operators and keep pace with the overall growth of SOF personnel. These positions will provide instructors and support specialist for a variety basic and advanced special operations courses to include Joint Special Operations Medical Training and three new language courses for Pashtu, Urdu, and Dari. (FY 2010 Baseline (Civilian Pay) - \$57,678)	13,542	
33) Specialized Skill Training - Program growth supports the growth and implementation of the Marine Corps Special Operation Command's Individual Training Course. This course is a 33 week course designed to produce Marine Corps SOF operators capable of conducting: Advanced Special Operations; Technical Surveillance and Reconnaissance; Military Liaison Elements, Preparation of the Environment and other operational activities. (FY 2010 Baseline - \$21,292)	2,983	
34) Professional Development Education - Increase in funding is required to support relocation of the Joint Special Operations University from Hurlburt Field, Fl to Tampa, FL. (FY 2010 Baseline - \$9,542)	2,808	

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C. Reconciliation of Increases and Decreases	Amount	Totals
35) Professional Development Education - Increase funds 7 additional civilian instructors and staff at the United States Air Force Special Operations School. These civilians will be used to support specialized courses focusing on command and control, regional and cultural awareness, asymmetric warfare, joint operations, and SOF professional development. (FY 2010 Baseline - \$2,163	660	
36) Acquisition/Program Management - Psychological Operations Broadcasting System (POBS) reflects a FY 2011 realignment from sub-activity "Other Operations" to "Acquisition Program Management". This action supports the programmed spend plan for required contracted systems engineering and technical support. Information Assurance certification and interoperability issues are necessary as POBS solutions are evaluated. Previous POBS sustainment costs defined under Other Operations provided the necessary offset. (FY 2010 Baseline - \$704)	2,976	
37) Acquisition/Program Management - Increase provides funding for 89 additional civilian work-years to support acquisition planning, program management, and contract services. The recent growth in Special Forces manpower and equipment has increased the Command's requirement for acquisition oversight and the need to rapidly respond to operational needs that require acquisition solutions. (FY 2010 Baseline (Civilian Pay) - \$27,929)	9,841	
9. Program Decreases		-150,446
a. Annualization of FY 2010 Program Decreases		
b. One-Time FY 2010 Increases	-	
c. Program Decreases in FY 2011	-	

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C. Reconciliation of Increases and Decreases	Amount	Totals
1) Flight Operations - FY 2011 reduction reflects flying hours flown in support of overseas contingency operations. (FY 2010 Baseline - \$462,784)	-11,245	
2) Flight Operations - Decrease reflects costs adjustments associated with contract logistics support for rotary wing aircraft at the 160 th Special Operations Aviation Regiment. Adjustment also includes savings (-\$2,600K) associated with contractor to civilian conversions for selected positions. (FY 2010 Baseline - \$156,082)	-6,756	
3) Flight Operations - decrease reflects administrative realignment of maintenance and Contractor Logistics Support (CLS) funding from the "Flight Operations" sub-activity to the "Depot Maintenance" sub-activity in order to properly align funding to the correct sub-activity. Funding provides maintenance and CLS for fixed wing aircraft systems at Air Force Special Operations Command. This action has a net sum zero effect to USSOCOM's total O&M funding. (FY 2010 Baseline - \$31,645)	-31,645	
4) Ship/Boat Operations - Reduction in funding for The Advanced SEAL Delivery System (ASDS) due to major damage to the vessel. Training and operation associated with the ASDS has been halted and the vessel has been placed on inactive, but repairable status. (FY 2010 Baseline - \$21,703)	-14,036	
5) Force Related Training - Reduced funding reflects adjusted schedule and cost estimates associated with Joint Combined Exchange Training (JCETs) exercises planned in FY 2011. (FY 2010 Baseline - \$53,388)	-3,125	

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C. Reconciliation of Increases and Decreases	Amount	Totals
6) Intelligence - Decrease in funding reflects reduced aircraft maintenance and contractor logistics support for intelligence, surveillance, and reconnaissance platforms. Funding was realigned within this same sub-activity based on revised requirements estimates.	-12,505	
7) Intelligence - Reduction reflects revised requirements to support the tagging, tracking, and locating Rapid Integration Facility. (FY 2010 Baseline - \$6,400)	-1,265	
8) Intelligence - Decrease in funding reflects reduced operations support which allowed realignment to RDT&E to create a systems engineering baseline within a Special Access Program.	-1,000	
9) Management & Operational Headquarters - Decrease reflects an administrative realignment of funding from the "Management/Operations Headquarters" sub-activity to the "Operational Support" sub-activity in order to properly align funding to the correct sub-activity. Funding provides civilian pay for 25 civilian employees at Special Operations Forces Support Activity (SOFSA). (FY 2010 Baseline - \$2,567)	-2,567	
10) Maintenance - Contractor logistics support for Directional Infrared Counter Measures (DIRCM) on SOF fixed wing aircraft decreases as sustainment and replacement of line replaceable units transitions to Service Common support from the Air Force. (FY 2010 Baseline - \$25,609)	-6,479	

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C. Reconciliation of Increases and Decreases	Amount	Totals
11) Maintenance - Special Operations Personal Equipment Advanced Requirements (SPEAR) reflects a decrease commensurate with the program restructure to equip downward to 12,502 operators with body armor. Maintenance and contractor logistics support will be reduced accordingly with minimal risk. (FY 2010 Baseline - \$64,623)	-20,653	
12) Maintenance - O&M decrease reflects a reduction in planned maintenance for MKV Special Operations Craft and Seal Delivery Vehicles (SDV) in FY 2011. The MKV fleet is being reduced from 20 to 10 vessels due to aging hulls and extensive maintenance costs. Funds were shifted to operational training requirements for other maritime craft. (FY 2010 Baseline (Both MKV & SDV Maintenance)- \$24,821)	-2,819	
13) Maintenance - Program change is due to reduced maintenance and sustainment requirements for hand held imaging and range finding devices in FY 2011. (FY 2010 Baseline - \$1,727)	-939	
14) Acquisition/Program Management - The Rigid Hull Inflatable Boat (RHIB) production line ended in FY 2009 and the capability will eventually be replaced by the Combatant Craft Medium (CCM). In the interim, minimal support is required for the emergent safety issues and user configuration board priorities, thereby resulting in lower program management requirements for the RHIB program. (FY 2010 Baseline - \$1,362)	-1,253	

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C. Reconciliation of Increases and Decreases	Amount	Totals
15) Acquisition/Program Management - Decrease reflects a reduction in contractors and contract services related to acquisition support activities. The savings was used to fund 89 additional civilian work-years supporting acquisition planning, program management, and contract services. These positions will provide USSOCOM with additional acquisition oversight and enhance the Command's ability to rapidly respond to operational needs that require acquisition solutions. (FY 2010 Baseline (Non Pay)- \$50,344)	-9,841	
16) Acquisition/Program Management - - Tactical Combat Casualty Care (TCCC) program reflects a decrease in required program management support. Operator and medical kit production and fielding is accomplished by FY 2010; remaining focus will support casualty evacuation kits, thereby minimizing the logistical workload. (FY 2010 Baseline - \$936)	-740	
17) Acquisition/Program Management - Program change associated with classified intelligence programs. Classified details are provided through separate submission.	-847	
18) Acquisition/Program Management - Special Operations Personal Equipment Advanced Requirements (SPEAR) reflects a decrease commensurate with the program restructure to equip downward to 12,502 operators with body armor. Program management and contractor logistics support commodity line reporting will be reduced accordingly with minimal risk. (FY 2010 Baseline - \$6,099)	-5,116	

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C. Reconciliation of Increases and Decreases

19) Contractor Services - USSOCOM is following the Department of Defense plan to improve oversight of contractor services, acquire services more effectively, and in-source where it is more appropriate and efficient to do so. In FY 2011, USSOCOM intends to reach its goal of converting approximately 256 contractor positions to government civilians. This action will result in net savings of \$17.6 million. These positions will provide a variety of key support functions at Headquarters, US Special Operations Command, Air Force Special Operations Command, Army Special Operations Command, Naval Special Warfare Command, and Marine Corps Special Operations Command.

	Amount	Totals
	-17,615	

FY 2011 Budget Request

3,944,330

IV. Performance Criteria and Evaluation OP-5 Flying Hours (Attachment 1)

End of FY Program Data	FY 2009		FY 2010		FY 2011
	<u>Budgeted</u>	<u>Actuals</u>	<u>Budgeted</u>	<u>Estimate</u>	<u>Estimate</u>
AC-130H/U					
TAI	25	25	25	25	25
PAA	23	23	23	23	23
BAI	2	2	2	2	2
Flying Hours	8,998	11,591	7,885	9,308	7,561
% Executed		129%			
A/MH-6M					
TAI	51	52	52	52	52
PAA	49	47	47	47	47
BAI	2	5	5	5	5
Flying Hours	11,295	10,387	10,595	9,194	8,669
% Executed		92%			
C-12C					
TAI	1	1	1	1	1
PAA	1	1	1	1	1
BAI	-	-	-	-	-
Flying Hours	600	428	600	492	492
% Executed		71%			
C-130E					
TAI	4	4	4	4	4
PAA	-	2	2	2	2
BAI	4	2	2	2	2
Flying Hours	-	869	877	895	876
% Executed		0%			

End of FY Program Data	FY 2009		FY 2010		FY 2011
	<u>Budgeted</u>	<u>Actuals</u>	<u>Budgeted</u>	<u>Estimate</u>	<u>Estimate</u>
C-32B					
TAI	2	2	2	2	2
PAA	2	2	2	2	2
BAI	-	-	-	-	-
Flying Hours	1,806	1,839	1,806	1,806	1,802
% Executed		102%			
CASA-212					
TAI	5	5	5	5	5
PAA	5	5	5	5	5
BAI	-	-	-	-	-
Flying Hours	3,050	2,146	3,050	3,050	3,050
% Executed		70%			
CV-22B					
TAI	11	11	16	16	21
PAA	11	11	16	16	19
BAI	-	-	-	-	2
Flying Hours	4,665	3,482	4,662	4,006	5,779
% Executed		75%			
NSAv-M					
TAI	-	-	-	-	9
PAA	-	-	-	-	9
BAI	-	-	-	-	-
Flying Hours	-	-	-	-	5,126
% Executed		0%			
EC/C-130J					
TAI	7	7	7	7	7
PAA	6	6	6	6	6
BAI	1	1	1	1	1
Flying Hours	2,796	3,794	2,762	3,172	3,059
% Executed		136%			

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End of FY Program Data	FY 2009		FY 2010		FY 2011
	<u>Budgeted</u>	<u>Actuals</u>	<u>Budgeted</u>	<u>Estimate</u>	<u>Estimate</u>
M-28					
TAI	-	1	5	5	7
PAA	-	1	5	5	7
BAI	-	-	-	-	-
Flying Hours	-	165	5,100	3,800	8,378
% Executed		0%			
MC-130E/H					
TAI	30	30	30	30	30
PAA	28	28	28	28	28
BAI	2	2	2	2	2
Flying Hours	12,561	10,169	10,410	8,786	8,793
% Executed		81%			
MC-130J					
TAI	-	-	-	-	1
PAA	-	-	-	-	1
BAI	-	-	-	-	-
Flying Hours	-	-	-	-	131
% Executed		0%			
MC-130P					
TAI	23	23	23	23	23
PAA	20	20	20	20	20
BAI	3	3	3	3	3
Flying Hours	9,156	9,106	9,060	7,472	7,627
% Executed		99%			
MC-130W					
TAI	11	10	12	12	12
PAA	9	10	11	11	11
BAI	2	-	1	1	1
Flying Hours	4,022	2,992	4,582	3,429	4,356
% Executed		74%			
	FY 2009		FY 2010		FY 2011

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End of FY Program Data	<u>Budgeted</u>	<u>Actuals</u>	<u>Budgeted</u>	<u>Estimate</u>	<u>Estimate</u>
MH-47E/G					
TAI	56	54	58	58	60
PAA	53	51	57	55	57
BAI	3	3	1	3	3
Flying Hours	15,075	14,606	12,828	11,018	11,301
% Executed		97%			
MH-60K/L/M					
TAI	70	76	82	89	105
PAA	65	59	66	59	77
BAI	5	17	16	30	28
Flying Hours	19,077	16,605	18,131	13,815	16,897
% Executed		87%			
MQ-1B					
TAI	24	26	30	26	26
PAA	20	26	28	26	26
BAI	4	-	2	-	-
Flying Hours	34,040	74,331	60,480	64,240	69,290
% Executed		218%			
MQ-9A					
TAI	8	2	12	10	16
PAA	8	2	12	10	13
BAI	-	-	-	-	3
Flying Hours	16,060	880	21,600	15,600	20,280
% Executed		5%			
PC-12 NSAv					
TAI	-	8	10	9	10
PAA	-	8	10	9	10
BAI	-	-	-	-	-
Flying Hours	-	3,992	11,400	10,800	14,837
% Executed		0%			
End of FY		FY 2009		FY 2010	FY 2011

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Program Data	<u>Budgeted</u>	<u>Actuals</u>	<u>Budgeted</u>	<u>Estimate</u>	<u>Estimate</u>
PC-12/(T)U-28A					
TAI	-	9	1	7	7
PAA	-	9	1	7	7
BAI	-	-	-	-	-
Flying Hours	-	6,491	1,200	10,783	9,962
% Executed		0%			
U-28A					
TAI	15	18	20	20	20
PAA	15	18	20	20	20
BAI	-	-	-	-	-
Flying Hours	50,400	24,185	62,160	54,197	62,160
% Executed		48%			
UH-1H/N					
TAI	4	4	4	4	4
PAA	2	4	4	4	4
BAI	2	-	-	-	-
Flying Hours	683	824	1,068	900	1,072
% Executed		121%			
UV-20A					
TAI	1	1	1	1	1
PAA	1	1	1	1	1
BAI	-	-	-	-	-
Flying Hours	350	277	350	300	300
% Executed		79%			
USSOCOM Total					
TAI	348	369	400	406	448
PAA	318	334	365	357	396
BAI	30	35	35	49	52
Flying Hours	194,634	199,159	250,606	237,063	271,798
% Executed		102%			

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End of FY Program Data	<u>Budgeted</u>	<u>Actuals</u>	<u>Budgeted</u>	<u>Estimate</u>	<u>Estimate</u>
Crew Ratio					
Average	1.6	1.6	1.5	1.5	1.5
OPTEMPO (Hrs/Crew/Mo)					
Average	16.6	19.1	14.8	13.8	12.5

Explanation of Performance Variances

Prior Year: The increases in Total Aircraft Inventory and Flying Hours between the Fiscal Year 2009 Budgeted and Actual funded positions are the net effect of increases/decreases in inventory, internal re-alignments across the fleet, and USSOCOM's support of Overseas Contingency Operations.

Current Year: The increase in Total Aircraft Inventory and decrease in flying hours between the Fiscal Year 2010 Budgeted and Estimated funded positions are attributable to continued SOF aircraft growth and reduced baseline-funded aircrew training due to hours flown in support of contingency operations.

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**IV. Performance Criteria and Evaluation (Facilities, Sustainment, Restoration, and Modernization):
(dollars in thousands)**

<u>Funding Levels</u>	<u>FY 2009 Actuals</u>	<u>FY 2009 OCO</u>	<u>FY 2010 Estimate</u>	<u>FY 2010 OCO</u>	<u>FY 2011 Estimate</u>
A. <u>Sustainment</u>	8,221	611	16,471	0	17,851

Narrative Justification: Funding supports unique sustainment contracts for Special Operations Forces (SOF) facilities. These sustainment costs are not included in normal facility sustainment provided by Services/Host bases. The decrease in FY 2009 sustainment actuals from normal funding levels reflects a non-recurring cost savings resulting from Naval Special Warfare Command's (NSWC) ability to utilize military sources vice contract support. FY 2010 and 2011 increases are linked to the completion of new Military Construction (MILCON) projects. Baseline Operation and Maintenance (O&M) funding is required to support and sustain these new facilities in order to support planned growth of special operations forces. Projects supported by FSRM sustainment funding include, but are not limited to, the repair/replacement of uninterrupted power supply systems, circuit/power panels, boilers, compressors, air conditioning units, generators and communication infrastructure of various SOF facilities at Pope Air Force Base (AFB), Hurlburt Field, Naval Base Coronado, Little Creek Naval Amphibious Base and MacDill AFB. Also included in this category are baseline and Overseas Contingency Operations (OCO) funding for enhanced force protection measures and maintenance of various training support facilities and forward operating bases.

B. <u>Restoration/Modernization</u>	15,771	9,099	13,904	0	14,194
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Narrative Justification: Includes baseline and OCO funding used for O&M Minor Construction contracts supporting Special Operations units. Among the projects supported with these funds are deployable buildings, training labs, combat canine facilities, aircraft hangers as well as fences, latrines, camp facilities and weapons storage facilities at various SOF training sites. FY 2009 totals include the renovation of headquarters facilities to support operational security and the design and reconfiguration of aircraft hangers to support evolving SOF missions. FY 2010 and 2011 totals include planned building renovations to improve communication facilities.

C. Demolition None

<u>TOTAL O&M FUNDING</u>	<u>FY 2009 Actuals</u>	<u>FY 2009 OCO</u>	<u>FY 2010 Estimate</u>	<u>FY 2010 OCO</u>	<u>FY 2011 Estimate</u>
	23,992	9,710	30,375	0	32,045

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IV. Performance Criteria and Evaluation (Depot Maintenance):

<u>Type of Maintenance</u>	<u>FY 2009</u>				<u>FY 2010</u>				<u>FY2011</u>	
	Budget		Actual		Budget		Estimated		Qty	(\$M)
	Qty	(\$M)	Qty	(\$M)	Qty	(\$M)	Qty	(\$M)		
Airframe	303	163.8	330	129.3	278	161.4	344	116.5	434	150.3
Engine	203	29.0	139	20.1	175	24.3	204	31.7	262	41.7
Software	303	2.5	175	6.2	140	3.7	157	1.3	196	3.0
Other	1,213	138.7	1,412	50.0	1,462	141.8	1,256	47.6	1,191	44.6
<u>Automotive Equipment</u>										
Other	78	0.8	1,156	9.9	82	0.8	1,272	9.7	1,344	10.1
<u>Electronics & Communications</u>										
End Items	5,151	76.0	6,750	77.2	5,289	76.2	5,331	70.8	5,495	75.4
Other	585	4.3	567	20.0	487	6.3	569	26.1	570	20.4
<u>Ordnance, Weapons & Munitions</u>										
Ordnance	318	1.2	318	1.2	159	0.6	318	1.0	318	1.1
Other	199	1.6	1,570	1.5	140	1.1	1,232	1.4	2,116	1.6
<u>Other</u>										
Software	6,699	62.7	6,709	60.9	6,794	62.8	6,804	61.0	6,857	64.1
Other End Items	72	1.1	79	0.9	74	1.1	45	0.6	47	0.6
Other	360	34.7	638	48.1	366	45.9	798	33.9	798	30.8
TOTAL DEPOT MAINT		<u>516.4</u>		<u>425.3</u>		<u>526.2</u>		<u>401.6</u>		<u>443.7</u>

* FY 2009 Actual Inductions include Overseas Contingency Operations funding. Amounts may not add due to rounding.

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Explanation of Performance Variances

Fiscal Year 2009: Variance comparison between the FY 2009 Budget and FY 2009 Actual Inductions columns reflects an overall decrease of -\$91.1 million. Although USSOCOM did experience a \$28.3 million increase in Depot Maintenance directly attributed to the execution of Overseas Contingency Operations, prior year budget estimates erroneously included labor-hour contracts with contractor logistics support (CLS). This correction totaled a reduction in the amount of -\$61 million. Additionally, corrections were made in the FY 2009 Actual Inductions column to remove non-standard aircraft routine-level maintenance requirements in the amount of -\$47.3 million. Other variances totaling -\$11.1 million directly relate to aircraft, communications equipment, and psychological operations systems that are deployed in support of overseas operations. These assets are generally removed from operations at failure point rather than for scheduled maintenance, thus deferring depot maintenance estimates. These variances did not substantially contribute to or hinder the achievement of the USSOCOM mission.

Fiscal Year 2010: Variance comparison of the FY 2010 Budget and FY 2010 Estimated Inductions columns show an overall decrease of \$124.6 million. The most significant factor driving this decrease is the correction made in the FY 2010 Estimated Inductions column to remove non-standard aircraft routine-level maintenance requirements in the amount of -\$89.7 million. Also contributing to this decrease is the decision to reduce the number of Mark V Special Operations Crafts in active service, as well as adjustments to the Advanced SEAL Delivery System program due to catastrophic damage. These variances do not substantially contribute to or hinder the achievement of USSOCOM mission.

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IV. Performance Criteria and Evaluation (Training)

	<u>FY 2009</u> <u>Actuals</u>	<u>FY 2010</u> <u>Estimate</u>	<u>FY 2011</u> <u>Estimate</u>
Initial SOF Skills Training			
Number of Classes	415	357	347
Number of Graduates	16,360	14,676	15,978
Cost per Graduate	\$6,652	\$6,410	\$6,248
Advanced SOF Skills Training			
Number of Classes	852	833	855
Number of Graduates	11,157	10,722	11,178
Cost per Graduate	\$13,412	\$10,422	\$10,705
Professional Military Education			
Number of Classes	233	200	214
Number of Graduates	9,733	8,269	9,148
Cost per Graduate	\$1,696	\$1,416	\$1,683

Explanation of Changes:

Initial SOF Skills represents the training pipeline for producing new Special Forces operators. The pipeline training for initial SOF skills consists of numerous requirements to meet the initial qualifications to become a SOF operator. Decrease in classes and cost per graduate from FY 2010 to FY 2011, resulted from the loss of funding for the Navy Parachute Course. Increase in graduates from FY 2010 to FY 2011 resulted from additional student enrollment and graduates at the at the United States Army Special Operations Command to meet the demand for further Civil Affairs and Psychological Operations trained operatives.

Advanced SOF Skills provides advanced training focused on the unique skills and tactics required to conduct SOF operations. These courses are numerous and typically have

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smaller class sizes. Likewise, they are designed for mature SOF personnel. Increases in advanced SOF skills resulted from the addition of new courses related to the operational preparation of the environment to include advanced special operations skills and technical surveillance operations courses at Naval Special Warfare Command. Additional courses were also added at the Air Force Special Operations Command in response to the increased demand for Aircrew Training and Rehearsal Systems courses required for non standard aviation.

SOF Professional Military Education (PME) provides courses focused on the education of SOF leaders as well as non SOF decision makers at the intermediate and senior levels. These courses prepare personnel to serve in Joint Special Operations Task Forces and Joint Commands. Additionally, courses are also offered to focus on the interagency aspects of conducting joint special operations. Increases from FY 2010 to FY 2011 include additional courses offered at the Air Force Special Operations Command to include the Contemporary Insurgent Warfare Course, the Contemporary Insurgent Warfare Seminar, the Insurgency and Foreign Internal Defense Course, the Sub-Saharan Africa Orientation Short Course, the Joint Special Operations Air Component Course, the Special Operations Liaison Element Course, and the Joint Special Operations Air Component Commander's Course.

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V. Force Structure Summary:

USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2009	FY 2010	FY 2011
Air Force	2,302	2,362	2,664
Army	2,114	2,243	2,501
Marine Corps	60	87	89
Navy	916	1,225	1,213
Total	5,392	5,917	6,467

Military End Strength	FY 2009	FY 2010	FY 2011
Air Force	11,995	13,034	13,851
Army	27,480	28,472	29,852
Marine Corps	2,440	2,524	2,526
Navy	8,734	8,740	8,778
Total	50,649	52,770	55,007

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VI. Op 32 Line Items as Applicable (Dollars in Thousands):

	FY 2009 <u>*Actuals</u>	Change from <u>FY 2009 to FY 2010</u>		FY 2010 <u>Estimate</u>	Change from <u>FY 2010 to FY 2011</u>		FY 2011 <u>Estimate</u>
		Price <u>Growth</u>	Program <u>Growth</u>		Price <u>Growth</u>	Program <u>Growth</u>	
<u>TRAVEL</u>	458,382	5,042	-172,621	290,803	4,071	1,500	296,374
308 Travel of Persons	458,382	5,042	-172,621	290,803	4,071	1,500	296,374
<u>DEFENSE WORKING CAPITAL FUND SUPPLIES & MATERIALS PURCHASES</u>	649,212	5,980	-60,659	594,533	66,668	3,102	664,303
401 DFSC Fuel	96,019	-768	28,168	123,419	52,206	8,198	183,823
402 Service Fund Fuel	2,556	-20	-2,164	372	157	-40	489
411 Army Managed Supplies & Materials	127,213	2,671	-43,680	86,204	3,879	5,526	95,609
412 Navy Managed Supplies & Materials	17,374	278	-3,790	13,862	444	698	15,004
414 Air Force Managed Supplies & Materials	209,119	1,882	9,396	220,397	7,273	-17,117	210,553
415 DLA Managed Supplies & Materials	114,729	1,033	-29,216	86,546	1,817	6,868	95,231
416 GSA Managed Supplies & Materials	77,619	854	-16,393	62,080	869	-1,029	61,920
417 Locally Procured Fund Managed Supplies & Materials	4,583	50	-2,980	1,653	23	-2	1,674
<u>DEFENSE WORKING CAPITAL FUND EQUIPMENT PURCHASES</u>	85,332	1,092	-14,437	71,987	1,643	355	73,985
502 Army Fund Equipment	14,416	303	-1,671	13,048	587	-678	12,957
503 Navy Fund Equipment	6,444	103	-2,561	3,986	128	-679	3,435
505 Air Force Fund Equipment	924	8	6,834	7,766	256	244	8,266
506 DLA Fund Equipment	10,466	94	-8,933	1,627	34	1,377	3,038
507 GSA Managed Equipment	53,082	584	-8,106	45,560	638	91	46,289
<u>OTHER FUND PURCHASES (EXCLUDES TRANSPORTATION)</u>	300,311	4,938	-158,487	146,762	2,922	2,494	152,178
601 Army Armament Command	629	-52	-577	0	0	0	0
602 Army Depot Systems Cmd: Maintenance	2,165	-178	-1,891	96	-2	1	95
604 Army Missile Command	2,753	0	-2,753	0	0	0	0
610 Naval Air Warfare Center	133,206	3,597	-117,874	18,929	246	-2	19,173
611 Naval Surface Warfare Center	39,163	862	1,349	41,374	993	-784	41,583
612 Naval Undersea Warfare Center	5,173	62	0	5,235	168	-364	5,039

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VI. Op 32 Line Items as Applicable (Dollars in Thousands):

	FY 2009 <u>*Actuals</u>	Change from <u>FY 2009 to FY 2010</u>		FY 2010 <u>Estimate</u>	Change from <u>FY 2010 to FY 2011</u>		FY 2011 <u>Estimate</u>
		<u>Price Growth</u>	<u>Program Growth</u>		<u>Price Growth</u>	<u>Program Growth</u>	
614 Naval Space and Warfare Command	2,797	59	0	2,856	-60	77	2,873
615 Navy Information Service	1,080	11	-25	1,066	0	11	1,077
623 Special Mission Support	813	33	0	846	51	-21	876
631 Naval Facilities Engineering Service	21,642	411	0	22,053	397	322	22,772
633 Defense Publication & Printing Svc	1,249	7	1,022	2,278	68	-68	2,278
634 Naval Public Work Centers: Utilities	6,195	180	281	6,656	679	1,416	8,751
635 Naval Public Work Centers: Public Works	37,693	151	-15,245	22,599	362	3,926	26,887
637 Naval Shipyards	7,982	0	2,667	10,649	0	0	10,649
647 DISA Computing Services	1,393	-135	-552	706	-99	99	706
648 Army Information Services	622	0	-622	0	0	0	0
661 Depot Maintenance (Air Force): Organic	4	0	-4	0	0	0	0
662 Depot Maintenance (Air Force): Contract	26,029	0	-23,236	2,793	67	-2,067	793
671 Communications Services (DISA) Tier 1	9,629	-58	-945	8,626	52	-52	8,626
673 Defense Financing and Accounting Services	4	0	-4	0	0	0	0
680 Purchases from Building Maintenance Fund	90	-12	-78	0	0	0	0
<u>TRANSPORTATION</u>	484,383	-36,996	-352,451	94,936	9,288	-3,757	100,467
701 AMC Cargo (Fund)	2,199	88	2,482	4,769	76	-1,076	3,769
702 AMC SAAM (Fund)	456,464	-37,430	-344,034	75,000	9,000	-4,444	79,556
703 AMC SAAM/JCS Exercises	67	-5	-62	0	0	0	0
705 AMC Channel Cargo	2,365	95	-2,416	44	1	12	57
718 MTMC Liner Ocean Transportation	3	1	-4	0	0	0	0
721 MTMC (Port Handling-Fund)	1	0	-1	0	0	0	0
725 MTMC (Other-Non-Fund)	75	0	-7	68	0	0	68
771 Commercial Transportation	23,209	255	-8,409	15,055	211	1,751	17,017

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VI. Op 32 Line Items as Applicable (Dollars in Thousands):

	FY 2009 <u>*Actuals</u>	Change from FY 2009 to FY 2010		FY 2010 <u>Estimate</u>	Change from FY 2010 to FY 2011		FY 2011 <u>Estimate</u>
		Price <u>Growth</u>	Program <u>Growth</u>		Price <u>Growth</u>	Program <u>Growth</u>	
<u>OTHER PURCHASES</u>	4,262,227	51,461	-1,910,968	2,402,720	37,505	216,798	2,657,023
901 Foreign National Indirect Hire (FNIH)	5	0	-5	0	0	0	0
912 Rental Payments to GSA (SLUC)	2,109	53	3,566	5,728	80	122	5,930
913 Purchased Utilities (Non-Fund)	13,897	153	-1,335	12,715	178	91	12,984
914 Purchased Communications (Non-Fund)	428,929	4,718	-383,212	50,435	706	25,987	77,128
915 Rents (Non-GSA)	15,758	173	-2,168	13,763	193	-2,191	11,765
917 Postal Services (U.S.P.S)	429	0	-224	205	0	1	206
920 Supplies & Materials (Non-Fund)	579,031	6,360	-109,095	476,296	6,672	45,274	528,242
921 Printing & Reproduction	27,876	307	-22,228	5,955	83	-82	5,956
922 Equipment Maintenance by Contract	815,996	8,976	-458,161	366,811	5,135	66,228	438,174
923 Facility Maintenance by Contract	46,948	516	-17,089	30,375	425	1,245	32,045
924 Pharmacy	852	86	-798	140	14	-2	152
925 Equipment Purchases (Non-Fund)	386,305	4,249	-180,282	210,272	2,944	7,072	220,288
926 Other Overseas Purchases	7,422	82	-899	6,605	92	0	6,697
928 Ship Maintenance by Contract	40,371	444	-27,560	13,255	186	6,782	20,223
930 Other Depot Maintenance (Non-Fund)	476,145	5,238	-169,475	311,908	4,367	11,449	327,724
932 Management & Professional Support Services	37,956	418	-5,128	33,246	465	-1,166	32,545
933 Studies, Analysis & Evaluations	18,669	205	-14,394	4,480	63	26	4,569
934 Engineering & Technical Services	8,626	95	-1,694	7,027	98	294	7,419
937 Locally Purchased Fuel (Non-Fund)	5,164	-41	4,303	9,426	3,987	-678	12,735
987 Other Intragovernmental Programs	99,638	1,096	-24,064	76,670	1,073	3,534	81,277
989 Other Contracts	742,234	8,165	-519,339	231,060	3,235	-5,142	229,153
998 Other Costs	507,867	10,168	18,313	536,348	7,509	57,954	601,811
TOTAL	6,239,847	31,517	-2,669,623	3,601,741	122,097	220,492	3,944,330

* The FY 2009 estimated actuals column includes FY 2009 Overseas Contingency Operations (OCO) funds: \$954 million (PL 109-289), and \$1,581 million (PL 110-252).

** The FY 2010 column excludes \$2,446 million in FY 2010 Defense-Wide OCO Appropriations (PL 111-118).

Fiscal Year 2011 Budget Estimates

The Joint Staff (TJS)



February 2010

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**The Joint Staff
Operation and Maintenance, Defense-Wide
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**Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
Budget Activity (BA 1) Operating Forces**

	<u>FY 2009 Actual</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2010 Estimate</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2011 Estimate</u>
The Joint Staff	358,881	403	63,432	422,716	-11,921	10,145	420,940

* The FY 2009 Actual column includes \$11,700 thousand of Overseas Contingency Operations Bridge Funding Appropriations for FY 2009 (PL 110-252) and \$12,500 thousand of FY 2009 Overseas Contingency Operations Supplemental Appropriations Act funding (PL 111-32).

* The FY 2010 Estimate column excludes \$12,500 thousand of funding in the FY 2010 Defense-Wide Overseas Contingency Operations Budget (PL 111-118).

* The FY 2011 Estimate column excludes \$20,500 thousand of funding requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

I. Description of Operations Financed: For additional information on the Joint Chiefs of staff, please consult <https://jointstaff.js.mil/portal/site/jointstaff/>.

The Chairman of the Joint Chiefs of Staff (CJCS) is the principal military adviser to the President, National Security Council, and Secretary of Defense. The Chairman presides over and serves as a member of the Joint Chiefs of Staff. CJCS relies upon the Joint Staff (TJS) to craft and distribute guidance for combatant forces' unified strategic direction, operations under unified command, and integration into effective combat forces. On behalf of the Chairman, TJS provides Combatant Commands (COCOMs), the Services, and U.S. war fighters with joint policy, strategy, and doctrine necessary to employ effective joint combat forces in contingencies worldwide.

Goldwater-Nichols legislation (P.L. 99-433) strengthened joint military participation in the management of DOD resources by providing the CJCS, COCOMs, and the Joint Staff a greater voice in the planning, programming, budgeting and execution process. While resource management is an internal matter of each Military Department by statute, the Chairman retains responsibility to review major personnel, materiel, and logistics requirements of the Armed Services in relation to strategic and operational plans. Ultimately, the CJCS is the one person tasked with providing the President and Secretary of Defense strategic planning, direction, and advice on requirements, programs, and budget priorities identified by the COCOMs and Services.

Seven major program areas make up the Joint Staff's Operation and Maintenance funding for FY 2011. Two major programs directly support the combatant commanders: the Combatant Commander's Initiative Fund (CCIF) and the Command, Control, Communications, Computers, and Intelligence for the Warrior (C4IFTW) program. Three programs enable the Joint and COCOM staffs to provide advice and recommendations to the CJCS through information gathering and sharing, joint doctrine and education development, and detailed studies and analyses: the Planning and Decision Aid System (PDAS), the Joint Analytical Model Improvement Program (JAMIP), and Joint Staff Analytical Support (JSAS). The final two programs support day-to-day operations: the Pentagon Reservation Maintenance Revolving Fund (PRMRF) and Management Headquarters.

1. The Combatant Commander Initiative Fund (CCIF) enables the Chairman of the Joint Chiefs of Staff to act quickly to support the Combatant Commanders when they lack the flexibility and resources to solve emergent challenges and unforeseen contingency requirements critical to joint war fighting readiness and national security interests. The strongest candidates for approval are initiatives that support COCOM activities and functions, enhance interoperability and yield high benefits at low cost. Initiatives support authorized activities such as force training, joint exercises, contingencies, command and control, military education and training of foreign personnel, defense personnel expenses for bilateral or regional cooperation programs, urgent and unanticipated humanitarian relief and reconstruction assistance, and joint war fighting capabilities. The unpredictable nature of emergent challenges, unexpected contingencies, and urgent and unanticipated humanitarian relief and reconstruction assistance, makes it difficult to forecast how the FY 2011 funds will be spent. The Joint Staff plans to execute \$50 million of FY 2011 CCIF funding in the ten areas authorized in 10 U.S.C. § 166a. This amount was reduced from \$75 million as a result of the forecasted drawdown in Iraq.

2. The Command, Control, Communications, Computers, and Intelligence for the Warrior (C4IFTW) programs contribute to the Joint Chiefs of Staff information superiority in part through its Coalition Warrior Interoperability Demonstration (CWID). The CWID is a Chairman's annual event whereby Combatant Commands, national civil authorities and the international community investigate command, control, communications, computers, intelligence, surveillance, and reconnaissance (C4ISR) solutions that improve coalition interoperability while exploring new partnerships. The TJS directed the transfer of the Coalition Warrior Interoperability Demonstration program to USJFCOM in 2004. Program

management oversight was transferred to USJFCOM at that time; however, some funding remained with the Joint Staff. The transfer of funds (-\$792K) will be complete in FY 2011.

3. The Planning and Decision Aid System (PDAS) is a classified, protected program under the Secretary of Defense (SecDef). PDAS supports the planning and execution of Integrated Joint Special Technical Operations (IJSTO). FY 2010 to FY 2011 includes \$957,000 in maintenance, utilities, equipment, and supplies to support an increase in number of U.S. and coalition sites and PDAS users.

4. The Joint Analytical Model Improvement Program (JAMIP) is a co-sponsored analytic agenda program that supports strategic analysis for the entire Department of Defense and is an enabler of the Joint Data Support (JDS) program. JDS is the Joint Staff's contribution to JAMIP, which provides comprehensive data support to Department-level study teams and is the central source of campaign/theater level data used by the Services, Joint Staff, COCOMs and OSD in studies and analyses (e.g., Operational Availability [OA] Studies, Mobility Capabilities Studies [MCS] and Analysis of Alternatives [AoA]). JDS develops and fields the Current Forces Database (CFDB) and Future Forces Database (FFDB), which contain current year and Program Objective Memorandum (POM) projected U.S. forces, units, and equipment data. JDS launched an initiative to improve management of models supporting strategic analysis. JDS manages the DOD's Analytic Agenda and its integration with other major Department initiatives such as Adaptive Planning (AP) and Capabilities Based Planning (CBP). JAMIP costs increase \$294,000 in FY 2011.

5. The Joint Staff Analytical Support (JSAS) family of programs provides defense analytical support capabilities for the CJCS and COCOMs. JSAS encompasses the developmental tools and infrastructure required to conduct analyses and formulate the results to best assist the Chairman in fulfilling his statutory responsibilities. Key deliverables provided by JSAS include wide-ranging force structure assessments, course of action development for the Joint Force environment, analyses and studies to aid in decision-making, and other analysis efforts to implement timely, low-cost initiatives. The Joint Staff reduced costs by insourcing many requirements which decreased government contracts by \$991,000. However, Overall growth in JSAS results from positive growth in the following areas: Missile Defense Exercise: FY 2011 US-Russian Federation Missile Defense Cooperation Program event to keep DoD in compliance with treaty \$72K; Joint Doctrine: Increase in development of doctrine for joint employment and formulate policy

for the training of the Armed Forces \$596K; Defense Critical Infrastructure: Increased assistance to the National Command Authority which provided the strategic direction for the Armed Forces \$300K; and Concepts, Experimentation, and Transformation: Hiring of a Red Team, as part of the concept development, which reviews each concept to refine and enhance the likelihood of senior-level DoD concurrence \$200K, respectively. JSAS is organized into five broad categories containing a total of thirty-four separate activities, each with specific requirements and products. JSAS support is spread across three appropriations: Operation and Maintenance, Procurement, and Research, Development, Test and Evaluation. Summary-level descriptions of the major categories include:

I. Joint Collaborative Analysis (JCA) provides the CJCS with the analytical capabilities needed to support decision making associated with force structure assessment, joint course of action development, and joint and coalition analysis that directly contribute to the accomplishment of COCOM and Joint Staff missions.

II. Functional Capabilities Boards (FCBs). Title 10, U.S. Code, section 181, directed the Secretary of Defense to establish the Joint Requirements Oversight Council (JROC). In turn, the Chairman of the Joint Chiefs of Staff leads the JROC, with the Vice Chairman overseeing operations. Eight Functional Capabilities Boards (FCBs) provide analytic support for JROC discussions and decisions on capability needs, joint concepts, and programmatic issues. FCBs support the JROC by integrating stakeholder views (Office of the Secretary of Defense (OSD), combatant commands, Services, Defense agencies, Joint Staff, and other federal agencies) in concept development, capabilities planning and force development to ensure the US military can execute assigned missions. FCBs provide assessments and recommendations that enhance capabilities integration, examine joint priorities among existing and future programs, assess program alternatives (including unclassified, collateral, compartmented, and special access programs), minimize duplication of effort throughout the Services and provide oversight in the management of materiel and non-materiel changes that support the national defense and military strategies to achieve optimum effectiveness and efficiency of the Armed Forces. FCB assessments are vetted through the Joint Capabilities Board (JCB). The FCB structure and operations are governed by CJCS Instruction 3137.01C.

III. Joint Logistics provides COCOMs and Military Services the capability to implement timely, low-cost, near-term initiatives to improve logistics processes, practices, and/or technologies within the COCOMs' areas of responsibility.

IV. **Adaptive Planning and Analytic Agenda (APAA)** provides an analytic baseline for developing scenarios, contingency operations, forces, and equipment for future challenges. This common and collaborative framework also provides the starting point for strategic analyses in support of the Planning, Programming, Budgeting, and Execution process.

V. **Joint Training System (JTS)** uses a four-phase, iterative process to manage training throughout the DOD. JTS is designed to provide an integrated, capability-requirements-based method for aligning individual, staff, and collective training programs with assigned missions consistent with command priorities, required capabilities, and available resources. The JTS supports DOD implementation of the Joint Learning Continuum by providing the construct to plan and implement a comprehensive organizational program that may include elements of training, education, self-development, and experience to achieve mission capability.

6. **Pentagon Reservation Maintenance Revolving Fund (PRMRF)** is the Joint Staff's share of the operation, maintenance, protection, and renovation of the Pentagon. The PRMRF budget request of \$9,883K includes TJS rent, force protection provided by the Pentagon Force Protection Agency, above-standard facilities maintenance, and utilities. The joint Staff's annual PRMRF funding requirements also include the costs of real property operations and security of Site R. The Washington Headquarters Service (WHS) is now the executive agent for Site R, and tenants share financing of operations via the PRMRF Defense Working Capital Fund. The Joint Staff's share of construction and maintenance of the Unified Command Center (UCC), which includes the National Military Command Center (NMCC), Resource Situational Awareness Center (RSAC), and National Joint Operations and Intelligence Center (NJOIC), is also included in the PRMRF line.

7. **Management Headquarters** provides the day-to-day financial resources necessary to support TJS operations. Across the Joint Staff, Management Headquarters resources support various efforts including network infrastructure, civilian pay accounts, supplies, travel, training, portfolio management, business process reviews, and transformation initiatives. FY 2010 to FY 2011 changes includes negative price changes as well as program growth and decreases. The major program change includes:

-- The Joint Staff is continuing the plan to improve the oversight of contractor services, acquire those services more effectively, and in-source contractor services

where it is more appropriate and efficient to do so. In FY 2011 the TJS intends to replace approximately 29 contractors with approximately 29 government employees at a total cost savings of \$3.93 million for a total of 57 civilian positions through FY 2011.

II. Force Structure Summary: N/A

THE JOINT STAFF
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III. Financial Summary (\$ in thousands)

	FY 2010						
	FY 2009 <u>Actual</u>	Budget <u>Request</u>	<u>Congressional Action</u>			Current <u>Estimate</u>	FY 2011 <u>Estimate</u>
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
A. <u>BA Subactivities</u>							
1. <u>BA 1 Operational Forces</u>	48,475	75,773	-25,094	-33%	50,679	50,679	50,000
Combatant Commanders							
Initiatives Fund (CCIF)	42,577	75,000	-25,094	-33%	49,906	49,906	50,000
Anti-Terrorism	5,148	0	0	n/a	0	0	0
C4I for the Warrior	750	773	0	0.0%	773	773	0
4. <u>BA 4 Administrative & Service-Wide Activities</u>	310,406	381,396	-9,359	-2.5%	372,037	372,037	370,940
Joint Staff Analytical Support (JSAS)	38,476	99,707	-116	0.1%	99,591	92,771	95,108
Planning and Decision Aid System (PDAS)	42,895	46,792	-57	0.1%	46,735	46,049	48,077
Joint Analytical Model Improvement Program (JAMIP)	9,074	9,338	-12	0.1%	9,326	9,326	9,837
Pentagon Reservation	72,977	94,066	-107	0.1%	93,959	85,702	77,814
Management HQ OCJS	146,984	131,493	-9,067	-6.9%	122,426	138,189	140,104
Total	358,881	457,169	-34,453	-7.5%	422,716	422,716	420,940

* The FY 2009 Actual column includes \$11,700 thousand of Overseas Contingency Operations Bridge Funding Appropriations for FY 2009 (PL 110-252) and \$12,500 thousand of FY 2009 Overseas Contingency Operations Supplemental Appropriations Act funding (PL 111-32).

* The FY 2010 Estimate column excludes \$12,500 thousand of funding in the FY 2010 Defense-Wide Overseas Contingency Operations Budget (PL 111-118).

* The FY 2011 Estimate column excludes \$20,500 thousand of funding requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

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III. Financial Summary (\$ in thousands)

B. <u>Reconciliation Summary</u>	Change FY 2010/FY 2010	Change FY 2010/FY 2011
BASELINE FUNDING	457,169	422,716
Congressional Adjustments (Distributed)	-25,000	
Congressional Adjustments (Undistributed)	-8,690	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-763	
SUBTOTAL APPROPRIATED AMOUNT	422,716	
Fact-of-Life Changes (2010 to 2010 Only)		
SUBTOTAL BASELINE FUNDING	422,716	
Anticipated Supplemental	12,500	
Reprogrammings		
Price Changes		-11,921
Functional Transfers		-792
Program Changes		10,937
CURRENT ESTIMATE	435,216	420,940
Less: Wartime Supplemental	-12,500	
NORMALIZED CURRENT ESTIMATE	422,716	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2010 President's Budget Request		457,169
1. Congressional Adjustments		-34,453
a. Distributed Adjustments		
1) COCOM Initiatives Fund	-25,000	
b. Undistributed Adjustments		
1) Insourcing Not Properly Accounted	-8,690	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Sec 8097: Economic Assumptions	-570	
e. Congressional Earmarks: Sec 8037 Environmental Impacts	-193	
FY 2010 Appropriated Amount		422,716
2. War-Related and Disaster Supplemental Appropriations		12,500
a. OCO Supplemental Funding		
1) OCO Anticipated Supplemental Funding	12,500	
3. Fact-of-Life Changes		
FY 2010 Baseline Funding		435,216
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2010 Estimate		435,216
5. Less: Item 2, War-Related and Disaster Supplemental Appropriation and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		-12,500
FY 2010 Normalized Current Estimate		422,716
6. Price Change		-11,921

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
7. Functional Transfers		-792
a. Transfers In		
b. Transfers Out		
1) Coalition Warrior Interoperability Demonstration (CWID). Program oversight responsibilities for CWID were transferred to USJFCOM in 2004. This transfers the program funding to USJFCOM.	-792	
8. Program Increases		16,332
a. Annualization of New FY 2010 Program		
b. One-Time FY 2011 Increases		
c. Program Growth in FY 2011		
1) Joint Analytical Model Improvement Program (JAMIP. Growth supports improved management and integration of data across several major DoD data warehouse initiatives. (FY 2010 baseline \$9,326 thousand)	294	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
2) Joint Staff Analytical Support (JSAS) growth occurs in the following areas: Missile Defense Exercise: FY 2011 US-Russian Federation Missile Defense Cooperation Program event to keep DoD in compliance with treaty (\$72 thousand); Joint Doctrine: Increase in development of doctrine for joint employment and policy formulation for the training of the Armed Forces (\$596 thousand); Defense Critical Infrastructure: Increased assistance to the National Command Authority which provides the strategic direction for the Armed Forces (\$300 thousand); Concepts, Experimentation, and Transformation: Hiring of a Red Team, as part of the concept development, which reviews each concept to refine and enhance the likelihood of senior-level DoD concurrence (\$200 thousand). (FY 2010 baseline \$92,771 thousand)	1,168	
3) Management HQ - Contract Services Insourcing. The Joint Staff is insourcing contractor services where it is more appropriate and/or efficient to do so. This program increase is requested to hire 29 civilians, reducing contract costs by \$3,924 thousand. (FY 2010 baseline \$138,189 thousand)	3,843	
4) Management HQ - NSPS Termination. Increase is funding required to terminate the NSPS program and convert back to the general schedule program. (FY 2010 baseline program \$138,189 thousand)	187	
5) Pentagon Reservation Maintenance Revolving Fund Pentagon Reservation Maintenance Revolving Fund increase supports rent increase based upon Washington Headquarter Service's improved customer support focus. (FY 2010 baseline \$85,702 thousand)	9,883	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
6) Planning and Decision Aid System (PDAS). Increase pays for maintenance, utilities, equipment and supplies to support an increase in number of sites and users for this joint system. (FY 2010 baseline \$46,049 thousand)	957	
9. Program Decreases		-5,395
a. Annualization of FY 2010 Program Decreases		
b. One-Time FY 2010 Increases		
c. Program Decreases in FY 2011		
1) Combatant Commander Initiative Fund (CCIF) Changes in COCOM's operational scope and activities in FY 2011 decrease the need for emergent CCIF funding by 1 to 2 requests per year. (FY 2010 baseline \$49,906 thousand)	-597	
2) Joint Staff Analytical Support - Contractor-to-Civilian Conversion In FY 2011, the Joint Staff intends to replace approximately 4 contractors with approximately 4 government employees for a cost of \$990 thousand. (remainder in Management Headquarters). (FY 2010 baseline \$92,771 thousand)	-990	
3) Management Headquarters - Reduced Support Agreements. Negative growth reflects reduced information technology support agreements with Air Force Research, due to a reduced number of top secret desktop terminals. Beginning FY 2009, top secret terminals were replaced with secret terminals due to operational network changes. Therefore, the Joint Staff reduced support agreements providing additive security and support for respective top secret terminals. (FY 2010 baseline \$138,189 thousand)	-874	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases

	Amount	Totals
4) Management HQ - Contractor-to-Civilian Conversion In FY 2011, the Joint Staff intends to replace approximately 25 contractors with approximately 25 government employees for a cost of \$2,934 thousand. (FY 2010 baseline \$138,189 thousand)	-2,934	
FY 2011 Budget Request		420,940

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IV. Performance Criteria and Evaluation Summary

US-RF Missile Defense Cooperation Program: Restart the program, successfully execute two bi-lateral meetings with the Russian Federation, and conduct three US-Only Core Planning Team Conferences.

Develop policies that support Middle East security and stability across the region with emphasis on Iraq, Iran, Yemen, Lebanon, and Israel/Palestinian Authorities. Assist in the development of four policies that contribute toward reduced violence in the region.

Build the capacity of allies and partners to secure their territories, defend against external threats, and enforce the rule of law: Conduct at least two engagements with the seven Gulf State partners that lead toward improved regional security forces. Support the development of two new FMS cases for at least 10 of our regional partners and assist in the completion of 25% of all outstanding FMS cases. Support inter-agency coordination for at least three major exercises in the region.

Develop policies that support the execution of a responsible drawdown in Iraq: Development of classified U.S. Government metrics that assess the drawdown in Iraq.

Increased regional engagements with our African partner nations in the USAFRICOM area of responsibility in order to build partnership capacity and capability: Engage five countries where engagement was non-existent in the past.

Develop the military strategies, as part of the whole of government solutions, to enable Mexico and Central America to better combat illicit/illegal trafficking while improving human rights: Merida 2.0 Strategy with military components approved by Deputies Committee, and Security Cooperation funding translating into successes within the Latin American area of responsibility.

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IV. Performance Criteria and Evaluation Summary

Direct negotiations with Russian government START Follow-on treaty negotiators, and support other U.S. interagency leads to agree on a replacement treaty for START: START Follow-on Treaty signed by the President of the United States.

Combatant Commander's Initiative Fund (CCIF): The unpredictable nature of emergent challenges, unexpected contingencies, and urgent and unanticipated humanitarian relief and reconstruction assistance, makes it impossible to forecast how the FY2011 funds are spent.

General Contracting Support: For each programmed study, provide an Initial Task Assignment Review, at least two In-Progress Reviews, a draft final report, and a final report.

Information Technology Support: On a tri-annual basis, KMDS contractors shall coordinate with the Government team to prioritize, scope, and schedule approved requests into version/upgrade efforts.

Analytic Baseline and Deliberate Planning: Attend at least one JCAC conference per year, as required, to make analytical or technical presentations to the conference.

FCB Operations Support: The contractor shall monitor the status of FS related studies from PDM10, GDF, and other Deputy Secretary of Defense directed studies that are proceeding to the Joint Capabilities Board, 3 Star Programmers, DAWG, or other high level senior decision forums. The status shall be provided weekly to the FS Branch Chief by forwarding the schedule for such briefings that highlight the studies tracked by FS.

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IV. Performance Criteria and Evaluation Summary

Assessments and Special Access: Conduct weekly updates to existing Joint Staff program assessments across the space and C4ISR portfolio. Priorities will vary based on event driven schedule and are influenced by the annual program review process, individual program schedules, and Joint Staff leadership requests for information.

Training, Travel, and ORF: More than 98% of all travel will be conducted in accordance with FAR 31.205-46 Travel Costs and the Joint Travel Regulations (JTR) and shall be pre-approved by the Task Order Manager (TOM).

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	FY 2009	FY 2010	FY 2011	Change	
				FY 2009 FY 2010	FY 2010 FY 2011
V. <u>Personnel Summary</u>					
Active Military End Strength (E/S) (Total)	965	957	945	-8	-12
Officer	760	752	740	-8	-12
Enlisted	205	205	205	0	0
Reserve Drill Strength (E/S) (Total)	11	11	11	0	0
Officer	11	11	11	0	0
<u>Reservists on Full Time Active Duty (E/S)</u>					
(Total)	16	16	16	0	0
Officer	14	14	14	0	0
Enlisted	2	2	2	0	0
Civilian End Strength (Total)	216	284	313	68	29
U.S. Direct Hire	216	284	313	68	29
Total Direct Hire	216	284	313	68	29
<u>Active Military Average Strength (A/S)</u>					
(Total)	965	957	945	-8	-12
Officer	760	752	740	-8	-12
Enlisted	205	205	205	0	0
Reserve Drill Strength (A/S) (Total)	11	11	11	0	0
Officer	11	11	11	0	0
<u>Reservists on Full Time Active Duty (A/S)</u>					
(Total)	16	16	16	0	0
Officer	14	14	14	0	0
Enlisted	2	2	2	0	0
Civilian FTEs (Total)	213	249	290	36	41
U.S. Direct Hire	213	249	290	36	41
Total Direct Hire	213	249	290	36	41
Average Annual Civilian Salary (\$ in 000)	\$147	\$149	\$151	\$2	\$2

Note: The Computer Information System (CIS) closed before data entry was complete.

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Personnel Summary Explanation:

The TJS pays a premium for a staff that qualifies for and possesses Top Secret/Special Compartmented Intelligence (TS/SCI) security clearances. Military and civilian personnel selected to work on the Joint Staff are high-quality, seasoned professionals with joint experience. The Department initiated a plan to improve the oversight of contractor services, acquire those services more effectively, and to insource contractor services where more appropriate and efficient to do so. In FY 2010, the Joint Staff reduced contract costs by approximately \$8.69 million while in-sourcing workload and hiring 28 government employees. The Joint Staff also plans to reduce contract costs an additional \$3.93 million in FY 2011, which facilitates in-sourcing an additional 29 government employees for a total of 57 civilian positions. In addition, one (1) military to civilian conversion occurred in FY 2010.

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

<u>OP 32 Line</u>	<u>FY 2009 Actual</u>	<u>Change FY 2009/FY 2010</u>		<u>FY 2010 Estimate</u>	<u>Change FY 2010/FY 2011</u>		<u>FY 2011 Estimate</u>
		<u>Price Growth</u>	<u>Program Growth</u>		<u>Price Growth</u>	<u>Program Growth</u>	
101 EXECUTIVE, GENERAL, AND SPECIAL SCHEDULES	31,157	623	5,191	36,971	518	6,267	43,756
103 WAGE BOARD	46	1	12	59	1	1	61
199 TOTAL CIVILIAN PERSONNEL COMPENSATION	31,203	624	5,203	37,030	519	6,268	43,817
308 TRAVEL OF PERSONS	6,181	68	3,486	9,735	136	132	10,003
399 TOTAL TRAVEL	6,181	68	3,486	9,735	136	132	10,003
672 PENTAGON RESERVATION MAINTENANCE REVOLVING FUND	73,111	-3,027	12,199	82,283	-16,687	9,307	74,903
699 TOTAL OTHER FUND PURCHASES	73,111	-3,027	12,199	82,283	-16,687	9,307	74,903
771 COMMERICAL TRANSPORTATION	7	0	40	47	1	4	52
799 TOTAL TRANSPORTATION	7	0	40	47	1	4	52
912 RENT PAYMENTS TO GSA (SLUC)	409	10	99	518	7	20	545
913 PURCHASED UTILITIES (NON- FUND)	2,251	25	572	2,848	40	-537	2,351
914 PURCHASED COMMUNICATIONS (NON-FUND)	2,657	29	160	2,846	40	2,951	5,837
917 POSTAL SERVICES (U.S.P.S.)	102	0	3	105	0	-30	75
920 SUPPLIES & MATERIALS (NON- FUND)	4,926	54	179	5,159	72	-414	4,817
921 PRINTING AND REPRODUCTION	30	0	120	150	2	18	170
922 EQUIPMENT MAINTENANCE - CONTRACT	40,847	450	4,636	45,933	643	2,395	48,971
923 FACILITY MAINTENANCE - CONTRACT	1,304	14	-375	943	13	-117	839
925 EQUIPMENT PURCHASES (NON- FUND)	6,774	75	-4,662	2,187	31	-153	2,065
932 MANAGEMENT & PROFESSIONAL SPT SVC	35,330	389	11,774	47,493	665	-1,340	46,818
933 STUDIES, ANALYSIS & EVAL	28,689	316	-3,298	25,707	360	-521	25,546
934 ENGINEERING & TECHNICAL	25,057	275	3,791	29,123	408	749	30,280

**The Joint Staff
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<u>OP 32 Line</u>	<u>FY 2009</u>	<u>Change</u>		<u>FY 2010</u>	<u>Change</u>		<u>FY 2011</u>
		<u>FY 2009/FY 2010</u>			<u>FY 2010/FY 2011</u>		
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
<u>Actual</u>	<u>Growth</u>	<u>Growth</u>	<u>Estimate</u>	<u>Growth</u>	<u>Growth</u>	<u>Estimate</u>	
SERVICES							
987 OTHER INTRA-GOVERNMENT PURCHASES	7,240	80	5,182	12,502	175	-2,718	9,959
998 OTHER COSTS	92,763	1,021	24,323	118,107	1,654	-5,869	113,892
999 TOTAL OTHER PURCHASES	248,379	2,738	42,504	293,621	4,110	-5,566	292,165
GRAND TOTAL	358,881	403	63,432	422,716	-11,921	10,145	420,940

* The FY 2009 Actual column includes \$11,700 thousand of Overseas Contingency Operations Bridge Funding Appropriations for FY 2009 (PL 110-252) and \$12,500 thousand of FY 2009 Overseas Contingency Operations Supplemental Appropriations Act funding (PL 111-32).

* The FY 2010 Estimate column excludes \$12,500 thousand of funding in the FY 2010 Defense-Wide Overseas Contingency Operations Budget (PL 111-118).

* The FY 2011 Estimate column excludes \$20,500 thousand of funding requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

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Washington Headquarters Services (WHS)



February 2010

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

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

	<u>FY 2009</u> <u>Actuals</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2010</u> <u>Estimate</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2011</u> <u>Estimate</u>
WHS	509,603	194	81,728	591,525	-21,731	34,336	604,130

* The FY 2009 column includes a \$12.200 thousand technical fix adjustment made after the O-1 report was published.

I. Description of Operations Financed: The Washington Headquarters Services (WHS) was established under DoD Directive 5110.4, on October 1 1977. WHS is a field activity that provides centralized, consolidated administrative and operational support to the Department of Defense (DoD) activities in the National Capitol Region (NCR). Its mission is to provide direct support to the Secretary and Deputy Secretary of Defense, Pentagon Reservation operations and leased facilities in the NCR, and broad human resources support to the defense agencies and activities. Based on its specific mission, WHS customers may also include the White House, the National Security Council, Congress, and/or other executive branch agencies in the NCR. In general, core WHS activities represent a consolidation of administrative and operational functions that provide services to DoD activities throughout the Fourth Estate.

The Department is continuing the plan to improve the oversight of contractor services, acquire those services more effectively, and in-source contractor services where it is more appropriate and efficient to do so. In FY 2011, WHS intends to replace approximately 26 contractors with approximately 26 government employees at a total cost savings of \$3,829 thousand.

WHS is responsible for planning, managing and administering core competencies in the following functional areas:

- **WHS Operations:** Operational support to the Office of the Secretary of Defense (OSD), certain DoD Field Activities, and other specified Defense activities. These

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services include personnel and information security, records management and declassification, Acquisition Management and Oversight, planning, programming and evaluation, and other such administrative services. WHS also provides support for the Federal Executive Boards Program. Services in this line of business were funded in the FY 2010 President's Budget (PB) as contracts, travel, training, graphics, Federal Executive boards and graphics.

- **Information Technology**: Information Technology (IT) resources support for the decision and policy-making processes of the organizational components of OSD and WHS. WHS develops information management strategies and programs, acquires and manages services and systems over their life cycles. WHS also supports the DoD Public Key Infrastructure (PKI) effort, which is a critical element in achieving a secure Information Assurance (IA) posture for the Defense Information Infrastructure (DII), and the Defense Continuity Integration Network - Pentagon Continuity Information System. In the FY 2010 PB, the Information Technology line of business was funded in WHS Information Technology, OSD Networks IT program, Public Key Infrastructure and Defense Continuity Network.
- **Facilities and Installation Management**: Real property management services for the Pentagon Reservation, Raven Rock Mountain Complex, and other DoD-occupied, General Services Administration (GSA) - controlled administrative space in the NCR, and other DoD common support facilities. WHS provides a variety of property management services for both buildings and the personnel who occupy them. In the FY 2010 PB, the Facilities and Installation Management business line was funded in facilities support services, material and equipment; Pentagon Rent, Pentagon Renovation Project, Pentagon Renovation Furniture and GSA Rent.
- **Financial Management**: Financial management services to include planning, programming, budgeting and execution, and accounting services for WHS and its

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customers. WHS manages a wide array of projects and initiatives for OSD, WHS and selected DoD Field Activities. WHS is also responsible for providing system support for the accounting and reporting of DoD Trust Funds. Develops policies for the administration of funds, providing accounting support, and establishing reporting procedures for all funds allotted to OSD, WHS and selected DoD Field Activities. In the FY 2010 PB the Financial Management line of business was funded in contracts and support services.

- **Human Resources**: Human resource services for executive, political, military, and civilian personnel; to include employee benefits, administration of the Drug-Free Workplace Program, advisory services on staffing activities, classification and management advisory on compensation, external recruitment efforts, work force development, awards and incentives programs, labor and management employee relations services, personnel security, consolidated adjudications of personnel security investigations, and management of military personnel assigned to OSD and WHS and specified Defense Agencies and DoD Field Activities, Military Departments, the White House, the National Security Council and Congress. Previously, in the FY 2010 PB the Human Resources line of business as funded in contracts and support services.

More detailed information on the mission and functions of WHS can be found at the following website: <http://www.whs.mil>.

II. Force Structure Summary: N/A

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III. Financial Summary (\$ in thousands)

	FY 2010						
	FY 2009 <u>Actuals</u>	Budget <u>Request</u>	<u>Congressional Action</u>		<u>Appropriated</u>	<u>Current Estimate</u>	FY 2011 <u>Estimate</u>
			<u>Amount</u>	<u>Percent</u>			
A. <u>BA Subactivities</u>							
1. Compensation and Benefits	89,939	101,976	0	0	101,976	101,976	112,051
2. WHS Operations	15,040	31,863	3,136	9.8	34,999	34,999	42,684
3. Information Technology	162,991	194,635	-393	0.2	194,242	194,242	190,883
4. Facilities/Installation Management	216,602	224,428	-453	0.2	223,975	223,975	216,181
5. Financial Management	14,751	27,080	-55	0.2	27,025	27,025	32,905
6. Human Resources	10,280	9,327	-19	0.2	9,308	9,308	9,426
Total	509,603	589,309	2,216	0.4	591,525	591,525	604,130

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III. Financial Summary (\$ in thousands)

B. <u>Reconciliation Summary</u>	<u>Change</u> <u>FY 2010/FY 2010</u>	<u>Change</u> <u>FY 2010/FY 2011</u>
Baseline Funding	589,309	591,525
Congressional Adjustments (Distributed)	3,200	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-984	
Subtotal Appropriated Amount	591,525	
Fact-of-Life Changes (CY to CY Only)		
Subtotal Baseline Funding	591,525	
Anticipated Supplemental		
Reprogrammings		
Price Changes		-21,731
Functional Transfers		
Program Changes		34,336
Current Estimate	591,525	604,130
Less: Wartime Supplemental		
Normalized Current Estimate	591,525	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2010 President's Budget Request (Amended, if applicable)		589,309
1. Congressional Adjustments		2,216
a. Distributed Adjustments	3,200	
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions		
1) Sec 8097 - Economic Assumptions	-735	
2) Sec 8037 - Mitigation of Environment Impacts	-249	
e. Congressional Earmarks - Indian Lands Environmental Impact		
FY 2010 Appropriated Amount		591,525
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		
FY 2010 Baseline Funding		591,525
4. Reprogrammings (requiring 1415 Actions)		
Revised FY 2010 Estimate		591,525
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		
FY 2010 Normalized Current Estimate		591,525
6. Price Change		-21,731
7. Functional Transfers		
8. Program Increases		58,964
a. Annualization of New FY 2010 Program		
b. One-Time FY 2011 Increases		
c. Program Growth in FY 2011		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
1) <u>Contracting Services Insourcing.</u> WHS is insourcing contractor services where it is more appropriate and/or efficient to do so. This program increase is requested to hire 26 civilians, reducing contract cost by \$+6,925 thousand. FY 2010 Base: \$101,976 thousand)	6,925	
2) <u>Compensation and Benefits.</u> Program growth in civilian pay of \$+1,569 will be used to stabilize baseline funding for civilian payroll. (FY 2010 Base: \$101,976 thousand)	1,569	
3) <u>WHS Operations.</u> Funding increases of \$+13,683 thousand in other intra-governmental purchases support mandatory and systematic studies to address improved communications during emergency events, contract support for system maintenance and implementation, Interactive Customer Evaluation (ICE) development, strategic plan development and Continuity of Operation (COOP) programs. Funding increase of \$+6,000 thousand will support additional boards, commissions and task force requirements. (FY 2010 Base: \$34,999 thousand)	19,683	
4) <u>Financial Management.</u> Funding increase of \$+6,500 thousand to prepare for Defense Agencies Initiative (DAI). (FY 2010 Base: \$27,025 thousand)	6,500	
5) <u>Facilities/Installation Management.</u> Program increase of \$+17,400 thousand will provide for the standup operations of Mark Center and other cost associated with the operations and security of the Center. Program increases of \$+6,140 thousand in rental payments to GSA leases and \$+747 thousand in purchased utilities provide for additional costs associated with rental payments for GSA leases and increase cost of utilities. FY 2010 Base: \$223,975)	24,287	
9. Program Decreases		-24,628

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
a. Annualization of FY 2010 Program Decreases		
b. One-Time FY 2010 Increases		
1) <u>WHS Operations.</u> A decrease of \$-12,742 thousand in management and professional support services is the result of a one-time increase in FY 2010 for the Commission on Wartime Contracting. (FY 2010 Base: \$34,999 thousand)	-12,742	
2) <u>WHS Operations.</u> A decrease of \$-106 other intra-governmental purchases is the result of a one-time increase in FY 2010 for support provided for the development of packages for the Malcolm Baldrige Award. (FY 2010 Base: \$34,999 thousand)	-106	
c. Program Decreases in FY 2011		
1) <u>Contracting Services Insourcing.</u> In FY 2011 WHS intends to replace approximately 26 contractors with approximately 26 government employees for a cost savings of \$3,829 thousand. (FY 2010 Base: \$194,242 thousand)	-3,829	
2) <u>Information Technology.</u> The decrease of \$-1,888 thousand in other intra-governmental purchases is attributed to reductions in support for SECDEF communications capabilities at Global Situational Awareness Facility, alternate sites and networking systems supporting the Secretary and OSD Staff. (FY 2010 Base: \$194,242 thousand)	-1,888	
3) <u>Facilities/Installation Management.</u> A decrease of \$-4,094 thousand in other intra-governmental purchases is a result of reduced requirements for the Pentagon Reservation Maintenance Revolving Fund and a decrease of \$-1,167 thousand is attributed to a decrease in management support services. (FY 2010 Base \$223,975 thousand)	-5,261	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases

	Amount	Totals
4) <u>Financial Management</u> After considering the effects of inflation, the size and scope of Financial Management Services programs are decreased \$-802 thousand in other intra-governmental purchases. (FY 2010 Base: \$27,025 thousand)	-802	
FY 2011 Budget Request		604,130

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IV. Performance Criteria and Evaluation Summary

The WHS provides administrative and operational support services to OSD, and certain Defense Agencies and joint activities which do not have their own administrative support capability. WHS's objectives are to provide accurate and responsive support in civilian and military personnel services, information technology, facilities operations and management, acquisition and procurement, financial management, and other miscellaneous activities. Ensure compliance with National Security Presidential Directive (NSPD)-51 and Homeland Security Presidential Directive (HSPD)-20 risk management principles.

In addition to these traditional services, WHS also administers data systems in support of the OSD decision and policy making processes, provides automated data processing services, continuity integration enterprise-level storage devices, information technology resources, and manages Department of Defense occupied GSA controlled space in common support facilities throughout the NCR.

The following identifies some of the more significant indicators for WHS Operations and Maintenance:

	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
1) <u>Personnel and Personnel Security</u>			
Civilian Personnel serviced by the WHS Human Resources Directorate	6,592	5,990	5,990
Civilian Personnel receiving Security Policy, Appeals and Consolidated Adjudication Facility services for OSD, Specified Defense Agencies and DoD Field Activities	100,000	100,000	100,000

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IV. Performance Criteria and Evaluation Summary

	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
Personnel Security Administration and Security Clearances (amount processed)	13,000	13,000	13,000
Military Personnel receiving personnel security and human resource services for OSD, WHS and WHS-Serviced organizations	3,100	3,100	3,100
Civilian and military personnel receiving training and developmental services for OSD, WHS and WHS-Serviced organizations	3,425	3,425	3,425
2) <u>Information Technology Support</u>			
IT Seats (Networked Personal Computers, Stand Alone Computers, Laptops)	18,845	18,845	18,845
3) <u>Facilities and Operational Services</u>			
Space Managed (square feet in 000)			
Pentagon Reservation	4,841	4,841	4,841
Other	9,159	9,159	9,159
Communications			
Number of Lines	15,125	15,125	15,125
Number of Instruments	9,822	9,822	9,822
Personnel Serviced	4,759	4,759	4,759
4) <u>Acquisition and Procurement Support</u>			
Total Contract Actions Processed	3,000	3,000	3,000

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IV. Performance Criteria and Evaluation Summary

	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
Total Obligations Processed (\$000)	\$700,000	\$700,000	\$700,000
5) <u>Program, Budget and Accounting</u>			
Program/Budget Coverage (Approp/Funds)	15	15	15
Installation Accounting (Allotments Processed)	14	14	14
Direct Program Transactions Processed	2,400	2,400	2,400
Reimbursable Program Transactions Processed	50,000	50,000	50,000
Agency Accounting Reports	1,730	1,730	1,730
6) <u>Mandatory Declassification Program Mgmt</u>			
Systematic Declassification - Pages Reviewed	13,900	15,400	15,400
Mandatory Declassification Review Cases	6519	8,449	8,449

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V. <u>Personnel Summary</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	Change FY 2009/ FY 2010	Change FY 2010/ FY 2011
<u>Active Military End Strength (E/S)</u>					
(Total)					
Officer	51	55	55	4	0
Enlisted	133	133	132	0	-1
<u>Civilian End Strength (Total)</u>					
U.S. Direct Hire	698	759	762	61	3
Memo: Reimbursable Civilians Included	11	11	11	0	0
<u>Active Military Average Strength (A/S)</u>					
(Total)					
Officer	51	55	55	4	0
Enlisted	133	133	132	0	-1
<u>Civilian FTEs (Total)</u>					
U.S. Direct Hire	672	761	752	89	-9
Memo: Reimbursable Civilians Included	3	3	11	0	8
Total Direct Hire	675	764	763	89	-1
Average Annual Civilian Salary (\$ in thousands)	101	140	149	39	9

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

<u>OP 32 Line</u>	FY 2009 <u>Actuals</u>	Change FY 2009/FY 2010		FY 2010 <u>Estimate</u>	Change FY 2010/FY 2011		FY 2011 <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	89,939	2,226	9,811	101,976	1,581	8,494	112,051
107 Voluntary Sep Incentives	113	0	-113	0	0	0	0
199 Total Civ Compensation	90,052	2,226	9,698	101,976	1,581	8,494	112,051
308 Travel of Persons	1,501	18	-72	1,447	20	3	1,470
399 Total Travel	1,501	18	-72	1,447	20	3	1,470
672 Pentagon Reserv Maint	135,738	-5,620	8,859	138,977	-28,185	-3,649	107,143
673 Def Fin & Accounting Svc	0	0	3,500	3,500	14	-178	3,336
680 Building Maint Fund Purch	0	0	0	0	0	17,400	17,400
699 Total Purchases	135,738	-5,620	12,359	142,477	-28,171	13,573	127,879
912 GSA Leases	33,219	830	6,781	40,830	572	6,140	47,542
913 Purch Util (non fund)	2,068	23	1,705	3,796	53	747	4,596
914 Purch Communications	34,996	385	3,246	38,627	541	77	39,245
915 Rents (Non GSA)	1,187	13	-1,200	0	0	0	0
920 Supplies/Matl (non fund)	15,101	166	-4,729	10,538	148	21	10,707
921 Print & Reproduction	1,725	19	338	2,082	29	4	2,115
922 Eqt Maint Contract	2,640	29	8,266	10,935	153	22	11,110
923 Facilities Maint Contr	11,869	131	-1,182	10,818	151	22	10,991
925 Eqt Purch (non fund)	30,210	332	-8,121	22,421	314	45	22,780
931 Contract Consultants	1,035	11	-1,046	0	0	0	0
932 Mgt Prof Support Svcs	13,510	149	11,162	24,821	347	-9,492	15,676
933 Studies, Analysis & Eval	4,079	45	543	4,667	65	10	4,742
934 Engineering & Tech Svcs	28,830	317	-29,147	0	0	0	0
987 Other IntraGovt Purch	38,008	418	110,792	149,218	2,090	12,728	164,036

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

<u>OP 32 Line</u>	FY 2009 <u>Actuals</u>	Change <u>FY 2009/FY 2010</u>		FY 2010 <u>Estimate</u>	Change <u>FY 2010/FY 2011</u>		FY 2011 <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
989 Other Contracts	63,762	701	-44522	19,941	279	1,928	22,148
998 Other Costs	73	1	6,857	6,931	97	14	7,042
999 Total Other Purchases	282,312	3,570	59,743	345,625	4,839	12,266	362,730
Total	509,603	194	81,728	591,525	-21,731	34,336	604,130

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