

OFFICE OF THE SECRETARY OF DEFENSE

FISCAL YEAR (FY) 2014 BUDGET ESTIMATES



**April 2013
VOLUME 1
PART 1 of 2**

**Justification for FY 2014
Operation and Maintenance, Defense-Wide**

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**Office of the Undersecretary of Defense-Comptroller
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates**

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of approximately \$1,282,505 in FY 2013**

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Operation and Maintenance, Defense-Wide Baseline

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**Operation and Maintenance, Defense-Wide
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	FY 2012	Price	Program	FY 2013	Price	Program	FY 2014
\$ in thousands	<u>Actual</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
O&M,D-W	39,959,297	666,877	-8,633,161	31,993,013	531,776	472,904	32,997,693

The FY 2012 Actual column includes \$9.252 million of FY 2012 Overseas Contingency Operations (OCO) funding (PL 112-74). The FY 2013 Estimate column excludes \$7.825 million of OCO funding requested in the FY 2013 Budget. The FY 2014 Estimate column excludes OCO funding.

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

Budget/Program Highlights

Overview Changes between FY 2013 and FY 2014 include (dollars in millions)

31,993	FY 2013 column of the FY 2013 Budget Request
31,993	Adjusted FY 2013
+390	Net program changes in Defense Agencies (unclassified)
+326	Net pricing changes in Defense Agencies (unclassified)
+289	Price and program growth in classified programs
32,998	FY 2014 President's Budget Request

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Classified Programs Major Changes:

Measured growth in classified programs, totaling \$288.655 million, is primarily in the National Intelligence Programs (\$205.888 million increase for price changes plus \$82.767 million increase for program changes). Additional details may be found in Volume III of the Operation and Maintenance, Defense-Wide justification entitled "Other Programs, Classified Justification Book."

Defense Agency Programs FY 2014 Highlights:

Highlights of Defense Agency FY 2013 funding include program changes of:

- +\$288.655 million (Classified): Details may be found in Volume III of the Operation and Maintenance, Defense-Wide justification materials.
- +230.472 million (DSCA): Increase primarily due to the Department's efforts to utilize transitional authorities to build partner-nation capacity in Yemen and East Africa, as well as the Global Security Contingency Fund (GSCF). The GSCF enhances the capabilities of partner nations consistent with U.S. foreign policy and national security interests.
- +\$170.462 million (SOCOM): Increase primarily due to the continuing baseline migration of enduring Overseas Contingency Operations (OCO) requirements to support Special Operations Forces (SOF) persistently forward-deployed. Costs include: increase in maintenance and contractor logistics support for the MQ-1 Predator (unmanned aircraft system); AC-130 Precision Strike Package; SOF aircraft performing aviation foreign internal defense missions; and Non-Standard Aviation. Additionally, program increases support increased contractor technical support and replenishment of Special Operations Tactical Video System program kits for ground intelligence, surveillance, and reconnaissance; maintenance, repair, and replacement

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of body armor; the Trans-Regional Web Initiative; and other pre-deployment requirements.

- +118.178 (OEA): Increase primarily due to the Department's efforts to support water/wastewater infrastructure improvements related to the U.S. military realignment buildup on Guam, as well as regional and community adjustments to areas affected by defense procurement reductions.
- +95.275 million (WHS): Increase primarily reflects the Central Adjudication Facility consolidation of the Department's Personnel Security adjudication functions, to include Homeland Security Presidential Directive 12 and Suitability adjudicative functions, from other Departmental components into a single DoD organization. This consolidation is exclusive of the Intelligence Agencies' adjudicative functions.
- +\$86.905 million (DHRA): Increase primarily attributed to the transfer of the Veterans Program Office; support for the Virtual Lifetime Electronic Record initiative; increased support for the Suicide Prevention Office, Computer/Electronics Accommodations Program, and the Federal Voting Assistance Program.

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Summary by Agency (\$ in thousands)

OP-32A	FY 2012	Price	Program	FY 2013	Price	Program	FY 2014
CMP	81,459	1,629	78,206	161,294	3,065	-19,916	144,443
DAU	124,573	1,279	21,358	147,210	1,803	8,384	157,397
DCAA	520,587	3,173	50,213	573,973	6,260	31,974	612,207
DCMA	1,208,965	7,189	77,042	1,293,196	14,149	71,261	1,378,606
DFAS	0	0	17,513	17,513	333	-17,846	0
DHRA	661,423	10,689	4,074	676,186	11,403	75,502	763,091
DISA	1,530,304	22,764	-206,221	1,346,847	24,976	-45,580	1,326,243
DLA	474,766	8,890	-51,763	431,893	7,993	22,659	462,545
DLSA	129,577	1,633	-96,073	35,137	346	-5,550	29,933
DMA	270,398	4,227	-50,612	224,013	3,516	-4,550	222,979
DoDDE	2,958,004	44,505	-257,538	2,744,971	47,065	-78,280	2,713,756
DPMO	19,824	203	1,937	21,964	267	-637	21,594
DSCA	2,493,533	49,042	-1,984,658	557,917	10,162	220,310	788,389
DSS	503,091	8,277	-4,706	506,662	8,529	36,182	551,373
DTRA	432,521	6,445	4,416	443,382	7,089	-6,062	444,409
DTSA	33,611	310	1,398	35,319	468	-636	35,151
MDA	201,733	4,226	54,016	259,975	4,940	-8,714	256,201
NDU	97,551	935	-13,487	84,999	1,077	-1,177	84,899
OEA	397,817	7,871	-152,251	253,437	4,797	113,381	371,615
OSD	2,349,988	72,410	-327,036	2,095,362	72,453	-157,639	2,010,176
SOCOM	7,460,579	173,010	-2,542,588	5,091,001	74,539	95,923	5,261,463
TJS	531,321	457	-46,070	485,708	9,847	-23,316	472,239
WHS	559,337	-1,793	-36,247	521,297	10,811	84,464	616,572
Other	16,918,335	239,506	-3,174,084	13,983,757	205,888	82,767	14,272,412
Total	39,959,297	666,877	-8,633,161	31,993,013	531,776	472,904	32,997,693

The FY 2012 Actual column includes \$9.252 million of FY 2012 Overseas Contingency Operations (OCO) appropriations funding (PL 112-74).

The FY 2013 Estimate column excludes \$7.825 million requested in the FY 2013 Defense-Wide Overseas Contingency Operations Budget.

The FY 2014 Estimate column excludes OCO funding.

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**Operation and Maintenance, Defense-Wide
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0100D Operation and Maintenance, Defense-Wide		FY 2012 (Base & OCO)	FY 2013 Base Request with CR Adj*	FY 2013 OCO Request with CR Adj*	FY 2013 Total Request with CR Adj*	FY 2014 Base
<u>Budget Activity 01: Operating Forces</u>						
0100D	010 1PL1 Joint Chiefs of Staff	531,321	458,708	2,000	487,708	472,239
0100D	020 1PL2 Special Operations Command	7,395,567	5,091,001	2,503,060	7,594,061	5,261,463
0100D	999 Classified Programs	65,012				
Total, BA 01: Operating Forces		7,991,900	5,576,709	2,505,060	8,081,769	5,733,702
<u>Budget Activity 03: Training and Recruiting</u>						
0100D	040 3EV2 Defense Acquisition University	124,573	147,210		147,210	157,397
0100D	050 PEV5 National Defense University	97,551	84,999		84,999	84,899
Total, BA 03: Training and Recruiting		222,124	232,209		232,209	242,296
<u>Budget Activity 04: Administration and Servicewide Activities</u>						
0100D	060 4GT3 Civil Military Programs	81,459	161,294		161,294	144,443
0100D	080 4GT6 Defense Contract Audit Agency	520,587	573,973	30,674	604,647	612,207
0100D	090 4GTO Defense Contract Management Agency	1,208,965	1,293,196	69,803	1,362,999	1,378,606
0100D	100 4GT7 Defense Finance and Accounting Service		17,513		17,513	
0100D	110 4GT8 Defense Human Resources Activity	661,423	676,186	3,334	679,520	763,091
0100D	120 4GT9 Defense Information Systems Agency	1,530,304	1,346,847	152,925	1,499,772	1,326,243
0100D	140 4GTA Defense Legal Services Agency	129,577	35,137	102,322	137,459	29,933
0100D	150 4GTB Defense Logistics Agency	474,766	431,893		431,893	462,545
0100D	160 ES18 Defense Media Activity	270,398	224,013	10,823	234,836	222,979
0100D	170 4GTC Defense POW/MIA Office	19,824	21,964		21,964	21,594
0100D	180 4GTD Defense Security Cooperation Agency	2,493,533	557,917	2,200,000	2,757,917	788,389
0100D	190 4GTE Defense Security Service	499,466	499,276		499,276	546,603

**Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates**

		FY 2012	FY 2013	FY 2013	FY 2013	FY 2014
		(Base & OCO)	Base Request	OCO Request	Total Request	Base
			with CR Adj*	with CR Adj*	with CR Adj*	
0100D Operation and Maintenance, Defense-Wide						
0100D	210 4GTH Defense Technology Security Administration	33,611	35,319		35,319	35,151
0100D	220 4GTI Defense Threat Reduction Agency	426,100	434,074		434,074	438,033
0100D	240 4GTJ Department of Defense Education Activity	2,958,004	2,744,971	139,830	2,884,801	2,713,756
0100D	250 011A Missile Defense Agency	201,733	259,975		259,975	256,201
0100D	270 4GTM Office of Economic Adjustment	397,817	253,437		253,437	371,615
0100D	280 4GTN Office of the Secretary of Defense	2,349,988	2,095,362	87,805	2,183,167	2,010,176
0100D	290 4GTQ Washington Headquarters Services	559,337	521,297		521,297	616,572
0100D	999 Classified Programs	16,928,381	14,000,451	2,522,003	16,522,454	14,283,558
Total, BA 04: Administration and Servicewide Activities		31,745,273	26,184,095	5,319,519	31,503,614	27,021,695
<u>Budget Activity 20: Undistributed</u>						
0100D	300 CR Adj to Match Continuing Resolution		-1,361,018		-1,361,018	
Total Operation and Maintenance, Defense-Wide		39,959,297	30,631,995	7,824,579	38,456,574	32,997,693

*Reflects the FY 2013 President's Budget with an undistributed adjustment to match the Annualized Continuing Resolution funding level by appropriation

**Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates
(\$ in thousands)**

Operation and Maintenance, Defense-Wide (0100)

		Price Growth				Price Growth						
		FY 2012 Program Amount	FY 2012 Foreign Currency Amount	Percent	Growth	FY 2012 Program Growth Amount	FY 2013 Program Amount	FY 2013 Foreign Currency Amount	Percent	Growth	FY 2013 Program Growth Amount	FY 2014 Program Amount
Object	Object Sub-Class Title											
Civ Compensation												
101	Exec, Gen'l & Spec Scheds	9,749,442	6,555	0.24%	23,511	739,980	10,519,488	1,602	0.87%	92,058	126,027	10,739,175
103	Wage Board	22,418	0	0.24%	53	-1,183	21,288	0	0.87%	186	-2,000	19,474
104	FN Direct Hire (FNDH)	22,881	0	0.24%	55	2,116	25,052	0	0.87%	219	341	25,612
105	Separation Liability (FNDH)	303	0	0.00%	0	-273	30	0	0.00%	0	-30	0
106	Benefit to Fmr Employees	2,498	0	0.00%	0	294	2,792	0	0.00%	0	16	2,808
107	Voluntary Sep Incentives	10,004	0	0.00%	0	-5,664	4,340	0	0.00%	0	934	5,274
111	Disability Compensation	10,878	0	0.00%	0	278	11,156	0	0.00%	0	-589	10,567
121	PCS Benefits	16,089	0	0.00%	0	4,210	20,299	30	0.00%	0	358	20,687
199	Total Civ Compensation	9,834,513	6,555	0.24%	23,619	739,758	10,604,445	1,632	0.87%	92,463	125,057	10,823,597
Travel												
308	Travel of Persons	1,076,041	89	2.00%	21,522	-188,740	908,912	689	1.90%	17,280	-6,334	920,547
399	Total Travel	1,076,041	89	2.00%	21,522	-188,740	908,912	689	1.90%	17,280	-6,334	920,547
Supplies & Materials												
401	DLA Energy (Fuel Products)	183,939	0	8.37%	15,396	-26,956	172,379	0	-2.95%	-5,085	-17,887	149,407
402	Service Fund Fuel	942	0	8.39%	79	-757	264	0	-3.03%	-8	68	324
411	Army Supply	93,701	0	-1.10%	-1,031	5,869	98,539	0	-2.75%	-2,710	13,573	109,402
412	Navy Managed Supply, Matl	17,929	0	2.47%	443	6,832	25,204	0	-0.11%	-28	-9,890	15,286
413	Marine Corps Supply	24	0	-4.17%	-1	-23	0	0	0.00%	0	0	0
414	Air Force Consol Sust AG (Supply)	337,561	0	4.01%	13,536	-68,927	282,170	0	3.80%	10,722	-31,295	261,597
416	GSA Supplies & Materials	22,652	0	2.00%	453	8,657	31,762	0	1.90%	603	-10,614	21,751
417	Local Purch Supplies & Mat	259,390	0	2.00%	5,187	-142,675	121,902	0	1.90%	2,316	86,952	211,170
418	Air Force Retail Supply (Gen Support Div)	206	0	2.43%	5	-211	0	0	0.00%	0	0	0
424	DLA Mat Supply Chain (Weapon Sys)	5,757	0	1.09%	63	79,548	85,368	0	0.75%	640	-84,345	1,663
499	Total Supplies & Materials	922,101	0	3.70%	34,130	-138,643	817,588	0	0.79%	6,450	-53,438	770,600
Equipment Purchases												
502	Army Fund Equipment	50,562	0	-1.10%	-556	2,122	52,128	0	-2.75%	-1,434	8,856	59,550
503	Navy Fund Equipment	4,358	0	2.46%	107	-4,465	0	0	0.00%	0	1,221	1,221
505	Air Force Fund Equip	1,845	0	4.01%	74	-1,919	0	0	0.00%	0	0	0

**Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates
(\$ in thousands)**

Operation and Maintenance, Defense-Wide (0100)

		Price Growth					Price Growth						
		FY 2012 Program Amount	FY 2012 Foreign Currency Amount	Percent	Growth	FY 2012 Program Growth Amount	FY 2013 Program Amount	FY 2013 Foreign Currency Amount	Percent	Growth	FY 2013 Program Growth Amount	FY 2014 Program Amount	
Object	Object Sub-Class Title												
506	DLA Mat Supply Chain (Const & Equip)	3,178	0	6.99%	222	-1,513	1,887	0	-0.21%	-4	1,919	3,802	
507	GSA Managed Equipment	25,099	0	2.00%	501	23,973	49,573	0	1.90%	942	-22,844	27,671	
599	Total Equipment Purchases	85,042	0	0.41%	348	18,198	103,588	0	-0.48%	-496	-10,848	92,244	
DWCF Purchases													
601	Army Industrial Operations	29,498	0	4.98%	1,469	-29,870	1,097	0	4.01%	44	19,132	20,273	
610	Navy Air Warfare Center	5,799	0	2.45%	142	15,924	21,865	0	1.92%	420	-17,757	4,528	
611	Navy Surface Warfare Ctr	17,228	0	2.77%	477	36,389	54,094	0	0.29%	157	-29,327	24,924	
612	Navy Undersea Warfare Ctr	652	0	1.23%	8	-660	0	0	0.00%	0	4,195	4,195	
614	Space & Naval Warfare Center	294	0	1.70%	5	2,567	2,866	0	1.92%	55	-2,773	148	
620	Navy Transportation (Combat Logistics Force)	0	0	0.00%	0	0	0	0	0.00%	0	242	242	
621	Navy Transportation (Afloat Prepositioning Force Navy)	0	0	0.00%	0	0	0	0	0.00%	0	14	14	
623	Navy Transportation (Special Mission Ships)	3,100	0	17.19%	533	-3,633	0	0	0.00%	0	0	0	
631	Navy Base Support (NFESC)	8,841	0	1.26%	111	-8,937	15	0	0.00%	0	2,261	2,276	
633	DLA Document Services	2,991	0	6.29%	188	2,441	5,620	0	-0.07%	-4	-2,697	2,919	
634	NAVFEC (Utilities and Sanitation)	18,501	0	12.10%	2,239	-15,670	5,070	0	8.30%	421	5,379	10,870	
635	Navy Base Support (NAVFEC Other Support Services)	0	0	0.00%	0	23,165	23,165	0	-5.80%	-1,344	-21,821	0	
640	Marine Corps Depot Maint	0	0	0.00%	0	0	0	0	0.00%	0	2,376	2,376	
647	DISA Enterprise Computing Centers	31,820	0	1.70%	542	-24,770	7,592	0	3.35%	254	4,388	12,234	
671	DISA DISN Subscription Services (DSS)	38,017	0	1.70%	646	8,056	46,719	0	4.10%	1,916	8,629	57,264	
672	PRMRF Purchases	215,169	0	-10.65%	-22,915	8,366	200,620	0	5.03%	10,091	12,939	223,650	
677	DISA Telecomm Svcs - Reimbursable	30,383	0	-3.46%	-1,052	1,994	31,325	0	8.54%	2,675	-16,263	17,737	
679	Cost Reimbursable Purchase	179,872	0	2.00%	3,597	50,270	233,739	0	1.90%	4,441	-12,517	225,663	
680	Building Maint Fund Purch	26,032	0	16.12%	4,197	6,214	36,443	0	-3.51%	-1,279	2,323	37,487	
695	DFAS Financial Operations (DLA)	2,087	0	16.58%	346	2,171	4,604	0	-0.07%	-3	-286	4,315	
696	DFAS Financial Operation (Other Defense Agencies)	26,132	0	16.57%	4,330	12,632	43,094	0	13.01%	5,605	-2,197	46,502	
699	Total DWCF Purchases	636,416	0	-0.81%	-5,137	86,649	717,928	0	3.27%	23,449	-43,760	697,617	

**Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates
(\$ in thousands)**

Operation and Maintenance, Defense-Wide (0100)

		Price Growth					Price Growth						
		FY 2012 Program Amount	FY 2012 Foreign Currency Amount	Percent	Growth	FY 2012 Program Growth Amount	FY 2013 Program Amount	FY 2013 Foreign Currency Amount	Percent	Growth	FY 2013 Program Growth Amount		
Object	Object Sub-Class Title												
Transportation													
702	AMC SAAM (fund)	308,626	0	7.00%	21,604	-325,983	4,247	0	2.71%	115	66,842	71,204	
703	JCS Exercises	187,213	0	7.00%	13,105	45,480	245,798	0	2.70%	6,636	-112,822	139,612	
705	AMC Channel Cargo	14,963	0	1.70%	254	-10,714	4,503	0	1.89%	85	-709	3,879	
707	AMC Training	373	0	5.90%	22	-395	0	0	0.00%	0	0	0	
708	MSC Chartered Cargo	40,233	0	2.40%	965	-12,949	28,249	0	11.10%	3,136	-7,549	23,836	
710	MSC Surge Sealift (Full Operating Status)	0	0	0.00%	0	0	0	0	0.00%	0	386	386	
718	SDDC Liner Ocean Transport	22	0	0.00%	0	-22	0	0	0.00%	0	20	20	
719	SDDC Cargo Ops-Port hndlg	75,689	0	31.30%	23,691	-10,708	88,672	0	39.00%	34,582	-63,972	59,282	
720	DSC Pounds Delivered	99	0	-23.23%	-23	52	128	0	1.56%	2	1	131	
722	MSC Afloat Prepositioning Army	304	0	18.75%	57	-361	0	0	0.00%	0	0	0	
771	Commercial Transport	140,892	0	2.00%	2,818	-34,687	109,023	353	1.90%	2,080	16,243	127,699	
799	Total Transportation	768,414	0	8.13%	62,493	-350,287	480,620	353	9.70%	46,636	-101,560	426,049	
Other Purchases													
901	Foreign National Indirect Hire (FNIH)	15,270	131	0.23%	35	1,282	16,718	12	0.87%	145	-197	16,678	
912	Rental Payments to GSA (SLUC)	198,942	0	2.00%	3,978	-38,455	164,465	0	1.90%	3,124	906	168,495	
913	Purchased Utilities (Non-Fund)	267,004	91	2.00%	5,343	-11,123	261,315	351	1.90%	4,972	15,858	282,496	
914	Purchased Communications (Non-Fund)	970,764	76	2.00%	19,417	-304,185	686,072	174	1.90%	13,040	96,123	795,409	
915	Rents (Non-GSA)	195,415	0	2.00%	3,909	128,548	327,872	245	1.90%	6,235	60,932	395,284	
917	Postal Services (U.S.P.S)	9,915	0	2.00%	198	-2,283	7,830	0	1.90%	149	-1,190	6,789	
920	Supplies & Materials (Non-Fund)	565,586	13	2.00%	11,312	236,932	813,843	294	1.90%	15,469	-318,341	511,265	
921	Printing & Reproduction	48,020	0	2.00%	961	8,033	57,014	0	1.90%	1,084	-15,766	42,332	
922	Equipment Maintenance By Contract	5,120,372	0	2.00%	102,409	-998,157	4,224,624	0	1.90%	80,268	-301,655	4,003,237	
923	Facilities Sust, Rest, & Mod by Contract	588,419	0	2.00%	11,768	-122,064	478,123	500	1.90%	9,094	-16,476	471,241	
924	Pharmaceutical Drugs	1,835	0	3.98%	73	-1,623	285	0	4.21%	12	748	1,045	
925	Equipment Purchases (Non-Fund)	2,518,027	70	2.00%	50,363	-902,251	1,666,209	175	1.90%	31,663	138,053	1,836,100	
926	Other Overseas Purchases	7,433	0	2.00%	149	69,701	77,283	0	1.90%	1,468	-77,051	1,700	
928	Ship Maintenance By Contract	24,115	0	2.00%	482	-9,117	15,480	0	1.90%	294	-10,547	5,227	
929	Aircraft Reworks by Contract	94	0	2.13%	2	-96	0	0	0.00%	0	5,775	5,775	
930	Other Depot Maintenance (Non-Fund)	542,696	0	2.00%	10,854	-291,088	262,462	0	1.90%	4,986	222,244	489,692	
932	Mgt Prof Support Svcs	2,609,329	0	2.00%	52,187	-1,248,086	1,413,430	0	1.90%	26,855	113,232	1,553,517	

**Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates
(\$ in thousands)**

Operation and Maintenance, Defense-Wide (0100)

		Price Growth						Price Growth					
		FY 2012 Program Amount	FY 2012 Foreign Currency Amount	Percent	Growth	FY 2012 Program Growth Amount	FY 2013 Program Amount	FY 2013 Foreign Currency Amount	Percent	Growth	FY 2013 Program Growth Amount	FY 2014 Program Amount	
Object	Object Sub-Class Title												
933	Studies, Analysis & Eval	292,792	0	2.00%	5,857	-42,970	255,679	0	1.90%	4,858	15,560	276,097	
934	Engineering & Tech Svcs	2,249,912	0	2.00%	44,998	-831,142	1,463,768	0	1.90%	27,812	-180,543	1,311,037	
937	Locally Purchased Fuel (Non-Fund)	33,030	0	8.37%	2,766	14,792	50,588	0	-2.95%	-1,492	-22,504	26,592	
951	Other Costs (Special Personal Svc Pay)	4,800	0	0.00%	0	-4,800	0	0	0.00%	0	0	0	
955	Other Costs (Medical Care)	8,699	0	4.01%	349	-9,048	0	0	0.00%	0	9,775	9,775	
957	Other Costs (Land and Structures)	322,546	0	2.00%	6,450	-145,808	183,188	0	1.90%	3,481	-22,474	164,195	
958	Other Costs (Investments and Loans)	2,558	0	0.00%	0	-2,558	0	0	0.00%	0	0	0	
959	Other Costs (Insurance Claims/Indmnties)	1,029	0	2.04%	21	-1,018	32	0	3.13%	1	0	33	
960	Other Costs (Interest and Dividends)	162	0	1.23%	2	-20	144	0	2.08%	3	-65	82	
961	E&EE/ORF	13,835	0	0.00%	0	7,989	21,824	0	0.00%	0	-21,266	558	
964	Other Costs (Subsistence and Support of Persons)	27,366	0	2.00%	547	-20,384	7,529	0	1.90%	143	17,928	25,600	
984	Equipment Contracts	236,463	0	2.00%	4,730	-240,376	817	0	1.96%	16	0	833	
985	Research & Development, Contracts	18,770	0	0.00%	0	-18,770	0	0	0.00%	0	0	0	
986	Medical Care Contracts	27,800	0	4.00%	1,112	-26,317	2,595	0	3.89%	101	65,362	68,058	
987	Other Intra-Govt Purch	5,464,736	0	2.00%	109,296	-2,935,686	2,638,346	197	1.90%	50,132	468,467	3,157,142	
988	Grants	674,575	0	2.00%	13,490	-247,247	440,818	0	1.90%	8,376	114,562	563,756	
989	Other Services	2,561,276	65	2.00%	51,227	-714,613	1,897,955	2,249	1.90%	36,105	112,580	2,048,889	
990	IT Contract Support Services	346,023	0	2.00%	6,920	-94,133	258,810	0	1.90%	4,918	69,633	333,361	
991	Foreign Currency Variance	233	0	0.00%	0	488	721	0	0.00%	0	-26	695	
998	Other Costs (SOCOM Only)	666,929	0	0.24%	1,607	-4,443	664,093	0	0.88%	5,811	24,150	694,054	
999	Total Other Purchases	26,636,770	446	1.96%	522,812	-8,800,096	18,359,932	4,197	1.85%	339,123	563,787	19,267,039	
Published Official Position		39,959,297	7,090	1.65%	659,787	-8,633,161	31,993,013	6,871	1.64%	524,905	472,904	32,997,693	

Fiscal Year 2014 Budget Estimates

Civil Military Programs (CMP)



April 2013

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**Civil Military Programs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates**

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

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

	FY 2012 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2013 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2014 <u>Estimate</u>
CMP	81,459	1,629	78,206	161,294	3,065	-19,916	144,443

I. Description of Operations Financed:

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

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

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

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

The amount of DoD funds provided may not exceed 75 percent of the costs of operating the NGYCP. The Program is currently operating in 27 states and 1 territory. The 18-month

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

program consists of a 22-week residential phase that includes a 2-week pre-ChalleNGe phase and a 12-month post-residential phase.

The Innovative Readiness Training Program (IRT) (10 U.S.C. 2012) contributes directly to military readiness and provides outstanding and realistic combat support and combat service support training in a multi-service environment for NGB and Reserve members. The IRT program also provides a critical link between the U.S military and underserved civilian communities. This IRT program pre and post-deployment readiness training (i.e., engineering, health care, diving, and transportation) provides hands-on, mission essential training, while simultaneously providing renewal of infrastructure improvements and health care to underserved communities throughout the U.S. territories. The program provides unique training opportunities that are seldom available under any conditions other than combat. Examples of IRT projects include the following:

- Operation Arctic Care: This is a multi-Service and interagency medical, dental, optometry, and veterinary winter exercise; the largest recurring joint medical readiness and logistics training exercise. This exercise provides humanitarian assistance to underserved American Indians and Alaska Natives.
- The Boy Scout Summit project: This annual project has trained over 1200 engineers, mechanics, food service, and administrative support personnel while helping to develop the new high adventure Boy Scout camp. Located in austere locations, the U.S. military personnel have built roads, a permanent three-pad helicopter landing zone, and deconstructed a saw-mill and repurposed materials from the mill into foot-bridges.

The DoD STARBASE Program (10 U.S.C. 2193) 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 STARBASE program targets minority

**Civil Military Programs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates**

I. Description of Operations Financed (cont.)

and low socio-economic students and utilizes instruction modules specifically designed to meet specific STEM objectives. The elementary school program is currently designed to reach students at the fifth-grade level that are underrepresented in the STEM areas of study and careers. The students are engaged through an inquiry-based curriculum with "hands-on, minds-on" experiential activities. The students apply Newton's laws and Bernoulli's principles as they study the wonders of space and the properties of matter. Technology and its problem-solving techniques are utilized with computers in experiments, in design of all terrain and space vehicles. Math skills are strengthened in the curriculum while teamwork and goal setting are a constant theme of STARBASE. The students work together to explore, explain, elaborate and evaluate STEM concepts. The program has been designed as a team mentoring model applying best practices from the mentoring field to the program's operating environment. In partnership with local school districts, the middle school and high school program is an afterschool STEM mentoring program that combines STEM activities with a relationship-rich, school-based environment to provide the missing link for at-risk youth making the transition from elementary to middle school, and from middle school to high school. The program extends the positive impact of STARBASE through a team mentoring approach which solidifies students' attachment to, and engagement with, school. Mentoring clubs are expected to meet no less than four hours per month. The DoD STARBASE Program is a productive investment in the future of our youth and will help build and enlarge the talent pool of potential workers needed to support the DoD workforce consisting of civilian and military personnel. The program currently operates on Air Force, Air National Guard, Air Force Reserve, Navy, Navy Reserve, and Marine Corps military installations and facilities at 65 locations.

Changes from FY 2013 to FY 2014: After considering the effects of inflation and price growth, the net program change is a decrease of -\$19,916 thousand. The NGYCP increase of \$2,720 supports additional funding requirements, from agreements with partner States, necessary to maintain sufficient operation of the 34 programs across 27 states and 1

**Civil Military Programs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates**

I. Description of Operations Financed (cont.)

territory. The IRT Program decrease of -\$937 is achieved by eliminating some discretionary training activities in certain communities. The DoD STARBASE Program decrease of -\$21,699 thousand is due to a reorganization of STEM programs throughout the Federal Government that uses existing resources more effectively and in a more streamlined, consolidated manner.

II. Force Structure Summary:

N/A

Civil Military Programs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates

III. Financial Summary (\$ in thousands)

			FY 2013				
			<u>Congressional Action</u>				
<u>A. BA Subactivities</u>	<u>FY 2012 Actual</u>	<u>Budget Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Current Estimate</u>	<u>FY 2014 Estimate</u>
1. National Guard Youth ChalleNGe	47,664	120,000				120,000	125,000
2. Innovative Readiness Training	7,440	20,000				20,000	19,443
3. DoD STARBASE Program	26,355	21,294				21,294	0
Total	81,459	161,294				161,294	144,443

Civil Military Programs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates

III. Financial Summary (\$ in thousands)

	Change <u>FY 2013/FY 2013</u>	Change <u>FY 2013/FY 2014</u>
B. <u>Reconciliation Summary</u>		
Baseline Funding	161,294	161,294
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	161,294	
Fact-of-Life Changes (2013 to 2013 Only)		
Subtotal Baseline Funding	161,294	
Supplemental		
Reprogrammings		
Price Changes		3,065
Functional Transfers		
Program Changes		-19,916
Current Estimate	161,294	144,443
Less: Wartime Supplemental		
Normalized Current Estimate	161,294	

Civil Military Programs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates

III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2013 President's Budget Request (Amended, if applicable)		161,294
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2013 Appropriated Amount		161,294
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2013 Baseline Funding		161,294
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2013 Estimate		161,294
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2013 Normalized Current Estimate		161,294
6. Price Change		3,065
7. Functional Transfers		
8. Program Increases		2,720
a. Annualization of New FY 2013 Program		
b. One-Time FY 2014 Increases		
c. Program Growth in FY 2014		
1) National Guard Youth Challenge Program	2,720	
Supports additional funding requirements, from agreements with partner States, necessary to maintain sufficient operation of the 34 programs across 27 states and 1 territory. (FY 2013 Baseline \$120,000 thousand; +0 FTEs)		
9. Program Decreases		-22,636
a. Annualization of FY 2013 Program Decreases		
b. One-Time FY 2013 Increases		

Civil Military Programs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates

III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
c. Program Decreases in FY 2014		
1) DoD STARBASE Program	-21,699	
Decrease is due to a reorganization of STEM programs throughout the Federal Government that uses existing resources more effectively and in a more streamlined, consolidated manner. (FY 2013 Baseline \$21,294 thousand; +0 FTEs)		
2) Innovative Readiness Training	-937	
Decrease is due to reduction in discretionary IRT projects. (FY 2013 Baseline \$20,000 thousand; +0 FTEs)		
FY 2014 Budget Request		144,443

**Civil Military Programs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates**

IV. Performance Criteria and Evaluation Summary:

The Office of the Assistant Secretary of Defense, Reserve Affairs, has policy oversight and control over the DoD Civil Military Programs. The control and management of the DoD Civil Military Programs is maintained through the establishment of policies, directives, and funding controls. The 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).

National Guard Youth Challenge Program Target Enrollment by Fiscal Year: Since the program's inception over 100,000 youth have successfully graduated from the program, with 80 percent earning a high school diploma or GED. On average, 26 percent go on to college; 20 percent enter the military; and the remainder joins the work force in career jobs. A longitudinal study, conducted by MRDC, reported that the early results of their evaluation suggests that partway through the cadets NGYCP experience, they are better positioned to move forward in their transition to adulthood. The MDRC, a nonprofit, nonpartisan social policy research organization, is highly regarded for its rigorous program evaluations.

<u>STATE</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
Alaska	250	250	250
Arkansas	200	200	200
Arizona	200	0	0
California (2)	600	600	600
District of Columbia	60	60	60
Florida	270	270	270
Georgia (2)	800	800	800

Civil Military Programs
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IV. Performance Criteria and Evaluation Summary:

<u>State</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
Hawaii(2)	400	400	400
Illinois	630	630	630
Indiana	200	200	200
Kentucky(2)	350	350	400
Louisiana (3)	1,400	1,400	1,400
Maryland	200	200	200
Michigan	228	228	200
Mississippi	400	400	400
Montana	200	200	200
New Jersey	200	200	200
New Mexico	200	200	200
North Carolina	250	250	250
Oklahoma	220	220	220
Oregon	224	224	224
Puerto Rico	200	200	200
South Carolina	200	200	200
Texas	200	200	200
Virginia	270	270	270
Washington	240	240	240
Wisconsin	200	200	200
West Virginia	200	200	200
Wyoming	200	200	200
TOTALS	9,192	8,992	9,014

Civil Military Programs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates

IV. Performance Criteria and Evaluation Summary:

STARBASE Program:

STARBASE Program Sites by Fiscal Year: The STARBASE Program supports President's initiative to enhance STEM learning and implements the DoD STEM Education and Outreach Strategic Plan. The FY 2012 Congressional adjustment improved operation of the existing 76 programs.

<u>Number of Sites Serviced:</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
USAF/AFR/ANG	60	60	0
Navy/Navy Reserve/Marine Corps	15	15	0
Army	1	1	0
TOTALS	76	76	0

* In FY 2014, the STARBASE program is being reorganized among other STEM programs throughout the Federal Government to use existing resources more effectively and in a more streamlined, consolidated manner.

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V. Personnel Summary

N/A

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

		Change			Change		
	FY 2012	FY 2012/FY 2013		FY 2013	FY 2013/FY 2014		FY 2014
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
988 Grants	81,459	1,629	78,206	161,294	3,065	-19,916	144,443
999 Total Other Purchases	81,459	1,629	78,206	161,294	3,065	-19,916	144,443
Total	81,459	1,629	78,206	161,294	3,065	-19,916	144,443

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Fiscal Year 2014 Budget Estimates

Defense Acquisition University



April 2013

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**Defense Acquisition University
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates**

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

	FY 2012 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2013 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2014 <u>Estimate</u>
DAU	124,573	1,279	21,358	147,210	1,803	8,384	157,397

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

- Acquisition certification and leadership training
- Mission assistance to acquisition organizations and teams
- Online knowledge-sharing resources
- Continuous learning assets

The DAU's vision is to help approximately 152,000 Department of Defense (DoD) acquisition employees to achieve the right acquisition outcomes. The DAU is the one institution that touches nearly every member of the Defense Acquisition Workforce (DAW) throughout all professional career stages. The University:

- Provides a full range of basic, intermediate, and advanced certification training, Core Plus training, mission assistance, job-relevant applied research, and continuous learning opportunities.

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

- Fosters career-long professional development through mission assistance, rapid-deployment training on emerging acquisition initiatives, online knowledge-sharing tools, and continuous learning modules.
- Resides in five regional locations throughout the United States, allowing the University to provide local training to acquisition personnel—training at the point of need. In FY 2012, the College of Contract Management was established as another DAU campus. It shall be functional in FY 2014.
- Is strategically partnered with academic institutions, professional organizations, corporations, and government agencies to provide professional development, equivalencies, academic credit toward degree programs, as well as certificates for DAU courses.

Organizational Strengths

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

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

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

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

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

Training Excellence. DAU is accredited by the Council on Occupational Education (COE), having received a 6-year accreditation following a 2007 self-study and a COE site visit in 2008. DAU also is internationally recognized by both the public and private sectors as a world-class training organization and frequently benchmarked by other training organizations.

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

**Defense Acquisition University
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates**

I. Description of Operations Financed (cont.)

The DAU is recognized nationally as a "Best in Class" corporate university with numerous awards:

- Federal Government Distance Learning Association (2012)
- Learning! 100 Award for Excellence in Learning Technology Innovation (2012)
- Chief Learning Officer (CLO) Learning Elite Award (2011, 2012)
- Chief Learning Officer (CLO) Editor's Choice for Best Leadership Commitment (2012)
- Trailblazer Award from DoD's Office of Small Business Programs (2012)
- Chief Learning Officer (CLO) Vanguard Award for Learning in Practice (2011, 2012)
- Named a 2011 Program Laureate by the International Data Group recognizing visionary applications of information technology which promote positive social, economic, and educational change
- Chief Learning Officer (CLO) Editors Choice Award for the top score in the Learning Strategy Performance category (2011)
- Brandon Hall Research's Excellence in Learning Award in the Best Use of Virtual Worlds for Learning category (2010)
- Chief Learning Officer (CLO) Vanguard Award for Gaming and Simulation (2009)
- Chief Learning Officer Learning Team Award (2009)
- International Association of Business Communicators (IABC) Silver Inkwell Excellence in Communications Award in the category of Government/Military Communications (2009)
- *Computerworld* 21st Century Achievement Award (2007)
- Earned reaffirmation of accreditation in 2008 with three commended areas
- Seven distance-learning awards
- Best Mature Corporate University—Corporate University Best-in-Class (2006)

**Defense Acquisition University
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates**

I. Description of Operations Financed (cont.)

- Ranked #1 Organization in the Government for Leadership and Development (2005, 2006, 2007)
- Ranked #1 Corporate University in America—American Society of Training and Development (2004)
- Corporate University Leader of the Year—Corporate University Best-in-Class (2002 & 2006)
- Best Overall Corporate University—Corporate University Best-in-Class (2002 & 2006)
- Best Virtual Corporate University—Corporate University Best-in-Class (2002 & 2006)

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

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

- **Nation:** as established in the President's Memorandum on Government Contracting, the Weapon Systems Acquisition Reform Act of 2009, and National Security Strategy;
- **Defense Department:** as set forth in the National Defense Strategy, Quadrennial Defense Review, DoD's Strategic Management Plan, DoD Comprehensive Review, the Secretary of Defense's (SECDEF) Workforce growth strategy, and SECDEF's efficiencies initiatives;

**Defense Acquisition University
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates**

I. Description of Operations Financed (cont.)

- **Under Secretary of Defense (Acquisition, Technology & Logistics (AT&L)):** as stated in Congressional testimony, Better Buying Power initiatives, AT&L priorities, 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, 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 University does this by employing the AT&L Performance Learning Model (PLM) which is an overarching learning model that helps DAU focus on a broader mission that includes not only training, but the additional learning assets the university provides. The PLM ensures that all learning activities are focused on enhancing job performance and workplace capability through training, mission assistance, continuous learning and knowledge sharing.

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, workforce members now have more control over their career-long learning opportunities.

Certification and Assignment-Specific Training: The acquisition workforce is approximately 152,000 members strong consisting of military and civilian personnel from the Army, Navy, Air Force, Marine Corps, and Defense Agencies. This workforce ensures that America's warfighters have the systems, services, and supplies they need wherever they are and whenever they need them. Congress enacted the Defense Acquisition Workforce Improvement Act (DAWIA) as a part of the FY 1991 National Defense Authorization Act. The DAWIA required the Department of Defense (DoD) to establish training, education, and

**Defense Acquisition University
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates**

I. Description of Operations Financed (cont.)

experience standards for the civilian and military acquisition workforce. The Act also required DoD to establish and maintain a defense acquisition university structure to provide for the professional development and training of the acquisition workforce. The training DAU provides in support of the 16 DAWIA career fields is the foundation for the development of the acquisition workforce.

Recently, the President, Congress, and DoD senior leadership have renewed and increased the emphasis on improving both the Defense acquisition process and the quality of the acquisition workforce.

- In the 2008 National Defense Authorization Act, Congress created the Defense Acquisition Workforce Development Fund to provide for recruiting and hiring, training and development, and recognition and retention of the acquisition workforce.
- In 2009 Congress passed the Weapons System Acquisition Reform Act.
- On March 4, 2009, President Obama signed his memorandum, "Government Contracting," with a mandate for the Federal Government to have sufficient capacity and ability to develop, manage, and oversee its contracting process.
- On April 6, 2009, the Secretary of Defense announced his intent and recommendations to change the Department's strategic direction and reform the DoD acquisition process. This change included increasing the size of the organic acquisition workforce by 20,000 employees.
- In the summer of 2010, then Secretary of Defense, Robert M. Gates, and then Under Secretary of Defense for Acquisition, Technology and Logistics, Dr. Ashton B. Carter, announced their efficiencies initiatives and Better Buying Power reforms.

**Defense Acquisition University
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I. Description of Operations Financed (cont.)

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

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

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

The DAU offers more than 100 certification and executive/leadership support courses (approximately 1,900 offerings per year) spanning 16 career fields, delivering this training through an appropriate mix of classroom (taught at over 50 customer sites as well as at DAU campuses), web-based, and hybrid offerings.

Continuous Learning: The AT&L workforce must 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 300 self-paced continuous

**Defense Acquisition University
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I. Description of Operations Financed (cont.)

learning modules online that are always available to help meet continuous learning requirements and improve job performance. (FY 2012 Continuous Learning Graduates: 673,679; FY 2012 Continuous Learning Contact Hours: 3.2 million)

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

DAU's Mission Assistance program extends services beyond the classroom and into the workplace. DAU provides performance support services to DoD and other government agencies to provide advice, consulting, rapid-deployment training on new initiatives, or training targeted to address unique mission needs (over 700 mission assistance efforts in FY 2012).

Knowledge Sharing: AT&L Knowledge Management System, Acquisition Community Connection, and Virtual Library: The AT&L Knowledge Management System (AKMS) is comprised of a combination of subsystems, knowledge access systems, and performance learning tools where informal assets are developed, stored, contributed, managed, and accessed. A major goal of DAU is to combine the formal learning assets for certification training and continuous learning, with the assets available in AKMS, to fully support both formal and informal learning, and job execution.

AKMS also provides collaborative tools to link people with content and people with people, allowing the workforce to build the overall DoD AT&L knowledge base. AKMS includes the following: The Acquisition Community Connection (ACC); Defense Acquisition Portal (DAP), previously the AT&L Knowledge Sharing System (AKSS); Ask-a-Professor (AAP) system; the DAU Media Library; Performance Learning Tools (PLTs) and other guidebooks and job aids (over 1.6 million contact hours and over 318 million page views in FY 2012). For more information on AKMS, go to: <https://acc.dau.mil/at&lkm>).

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I. Description of Operations Financed (cont.)

ACC is the collaborative arm of the AKMS consisting of online, publicly accessible Communities of Practice (CoPs) whose goal is connecting people and acquisition know-how across DoD and industry. CoPs enable interaction and sharing of resources and experiences to support job performance, avoid duplication of effort, and advance the connection of people and ideas. These communities provide workforce members and their industry partners with quick access to information, resources, and the ability to interact, ask questions, and share experiences across DoD.

ACC has grown to more than 129,000 registered users, receives over 1 million unique visitors per year, and averages 10 million page views per month. The CoPs originally centered on acquisition career field areas but have grown to include a broader set of acquisition and business-related topics and hundreds of collaborative workspace have been established to support the collaboration needs of the workforce.

In addition to hosting over 800 CoPs and collaborative workspaces, ACC also serves as the host to the Defense Acquisition Guidebook (DAG), and numerous other web-enabled guidebooks and tools like the Integrated Life Cycle Chart, ACQuipedia, Program Managers' eToolkit, and Performance Based Logistics (PBL) Toolkit. Guidebooks are maintained by content owners on a real-time basis offering the workforce ready access to an integrated set of references, tools, and templates.

The Defense Acquisition Portal (DAP) complements ACC by providing "golden source" access to mandatory and discretionary policies, instructions, directives, guidebooks, handbooks, manuals and other knowledge libraries within DoD and associated service portals. DAP widens its focus to include the larger acquisition picture, encompassing all phases of the acquisition process - requirements generation, budget development, and forces such as organization, workforce and industry.

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I. Description of Operations Financed (cont.)

Building Compelling Evidence of Results for DAU Stakeholders: The DAU has been able to successfully meet its challenge of serving significantly increasing numbers of students who are in need of certification training. The University has improved in many areas. Since 2001 the University has increased overall graduates from about 46,000 to over 257,000 per year (FY 2014 est.). Concurrently, the average training cost per student has declined 68 percent. In FY 2014, the average cost per student is estimated at \$696.

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.

The DAU uses the four-level Kirkpatrick training assessment model to evaluate student perceptions, learning outcomes, job performance, and impact on organization. Surveys completed by students in DAU's classroom courses were over 50,000 in FY 2012; DAU strives to be above the industry benchmark of 80%. (FY12 Actual: 90%)

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

To better support mission requirements and to recognize other viable sources of education and training, DAU partners with other education and training providers that offer or desire to offer courses, programs of instruction, or assessment processes that are substantially similar to the learning outcomes addressed in specific DAU courses. However, DAU does not determine what a certified vendor will charge to deliver an

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I. Description of Operations Financed (cont.)

equivalent course. If we look at a sample of equivalent course offerings on a per student basis, DAU is a high-value enterprise on a comparison basis.

Defense Acquisition University
Course Delivery Comparisons (does not include student travel)

COURSE ID	COURSE NAME	DAU	VENDOR
BCF 211	Acquisition Business Management	\$815.00	\$1,995.00
CON 115	Intermediate Contracting for Mission Support	\$385.00	\$1,979.00
CON 216	Legal Considerations in Contracting	\$510.00	\$1,049.00
CON 243	Architect-Engineer Contracting	\$815.00	\$1,049.00
CON 244	Construction Contracting	\$775.00	\$1,049.00
PMT 257	Program Management Tools Course, Part II	\$720.00	\$1,995.00
SYS 203	Intermediate Systems Planning, Research, Development, and Engineering, Part II	\$950.00	\$1,995.00
CON 214	Business Decisions for Contracting	\$800.00	\$1,049.00

The President, Congress, and DoD senior leadership continue to be actively involved in shaping initiatives on government contracting, weapon systems acquisition reform, and the capability and capacity of the DAW. DAU is called upon to play a critical role in implementing these initiatives. This includes an integrated portfolio of all workforce training initiatives that span the full spectrum of our products and services. Examples are:

- Including Better Buying Power initiative content in all learning assets
- Modifying curriculum to reflect practice versus policy
- Meeting requirements of 2011 NDAA Sections 874 and 877

**Defense Acquisition University
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I. Description of Operations Financed (cont.)

- Revising Contracting curriculum
- Delivering Services Acquisition Workshops (SAWs) and developing new learning assets within the Services Acquisition Mall (SAM)
- Enhancing the pricing, rapid acquisition, and information technology curricula content across all learning assets

These initiatives will drive realization of our vision of enabling the DAW to achieve the right acquisition outcomes.

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 41,000). The Defense Systems Management College-School of Program Managers is also located at Ft. Belvoir for executive and international training
- **Mid-Atlantic** - California, Maryland (serves workforce of 26,000)
- **Midwest** - Kettering, Ohio (serves workforce of 20,000)
- **South** - Huntsville, Alabama (serves workforce of 35,000)
- **West** - San Diego, California (serves workforce of 30,000)

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

	FY 2012	Budget	FY 2013			Current	FY 2014
			Congressional Action				
	<u>Actual</u>	<u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Estimate</u>	<u>Estimate</u>
A. BA Subactivities							
1. Teaching	90,914	108,198				108,198	111,341
2. Curriculum Development	12,456	13,668				13,668	19,238
3. Mission Assistance	12,229	13,725				13,725	14,061
4. Knowledge Sharing	6,365	8,171				8,171	8,598
5. Research	1,374	1,448				1,448	1,502
6. Acquisition Workforce	1,235	0				0	0
7. Human Capital	0	2,000				2,000	2,657
Total	124,573	147,210				147,210	157,397

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

	Change <u>FY 2013/FY 2013</u>	Change <u>FY 2013/FY 2014</u>
B. <u>Reconciliation Summary</u>		
Baseline Funding	147,210	147,210
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	147,210	
Fact-of-Life Changes (2013 to 2013 Only)		
Subtotal Baseline Funding	147,210	
Supplemental		
Reprogrammings		
Price Changes		1,803
Functional Transfers		
Program Changes		8,384
Current Estimate	147,210	157,397
Less: Wartime Supplemental		
Normalized Current Estimate	147,210	

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

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2013 President's Budget Request (Amended, if applicable)		147,210
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2013 Appropriated Amount		147,210
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2013 Baseline Funding		147,210
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2013 Estimate		147,210
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2013 Normalized Current Estimate		147,210
6. Price Change		1,803
7. Functional Transfers		
8. Program Increases		25,389
a. Annualization of New FY 2013 Program		
b. One-Time FY 2014 Increases		
1) Mgt Prof Support Svcs. One-time curriculum development costs supporting the establishment of the College of Contract Management (FY 2013 Baseline: \$1,717K, +0 FTEs)	2,148	
2) Equipment Purchases (Non-Fund). Equipment and Furniture to support the establishment of the College of Contract Management (FY 2013 Baseline: \$4,608K, +0 FTEs)	463	
3) Facilities Sust, Rest, & Mod by Contract. Reconfigure classroom and office space to accommodate upgrade of communications and connectivity. (FY 2013	243	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
Baseline: \$4,141K, +0 FTEs)		
c. Program Growth in FY 2014		
1) IT Contract Support. Costs moved from Other Services (+\$3,161K) and an increase of +\$4,646K recognizing support for base IT infrastructure. (FY 2013 Baseline: \$0K, +0 FTEs)	7,807	
2) Total Civilian Personnel Compensation. . Reflects realigning costs from 'Other Services' to properly budget for previously in-sourced civilian FTEs. (FY 2013 Baseline: \$93,010K, +0 FTEs)	4,972	
3) Total Civilian Personnel Compensation. Funds FTEs for the establishment of the College of Contract Management. Estimate reflects average FTE cost for faculty. (FY 2013 Baseline: \$93,010K, +24 FTEs)	4,105	
4) Mgt Prof Support Svcs. Sustaining curriculum development costs supporting the establishment of the College of Contract Management (FY 2013 Baseline: \$1,717K, +0 FTEs)	2,257	
5) Rental Payments to GSA (SLUC). Rental/Leased course delivery space to support the establishment of the College of Contract Management (FY 2013 Baseline: \$2,550K, +0 FTEs)	1,195	
6) Other Intra-Gov't Purchases. Costs for DFAS, DSS, and WHS moved from Other Services to Other Intra-Gov't Purchases (FY 2013 Baseline: \$3,262K, +0 FTEs)	1,080	
7) Equipment Maintenance By Contract. Costs supporting the establishment of the College of Contract Management (FY 2013 Baseline: \$646K, +0 FTEs)	474	
8) Other Intra-Gov't Purchases. Annual costs for DFAS, DSS, and WHS supporting the establishment of the College	293	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
of Contract Management (FY 2013 Baseline: \$3,262K, +0 FTEs)		
9) Facilities Sust, Rest, & Mod by Contract. Annual costs to support the establishment of the College of Contract Management (FY 2013 Baseline: \$4,141K, +0 FTEs)	165	
10) Purchased Communications (Non-Fund). Communications and connectivity costs supporting the College of Contract Management (FY 2013 Baseline: \$2,570K, +0 FTEs)	86	
11) Other Intra-Gov't Purchases. Field Security Operations Information Assurance Cost Transfers (DISA related) (FY 2013 Baseline: \$3,262K, +0 FTEs)	74	
12) Printing & Reproduction. Costs supporting the establishment of the College of Contract Management (FY 2013 Baseline: \$1,901K, +0 FTEs)	21	
13) Postal Services (U.S.P.S). Mail delivery costs supporting the College of Contract Management (FY 2013 Baseline: \$85K, +0 FTEs)	6	
9. Program Decreases		-17,005
a. Annualization of FY 2013 Program Decreases		
b. One-Time FY 2013 Increases		
1) Facilities Sust, Rest, & Mod by Contract. Facility maintenance was required over and above the normal recap at the Ft. Belvoir campus (FY 2013 Baseline: \$4,141K, -0 FTEs)	-3,365	
2) Equipment Purchases. One-time equipment purchases (FY 2013 Baseline: \$4,608K, -0 FTEs)	-885	
3) Facilities Sust, Rest, & Mod by Contract. Reconfigure classroom and office space to accommodate upgrade of communications and connectivity. (FY 2013 Baseline: \$4,141, -0 FTEs)	-389	

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

C. Reconciliation of Increases and Decreases	Amount	Totals
c. Program Decreases in FY 2014		
1) Other Services. Reflects moving insourced FTEs (- \$4,972K), IT Costs (-\$3,161K), Other Intra-Government Purch costs (-\$1,080K) out of Other Services (FY 2013 Baseline: \$12,755K, -0 FTEs)	-9,213	
2) Travel of Persons. Reflects efficiencies applied to travel (FY 2013 Baseline: \$17,577, -0 FTEs)	-2,750	
3) DLA Document Services. Reflects efficiencies applied to publishing costs (FY 2013 Baseline: \$2,037K, -0 FTEs)	-368	
4) Supplies & Materials (Non-Fund). Reduce supply costs (FY 2013 Baseline: \$1,901K, -0 FTEs)	-35	
FY 2014 Budget Request		157,397

Defense Acquisition University
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IV. Performance Criteria and Evaluation Summary:

	Workload Actual FY 2012	Workload Estimate FY 2013	Workload Estimate FY 2014
Number of Students Trained			
Classroom	36,600	36,600	49,050
Web-based	114,950	150,500	177,150
Total	151,550	187,100	226,200

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.

Note: The total workload reflected is related to O&M-DW only.

Number of Students Trained	FY 2012	FY 2013	FY 2014
Army	44,250	54,700	66,000
Navy	35,000	43,200	52,200
Air Force	34,300	42,300	51,200
DoD	18,200	22,500	27,200
Other	19,800	24,400	29,600
Total	151,550	187,100	226,200

Defense Acquisition University
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IV. Performance Criteria and Evaluation Summary:

	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
Cost per Grad (FY 2011: \$826)	\$822	\$787	\$696
\$ Chg from FY 2011	-\$4	-\$39	-\$130
% Chg from FY 2011	-0.5%	-4.7%	-15.7%
\$ Chg YoY	-\$4	-\$35	-\$91
% Chg YoY	-0.5%	-4.3%	-11.6%

The DAU's operating budget is quantified in terms of performance measurement and results achieved using total students trained as described above. The DAU's history, charter, and mission all emanate from the impetus of DAWIA mandates to standardize and improve DoD's Acquisition posture. Average cost per student uses the population of students graduated in proportion to the dollars obligated. In response to a hacking incident elsewhere, DAU was directed by USCYBERCOM to temporarily suspend online training course operations which inhibited access to over 50,000 students in FY 2011. FY 2014 includes the sustainment of 151 FTEs previously funded via the Defense Acquisition Workforce Development Fund (DAWDF), funds the establishment of the College of Contract Management to support the Defense Contract Management Agency (24 FTEs, \$11,213K total), and funds 51 FTEs insourced/converted not currently reflected in the Comptroller Information System (CIS))

Defense Acquisition University
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<u>V. Personnel Summary</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	Change FY 2012/ FY 2013	Change FY 2013/ FY 2014
<u>Active Military End Strength (E/S) (Total)</u>	<u>52</u>	<u>52</u>	<u>52</u>	<u>0</u>	<u>0</u>
Officer	49	49	49	0	0
Enlisted	3	3	3	0	0
<u>Civilian End Strength (Total)</u>	<u>475</u>	<u>641</u>	<u>703</u>	<u>166</u>	<u>62</u>
U.S. Direct Hire	475	641	703	166	62
Total Direct Hire	475	641	703	166	62
<u>Active Military Average Strength (A/S) (Total)</u>	<u>52</u>	<u>52</u>	<u>52</u>	<u>0</u>	<u>0</u>
Officer	49	49	49	0	0
Enlisted	3	3	3	0	0
<u>Civilian FTEs (Total)</u>	<u>465</u>	<u>616</u>	<u>640</u>	<u>151</u>	<u>24</u>
U.S. Direct Hire	465	616	640	151	24
Total Direct Hire	465	616	640	151	24
Average Annual Civilian Salary (\$ in thousands)	158.0	151.0	160.8	-7.0	9.8
<u>Contractor FTEs (Total)</u>	<u>73</u>	<u>66</u>	<u>74</u>	<u>-7</u>	<u>8</u>

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

<u>OP 32 Line</u>	Change			FY 2013 <u>Estimate</u>	Change		FY 2014 <u>Estimate</u>
	FY 2012 <u>Actual</u>	FY 2012/FY 2013 <u>Price</u>	<u>Program</u>		FY 2013/FY 2014 <u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	73,191	176	19,489	92,856	812	9,078	102,746
103 Wage Board	152	0	2	154	1	-1	154
107 Voluntary Sep Incentives	125	0	-125	0	0	0	0
199 Total Civ Compensation	73,468	176	19,366	93,010	813	9,077	102,900
308 Travel of Persons	18,269	365	-1,057	17,577	334	-2,750	15,161
399 Total Travel	18,269	365	-1,057	17,577	334	-2,750	15,161
633 DLA Document Services	1,852	116	69	2,037	-1	-368	1,668
699 Total DWCF Purchases	1,852	116	69	2,037	-1	-368	1,668
912 Rental Payments to GSA (SLUC)	2,951	59	-460	2,550	48	1,195	3,793
914 Purchased Communications (Non-Fund)	2,950	59	-439	2,570	49	86	2,705
915 Rents (Non-GSA)	385	8	-220	173	3	0	176
917 Postal Services (U.S.P.S)	89	2	-6	85	2	6	93
920 Supplies & Materials (Non-Fund)	1,292	26	583	1,901	36	-35	1,902
921 Printing & Reproduction	294	6	-122	178	3	21	202
922 Equipment Maintenance By Contract	633	13	0	646	12	474	1,132
923 Facilities Sust, Rest, & Mod by Contract	1,143	23	2,975	4,141	79	-3,346	874
925 Equipment Purchases (Non-Fund)	4,533	91	-16	4,608	88	-422	4,274
932 Mgt Prof Support Svcs	3,678	74	-2,035	1,717	33	4,405	6,155
987 Other Intra-Govt Purch	3,752	75	-565	3,262	62	1,447	4,771
989 Other Services	3,637	73	9,045	12,755	242	-9,213	3,784
990 IT Contract Support Services	5,647	113	-5,760	0	0	7,807	7,807
999 Total Other Purchases	30,984	622	2,980	34,586	657	2,425	37,668
Total	124,573	1,279	21,358	147,210	1,803	8,384	157,397

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Fiscal Year 2014 Budget Estimates

Defense Contract Audit Agency (DCAA)



April 2013

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**Defense Contract Audit Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates**

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

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

	FY 2012 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2013 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2014 <u>Estimate</u>
DCAA	520,587	3,173	50,213	573,973	6,260	31,974	612,207

* The FY 2012 Estimate column includes \$28,676 thousand of the FY 2012 OCO Appropriations funding (PL 112-74).

* The FY 2013 Estimate column excludes \$30,674 thousand requested in the FY 2013 Defense-Wide OCO Budget Request.

* The FY 2014 Estimate column excludes FY 2014 Defense-Wide OCO 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 the State Department and U.S. Agency for International Development on a reimbursable basis.

Significant changes between FY 2013 and FY 2014 include increased work years to reduce the backlog of unaudited contractor incurred costs. Reducing the incurred cost backlog is necessary to (1) assist in achieving auditable financial statements, a Secretary of Defense priority; (2) provide DCAA with data needed for forward-pricing audits; and (3) prevent undue delays in payments of fees to contractors (a portion of fees to contractors is delayed until the contract is closed).

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

DCAA is in full support of the Department's FY 2013 Annual Performance Plan. DCAA's FY 2012 Financial Statements received an unqualified opinion from its Independent Public Auditors. DCAA's hiring and training processes support Department goals for hiring timelines and the Defense Acquisition Workforce Improvement Act (DAWIA) Level II and III certification requirements. DCAA's Information Technology (IT) and National Security Systems (NSS) meet or exceed DoD goals. DCAA is also participating in the pilot of the Financial Management certification program sponsored by OSD Comptroller.

The DCAA continues to return savings to the Government that exceed the cost of its operations. In FY 2012, the Agency audited \$31 billion of costs incurred on contracts and issued 1,811 forward pricing proposal audit reports amounting to \$113 billion. Approximately \$4.2 billion in net savings were reported because of the audit findings. The return on taxpayers' investment is approximately \$6.70 for each dollar invested (\$621 million in FY 2012, including reimbursable).

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

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:

<u>Execution of Workyears</u>	<u>(1)</u> <u>FY 2012</u>	<u>(2)</u> <u>FY 2013</u>	<u>(3)</u> <u>FY 2014</u>
1. Forward Pricing	1,005	903	903
2. Incurred Cost Effort:			
Regular Incurred Cost	1,954	2,175	2,476
CAS Compliance Audits	24	27	30
Total Incurred Cost	1,978	2,202	2,506
3. Operations Audits	17	16	16
4. Special Audits	518	480	502
5. Postaward Audits	42	39	39
6. Cost Accounting Standards: Disclosure Statements, Cost Impact Audits, Etc.	157	156	159
7. Other Direct Audit Effort:			
Procurement Support	214	209	212
Audit Support & Planning	421	386	386
Total Other Direct	635	595	598
8. Field Support:			
Regional Offices	301	300	300
Field Support	128	126	126
Total Field Support	429	426	426
9. Headquarters	157	161	161
Total Workyears	4,938	4,978	5,310

(1) Includes O&M FTEs of 4,223 plus 192 OCO, 82 overtime and 441 DAWDF.

(2) Includes O&M FTEs of 4,978. Excludes DAWDF FTEs (167).

(3) Includes O&M FTEs of 5,310. Excludes DAWDF FTEs (45).

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

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 the forward pricing audit effort is to assist contracting officers in determining and negotiating fair and reasonable prices for negotiated Government contracts. DCAA furnishes pre-award services to contracting officers including:

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

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

c. 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. DCAA provides these services to meet the specific needs of contracting officers.

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I. Description of Operations Financed (cont.)

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

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

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

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I. Description of Operations Financed (cont.)

other business systems gained during these audits is invaluable to the evaluation of contractors' price proposals.

The FY 2014 budget estimate contains a significant increase for the specific purpose of reducing the backlog of unaudited contractor incurred costs. During FYs 2009-2011, DCAA shifted resources away from audits necessary to close contracts (incurred cost audits) in order to focus on performing Generally Accepted Government Auditing Standards (GAGAS) - compliant audits for large contract proposals where audits can help contracting officers negotiate lower prices. This resulted in an increase in the incurred cost backlog of approximately \$420 billion between FY 2008 and FY 2011. DCAA will use the increased funding in FY 2014 for additional audit staff specifically to reduce the backlog. Beginning in FY 2012, DCAA established incurred cost teams who are focusing all of their efforts on the incurred cost audits until the backlog is reduced to an acceptable level. These dedicated teams increase efficiencies by specializing in this type of audit and eliminating disruptions from competing audit assignments. In July 2012, DCAA received authority to examine incurred cost audits that pose lower risk on a sample basis. Clearing the incurred cost backlog is necessary to (1) assist in achieving auditable financial statements, a Secretary of Defense priority; (2) provide DCAA with data needed for forward-pricing audits; and (3) prevent undue delays in payments of fees to contractors (a portion of fees to contractors is delayed until the contract is closed).

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 examinations of termination claims, progress payment requests, and equitable adjustment

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I. Description of Operations Financed (cont.)

claims. They must be accomplished within a short period to avoid adverse effects such as additional claims for interest on amounts due. The special audits category also includes examinations of contractor earned value management systems which DCAA performs as part of a team lead by the Defense Contract Management Agency. This category also includes accounting system audits that DCAA performs for procurement contracting offices prior to contract award, and various other types of effort requested by the contracting officers. DCAA has little control over the number or the timing of these audits and must respond to all such requests as a priority.

5. Postaward Audits. 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. DCAA is responsible for performing these audits, which assist in determining whether a contract or subcontract price was unduly increased because the contractor failed to furnish accurate, complete, or current cost or pricing information in negotiating a contract.

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

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I. Description of Operations Financed (cont.)

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

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

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.

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I. Description of Operations Financed (cont.)

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

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

f. Audit Support and Planning. DCAA field offices prepare annual audit program plans for the upcoming year and work on projects and studies requested by the regions or Headquarters. 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). DCAI develops and delivers training for approximately 4,500 contract auditors and is an affiliated member of the Defense

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I. Description of Operations Financed (cont.)

Acquisition University. DCAI directs and controls the development and delivery of classroom courses, seminars, computer-based self-study courses, and internet-based, instructor-led courses. DCAI has program management responsibility for training and career development in DCAA. It assures that programs of instruction, courses, and training materials meet DoD standards, GAGAS, and National Association of State Boards of Accountancy (NASBA) standards. DCAI provides 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. DCAI ensures training materials are up-to-date and develops new courses when required by the changing audit environment.

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 field offices in the implementation of DoD electronic commerce initiatives.

e. Field Administrative Support. Field administrative support personnel provide administrative and resource management services.

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I. Description of Operations Financed (cont.)

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 2013						
			Congressional Action				
	FY 2012	Budget				Current	FY 2014
A. <u>BA Subactivities</u>	<u>Actual</u>	<u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Estimate</u>	<u>Estimate</u>
1. <u>Audit Institute</u>	7,871	8,464				8,464	8,000
DCAA Communications	9	10				10	10
DCAA Operations	7,862	8,454				8,454	7,990
2. <u>Audit Operations</u>	512,716	565,509				565,509	604,207
DCAA Communications	6,087	5,339				5,339	5,377
DCAA Major Headquarters	31,014	29,160				29,160	34,000
DCAA Operations	475,615	531,010				531,010	564,830
Total	520,587	573,973				573,973	612,207

* The FY 2012 Estimate column includes \$28,676 thousand of the FY 2012 OCO Appropriations funding (PL 112-74).

* The FY 2013 Estimate column excludes \$30,674 thousand requested in the FY 2013 Defense-Wide OCO Budget Request.

* The FY 2014 Estimate column excludes FY 2014 Defense-Wide OCO Budget Request.

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III. Financial Summary (\$ in thousands)

	Change <u>FY 2013/FY 2013</u>	Change <u>FY 2013/FY 2014</u>
B. <u>Reconciliation Summary</u>		
Baseline Funding	573,973	573,973
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	573,973	
Fact-of-Life Changes (2013 to 2013 Only)		
Subtotal Baseline Funding	573,973	
Supplemental	30,674	
Reprogrammings		
Price Changes		6,260
Functional Transfers		
Program Changes		31,974
Current Estimate	604,647	612,207
Less: Wartime Supplemental	-30,674	
Normalized Current Estimate	573,973	

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2013 President's Budget Request (Amended, if applicable)		573,973
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2013 Appropriated Amount		573,973
2. War-Related and Disaster Supplemental Appropriations		30,674
a. OCO Supplemental Funding		
1) FY 2013 Defense-Wide Overseas Operations Budget Request	30,674	
3. Fact-of-Life Changes		
FY 2013 Baseline Funding		604,647
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2013 Estimate		604,647
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-30,674
FY 2013 Normalized Current Estimate		573,973
6. Price Change		6,260
7. Functional Transfers		
8. Program Increases		36,347
a. Annualization of New FY 2013 Program		
b. One-Time FY 2014 Increases		
c. Program Growth in FY 2014		
1) Personnel Compensation	34,771	
Increase in personnel compensation due to increase of 309 Auditor FTEs, primarily assigned to incurred cost teams focusing their efforts on the incurred cost backlog. Reducing the incurred cost backlog is necessary to (1) assist in achieving auditable		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
financial statements, a Secretary of Defense priority; (2) provide DCAA with data needed for forward-pricing audits; and (3) prevent undue delays in payments of fees to contractors (a portion of fees to contractors is delayed until the contract is closed). (FY 2013 Baseline \$489,189; +309 FTEs)		
2) Travel	941	
Supports mission and training travel for increased audit staff. (FY 2013 Baseline \$15,857; +0 FTEs)		
3) DFAS	520	
Increased DFAS support costs. (FY 2013 Baseline \$4,231; +0 FTEs)		
4) Supplies and Other Costs	69	
Support additional audit staff. (FY 2013 Baseline \$4,519; +0 FTEs)		
5) Permanent Change of Station	46	
Permanent Change of Station (PCS) increase. (FY 2013 Baseline \$2,873; +0 FTEs)		
9. Program Decreases		-4,373
a. Annualization of FY 2013 Program Decreases		
b. One-Time FY 2013 Increases		
c. Program Decreases in FY 2014		
1) Rental Payments to GSA	-3,593	
Decreased Agency rental costs due to anticipated savings from proposed Agency-wide hoteling concept at the field audit offices pending union agreement. (FY 2013 Baseline \$14,353; +0 FTEs)		
2) Other Intra-Government Purchases	-251	
Reduced costs for security investigations. (FY 2013 Baseline \$11,209; +0 FTEs)		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
3) Other Services	-215	
Decreased training costs for non-audit staff. (FY 2013 Baseline \$2,657; +0 FTEs)		
4) Equipment Maintenance by Contract	-107	
Reduced cost due to software maintenance contracts. (FY 2013 Baseline \$5,346; +0 FTEs)		
5) IT Contract Support	-91	
Consolidation of certain IT contracts yields efficiency in contract costs. (FY 2013 Baseline \$9,119; +0 FTEs)		
6) Purchased Communications	-64	
Reduced telecommunication requirements within the regions. (FY 2013 Baseline \$5,349; +0 FTEs)		
7) Equipment Purchases	-52	
Decreased furniture and commercial transportation costs. (FY 2013 Baseline \$5,855; +0 FTEs)		
FY 2014 Budget Request		612,207

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IV. Performance Criteria and Evaluation Summary:

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

Performance Based Measures

Overview. As a single mission organization, DCAA is chartered with the responsibility of providing a wide range of audit and financial advisory services supporting the negotiation, administration, and settlement of contracts for Government contracting officers. By virtue of this mission, DCAA must retain a cadre of trained, highly competent and professional employees. In a typical year, labor and related fringe benefits account for approximately 86 percent of DCAA's budget. Statutory and regulatory requirements, designed to ensure that the Government meets its fiduciary responsibilities to the public, drive the majority of DCAA's workload. In this capacity, DCAA supports the oversight and internal control responsibilities of the Office of the Secretary of Defense, the DoD Inspector General, the Government Accountability Office, and the Congress.

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

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IV. Performance Criteria and Evaluation Summary:

DCAA's Strategic Plan. DCAA's current Strategic Plan was issued in November 2010. The Strategic Plan is founded on a Mission Statement, followed by a Vision Statement, Values and Goals. To address key challenges and fulfill its mission, DCAA uses a strategic planning approach which aims to achieve DCAA's Vision through its pursuit of several goals to be accomplished within a 5-year time frame. DCAA also has a Human Capital Plan which tiers from the Strategic Plan, and addresses strategies related to recruitment, on boarding, employee development, retention and succession planning.

DCAA Strategic Plan Goals

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

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

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

Goal 4: Effective working relationships with DCAA external stakeholders.

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

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IV. Performance Criteria and Evaluation Summary:

Summary of Performance Based Measures. The chart below summarizes our Audit Performance Measures. DCAA continues to reassess its performance measures to develop measure that more closely align with the Strategic Plan. As a result, the audit performance measures discussed below may change for FY 2013 and 2014. Detailed descriptions are provided for each of the existing measures.

<u>Notes</u>	<u>Audit Performance Measures</u>	<u>FY 2012 Actual</u>	<u>FY 2013 Objective (Est.)</u>	<u>FY 2014 Objective (Est.)</u>
	<u>Quality Related Measures:</u>			
1	Opinion on Council of Inspectors General on Integrity and Efficiency (CIGIE) Review	No Current Opinion	Unqualified Opinion	Unqualified Opinion
2	DCAA Internal QA Reviews	72%	Exceed FY 2012	TBD
3	Quantitative Methods Usage	32%	TBD	TBD
4	CPE Requirements	100%	100%	100%
	<u>Timeliness Measures:</u>			
5	Forward Pricing Audits Issued by Original Due Date	32%	Exceed FY 2012	TBD
6	Incurred Cost Years Completed	2,930	8,000	TBD
	<u>Efficiency Measure:</u>			
7	Cost per Direct Audit Hour	\$133.54	TBD	TBD

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IV. Performance Criteria and Evaluation Summary:

Description of Performance Measures:

1. Opinion on the Council of Inspectors General on Integrity and Efficiency (CIGIE)

reviews. The Government Auditing Standards, as promulgated by the Government Accountability Office, 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. An unqualified opinion represents full compliance with auditing standards with no reportable deficiencies.

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

3. 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 2013 and 2014 goals for this measure have not yet been established but are expected to be at or above the level of the previous year.

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IV. Performance Criteria and Evaluation Summary:

4. Continuing Professional Education Requirements. All DCAA audit staff members must complete 80 hours of continuing professional education (CPE) over a two year period in accordance with the GAGAS published by the GAO. 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.

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

6. Incurred cost years completed. Timely annual audits of costs incurred on contracts by DCAA are an important part of timely contract closeout for Government contracting officers and an important initiative for the Department of Defense. The FY 2013 goal is 8,000 contractor fiscal year submissions. The FY 2014 goal has not yet been established.

7. 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 2013 and 2014 goals have not yet been established.

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<u>V. Personnel Summary</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	Change FY 2012/ FY 2013	Change FY 2013/ FY 2014
<u>Civilian End Strength (Total)</u>	4,842	5,252	5,426	410	174
U.S. Direct Hire	4,836	5,246	5,420	410	174
Foreign National Direct Hire	1	1	1	0	0
Total Direct Hire	4,837	5,247	5,421	410	174
Foreign National Indirect Hire	5	5	5	0	0
Memo: Reimbursable Civilians Included	501	512	535	11	23
<u>Civilian FTEs (Total)</u>	4,415	4,978	5,310	563	332
U.S. Direct Hire	4,409	4,972	5,304	563	332
Foreign National Direct Hire	1	1	1	0	0
Total Direct Hire	4,410	4,973	5,305	563	332
Foreign National Indirect Hire	5	5	5	0	0
Memo: Reimbursable Civilians Included	501	512	535	11	23
Average Annual Civilian Salary (\$ in thousands)	112.9	110.7	111.8	-2.2	1.1
 <u>Contractor FTEs (Total)</u>	 55	 54	 62	 -1	 8

**Defense Acquisition Workforce
Development Fund (DAWDF) and Overseas
Contingency Operations (OCO)**

<u>Personnel Summary</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	Change FY 2012/ FY 2013	Change FY 2013/ FY 2014
DAWDF End Strength (Total)	318	90	0	-228	-90
DAWDF FTEs (Total)	441	167	45	-274	-122
DAWDF Sustained FTEs	299	518	608	219	90
OCO FTEs (Total)	192	192	181	0	-11

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

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2012</u>	<u>FY 2012/FY 2013</u>		<u>FY 2013</u>	<u>FY 2013/FY 2014</u>		<u>FY 2014</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	437,174	1,054	50,961	489,189	4,280	34,732	528,201
103 Wage Board	47	0	0	47	0	1	48
104 FN Direct Hire (FNDH)	66	0	5	71	1	-2	70
111 Disability Compensation	2,350	0	0	2,350	0	40	2,390
121 PCS Benefits	2,205	0	668	2,873	0	46	2,919
199 Total Civ Compensation	441,842	1,054	51,634	494,530	4,281	34,817	533,628
308 Travel of Persons	17,225	345	-1,713	15,857	301	941	17,099
399 Total Travel	17,225	345	-1,713	15,857	301	941	17,099
696 DFAS Financial Operation (Other Defense Agencies)	3,731	618	-118	4,231	550	520	5,301
699 Total DWCF Purchases	3,731	618	-118	4,231	550	520	5,301
771 Commercial Transport	1,341	27	-437	931	18	-2	947
799 Total Transportation	1,341	27	-437	931	18	-2	947
912 Rental Payments to GSA (SLUC)	13,597	272	484	14,353	273	-3,593	11,033
913 Purchased Utilities (Non-Fund)	4	0	1	5	0	0	5
914 Purchased Communications (Non-Fund)	6,096	122	-869	5,349	102	-64	5,387
915 Rents (Non-GSA)	1,408	28	-756	680	13	-1	692
917 Postal Services (U.S.P.S)	21	0	0	21	0	1	22
920 Supplies & Materials (Non-Fund)	3,502	70	947	4,519	86	69	4,674
921 Printing & Reproduction	100	2	20	122	2	0	124
922 Equipment Maintenance By Contract	4,801	96	449	5,346	102	-107	5,341
923 Facilities Sust, Rest, & Mod by Contract	1,808	36	-1,729	115	2	0	117
925 Equipment Purchases (Non-Fund)	6,438	129	-1,643	4,924	94	-50	4,968
960 Other Costs (Interest and Dividends)	2	0	3	5	0	0	5
987 Other Intra-Govt Purch	10,230	205	774	11,209	213	-251	11,171
989 Other Services	2,048	41	568	2,657	50	-215	2,492
990 IT Contract Support Services	6,393	128	2,598	9,119	173	-91	9,201

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		Change			Change		
	FY 2012	<u>FY 2012/FY 2013</u>		FY 2013	<u>FY 2013/FY 2014</u>		FY 2014
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
999 Total Other Purchases	56,448	1,129	847	58,424	1,110	-4,302	55,232
Total	520,587	3,173	50,213	573,973	6,260	31,974	612,207

- * The FY 2012 Estimate column includes \$28,676 thousand of the FY 2012 OCO Appropriations funding (PL 112-74).
- * The FY 2013 Estimate column excludes \$30,674 thousand requested in the FY 2013 Defense-Wide OCO Budget Request.
- * The FY 2014 Estimate column excludes FY 2014 Defense-Wide OCO Budget Request.

Fiscal Year 2014 Budget Estimates
Defense Contract Management Agency (DCMA)



April 2013

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**Defense Contract Management Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates**

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

	FY 2012 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2013 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2014 <u>Estimate</u>
DCMA	1,208,965	7,189	77,042	1,293,196	14,149	71,261	1,378,606

* The FY 2012 Actuals column includes \$73.7 thousand of FY 2012 OCO Appropriations funding (PL 112-74 December 23, 2011).

* The FY 2013 Estimate column excludes \$69.8 thousand requested in the FY 2013 Defense-Wide Overseas Contingency Operations Budget Request.

* The FY 2014 Estimate column excludes FY 2014 Defense-Wide OCO Budget Request.

I. Description of Operations Financed:

The DCMA mission is to provide Contract Administration Services to the Department of Defense Acquisition Enterprise and its partners to ensure delivery of quality products and services to the warfighter; on time and on cost. The DCMA has two primary objectives: 1) providing Contract Administration Services (CAS) to Military Services worldwide, and 2) providing contingency contract support in-theater. The Agency has worldwide acquisition impact through three regionally based Field Directorates (Operations, International, and Special Programs). The Agency's civilian and military personnel are located in over 740 locations, managing over 20,143 contractors and more than 340K active contracts. These contracts have a total face value of \$3.8 trillion of which \$1.8B has been obligated. Of the obligated amount, \$237B remains unliquidated. The Agency's responsibilities include managing Acquisition Category (ACAT) I and II programs, \$158B of Government property in-plant, \$13.4B in progress payments, and \$22.4B in performance-based payments.

The DCMA specific contractual responsibilities derive from the Federal Acquisition Regulations (FAR) and the Defense Federal Acquisition Regulation Supplement (DFARS). The Military Services embed these requirements in the contracts issued, and then delegate them to the DCMA to administer. The DCMA performs work either on a reimbursable basis or

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

through an international agreement for civilian agencies, foreign governments, and international organizations.

As a Combat Support Agency, the DCMA's role in contingency operations is to perform Contingency Contract Administration Services (CCAS). The DCMA is currently supporting the United States Central Command (USCENTCOM) Area of Responsibility (AOR) for delegated contract administration of the Army Logistics Civil Augmentation Program (LOGCAP) and Air Force Contract Augmentation Program (AFCAP), and supporting additional Systems and Theater Support Contract delegations from CENTCOM Contracting Command (CCC) to include additional support to Combined Security Transition Command-Afghanistan (CSTC-A). The Agency believes that the DCMA will always have a significant role in support of contingency operations and we recommend that after current contingencies have concluded the DCMA maintains a cadre of CCAS trained staff ready to be immediately deployed for the next contingency. Recent CCAS workload increases include:

- CSTC-A support
- Expanded Theater-wide Contracts Awarded by CENTCOM Contracting Command
- Expanded LOGCAP Support
- Expanded AFCAP Support

The DCMA's workforce and business operations area incorporate a wide range of skills and key capabilities needed to provide contract management and acquisition support services such as: Administrative Contracting Officers, Engineers, Property Specialists, and Product Assurance Specialists. These DCMA professionals work directly with the defense suppliers and their customers to help ensure that timely delivery of government supplies and services, at projected cost, and meet all performance requirements. The DCMA provides its customers with unparalleled contract management and acquisition support

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

services when and wherever needed. The DCMA's business operations area consists primarily of the following functions:

Aircraft Operations (AO):

- Develop contractor flight and ground operations policy for Department of Defense (DoD) and Department of Homeland Security
- Train and certify Government Flight Representatives, Government Ground Representatives, and Aviation Safety Officers
- Conduct annual safety training and aviation mishap prevention
- Perform AO risk assessment inspections at contractor facilities
- Chair Risk Advisory Board - Headquarters oversight of aviation risk being mitigated at Contract Management Offices (CMOs)
- Provide expertise to the Agency's Human Capital Directorate for military aviation billets (pilots, maintainers, etc.)
- Represent the DCMA as advisor to Service aviation mishap investigation boards

Contract Safety

- Conduct ammunition and explosives, aircraft ground, National Aeronautics and Space Agency (NASA) and industrial safety surveillance of contractor operations
- Provide technical consultation and training as required
- Clarify contractual safety requirements for internal and external customers
- Oversee contractor corrective actions, ensuring root cause identification and timeliness
- Participate in pre-award surveys and post-award orientation conferences

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

- Review specifications and contracts relative to safety requirements
- Conduct oversight of contractors' safety-related investigations or participate in independent investigation as requested by a contracting officer

Contracting:

- Provide pre-award support
- Identify potential performance risks throughout the entire lifecycle of the contract
- Support contract negotiations
- Negotiate and execute Administrative Contracting Office (ACO) mods
- Monitor contract performance
- Review and process progress payments, vouchers and invoices
- Contract closeout duties
- Monitor Cost Accounting Standards compliance
- Resolve contract disputes

Contractor Business Systems:

- Approve or disapprove business systems in coordination with the DCMA functional specialists and Defense Contract Audit Agency (DCAA) auditors
- Implement and track payment withholds when systems are disapproved
- Monitor contractor Corrective Action Plans for mitigating cited significant deficiencies

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

Cost and Pricing:

- Provide field pricing assistance
- Establish forward and final indirect rates
- Monitor contractor indirect costs
- Perform overhead should cost reviews
- Provide support to negotiations

Earned Value Management:

- Serve as the DoD authority for Earned Value Management System (EVMS) policy
- Develop, test and evaluate "tools" and training for EVMS compliance, surveillance and program analysis functions
- Conduct EVMS compliance reviews, surveillance and program analysis

Engineering:

- Support design reviews, test and evaluation efforts, contract negotiations, and technical system reviews
- Assess contractor performance through tailored, risk-based planning and provide engineering surveillance data and analyses for customers using common "DCMA Branded Engineering Products"
- Analyze contractor Reliability and Maintainability (R&M) and integrated logistics support
- Assist in evaluating and make recommendations for acceptance or rejection of deviations and Engineering Change Proposals (ECPs)

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

- Review and analyze contractor-proposed engineering and design studies and submit comments and recommendations to the contracting office

Manufacturing and Supply Chain Predictability:

- Provide customers with insight into the contractor's manufacturing, supply chain performance, and provide a predictive analysis to contractor's delivery performance.
- Provide surveillance of the contractor's manufacturing performance for contract cost and schedule
- Provide surveillance of the contractor's manufacturing and supply chain business systems to determine their potential effects on contract success.
- Assess and report contractor manufacturing and supply chain performance, risk, and associated metrics to predict future contract performance

Property and Plant Clearance:

- Conduct Property Management System Analyses (PMSAs)
- Evaluate property loss (includes theft, damage and destruction)
- Perform reutilization screening of excess property; ensure timely disposal
- Accept delegations from other Federal agencies, e.g., NASA
- Support CCAS property administration
- Support CMO contract closeout efforts

Quality Assurance:

- Conduct audits and assess capability of contractor quality systems

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

- Provide insight to the contractors' Quality Management System past performance
- Ensure product meets quality contract requirements and performance government acceptance

Small Business:

- Conduct subcontracting plan reviews at large businesses with contracts over \$650K
- Provide analysis and recommendations on subcontracting plans at contract award
- Negotiate Master Subcontracting Plans
- Negotiate and manage comprehensive plans under the DoD test program
- Review prime contractors' mentor-protégé agreements, track progress, and develop ROI report for Congress
- Conduct reviews of Procurement Technical Assistance Centers (PTAC)

Software Engineering and Acquisition Management:

- Assess and participate in formal reviews and audits:
 - System Specification Review or System Status Review (SRR)
 - Preliminary Design Review (PDR)
 - Critical Design Review (CDR)
 - Test Readiness Review (TRR)
 - Functional Configuration Audit-Physical Configuration Audit (FCA-PCA)
 - Formal Qualification Testing (FQT)
- Perform process audits and reviews to ensure contractor compliance

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

- Perform product evaluations of contractor's source code and associated documentation
- Witness testing, accept product, analyze performance for trends, identify and monitor supplier risks, provide independent and objective program status, issue Corrective Action Requests, monitor sub-contractor performance, participate on IPTs and SCCB activities, identify Continuous Improvement Opportunities, and perform predictive analysis

Terminations:

- Conduct post-termination conferences
- Analyze contractors' settlement proposals and obtain technical, audit, and legal evaluations as required
- Approve partial payments
- Approve contractors' settlements with subcontractors
- Negotiate settlements or make determinations and execute settlement agreements

Transportation:

- FOB Origin - all shipments
- FOB Destination - OCONUS destinations
- Customs documentation assistance
- Commercial Duty Free Entry for valid DoD contract purchases imports
- Military Duty Free Entry
 - o Consigned to DoD Installations
 - o Consigned to Commercial Facilities

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

This budget submit supports the Agency's plan for acquisition workforce growth as envisioned by the Department for the DCMA to assume a broader acquisition role e.g., price costing, earned value and quality assurance as well as invigorate core competencies with new talent.

II. Force Structure Summary:

N/A

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

			FY 2013					
			Congressional Action					
	FY 2012	Budget				Current	FY 2014	
A. <u>BA Subactivities</u>	<u>Actual</u>	<u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Estimate</u>	<u>Estimate</u>	
1. Operational Support	1,196,322	1,278,740				1,278,740	1,368,483	
Contract Management	1,196,322	1,278,740				1,278,740	1,368,483	
2. Training	12,643	14,456				14,456	10,123	
Base Support (local training, conferences, tuition assistance)	1,891	3,335				3,335	1,518	
Professional Development	1,091	2,801				2,801	911	
Specialized Skill Training	9,661	8,320				8,320	7,694	
Total	1,208,965	1,293,196				1,293,196	1,378,606	

* The FY 2012 Actuals column includes \$73.7 thousand of FY 2012 OCO Appropriations funding (PL 112-74 December 23, 2011).

* The FY 2013 Estimate column excludes \$69.8 thousand requested in the FY 2013 Defense-Wide Overseas Contingency Operations Budget Request.

* The FY 2014 Estimate column excludes FY 2014 Defense-Wide OCO Budget Request.

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III. Financial Summary (\$ in thousands)

	Change <u>FY 2013/FY 2013</u>	Change <u>FY 2013/FY 2014</u>
B. <u>Reconciliation Summary</u>		
Baseline Funding	1,293,196	1,293,196
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	1,293,196	
Fact-of-Life Changes (2013 to 2013 Only)		
Subtotal Baseline Funding	1,293,196	
Supplemental	69,802	
Reprogrammings		
Price Changes		14,149
Functional Transfers		
Program Changes		71,261
Current Estimate	1,362,998	1,378,606
Less: Wartime Supplemental	-69,802	
Normalized Current Estimate	1,293,196	

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2013 President's Budget Request (Amended, if applicable)		1,293,196
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2013 Appropriated Amount		1,293,196
2. War-Related and Disaster Supplemental Appropriations		69,802
a. OCO Supplemental Funding		
1) Overseas Contingency Operations	69,802	
Overseas Contingency Operations (FY 2013 Baseline \$69,802; +164 FTEs)		
3. Fact-of-Life Changes		
FY 2013 Baseline Funding		1,362,998
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2013 Estimate		1,362,998
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-69,802
FY 2013 Normalized Current Estimate		1,293,196
6. Price Change		14,149
7. Functional Transfers		
8. Program Increases		75,320
a. Annualization of New FY 2013 Program		
b. One-Time FY 2014 Increases		
c. Program Growth in FY 2014		
1) Personnel Compensation:	49,461	
The increase in personnel compensation reflects an increase of 398 Full Time Equivalents (FTEs) of which 260 FTEs are converting out of the Section 852 into baseline funding. The increased size of the		

**Defense Contract Management Agency
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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
<p>acquisition workforce at DCMA will perform the full spectrum of contract management functions (i.e., Engineering, Quality Assurance, Price Cost, etc.) Additionally, the personnel compensation growth reflects a higher than inflationary growth due to an increase in the average annual rate based on FY 2012 actuals. NOTE: 1,299 FTEs are budgeted within the Defense Acquisition Workforce Development Fund in FY 2013.</p>		
<p>(FY 2013 Baseline \$1,109,903K; +398 FTEs)</p>		
<p>2) Other Contracts</p> <p>The increase in other contracts is necessary to support the continuity of the DCMA internal process efficiencies. Initiatives supported in this budget request include the Financial Improvement and Audit Readiness (FIAR) and the Defense Agency Initiative (DAI). FIAR will support Department of Defense (DoD) requirement to obtain a clean audit opinion per the Chief Financial Officers Act of 1990 and the National Defense Act of 2009. DAI will help to transform the budget, finance, and accounting operations of DoD agencies to achieve accurate and reliable financial information in support of financial accountability and sound business decision making. DCMA will need additional resources to migrate from stove-piped feeder systems and manual processes to the new integrated Enterprise Resource Planning (ERP) system. The steps required for implementation are extensive and include: data mapping and conversion, business process reengineering, establishing a help desk, and</p>	<p>12,287</p>	

**Defense Contract Management Agency
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Fiscal Year (FY) 2014 Budget Estimates**

III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
associated training of personnel. (FY 2013 Baseline \$10,318K; +0 FTEs)		
3) Equipment Purchases Equipment purchases have increased due to acquisition growth, and replacement cycle for Firewalls and Intrusion Detection required by Cyber Command mandates in support of Information Assurance (IA) security. Also, furniture costs have risen with need to outfit additional spaces related to the Agency workforce growth. (FY 2013 Baseline \$28,783K; +0 FTEs)	5,836	
4) Travel The increase in travel is commensurate with the acquisition workforce growth and the Agency's mission. In FY 2014 and beyond, the DCMA has instituted a cost saving initiative by funding travel on an Agency per capita basis. This approach ensures the Agency's compliance with the Secretary of Defense Efficiency Initiative and the President's Campaign to Cut Waste. (FY 2013 Baseline \$23,171K; +0 FTEs)	3,421	
5) Purchased Communications & Postal Services Increase in purchased communications results from enhancing our mobility efforts to better service our workforce (i.e., Quality Assurance and Pricing Representatives) at remote locations to perform the contract administration mission. (FY 2013 Baseline \$10,534K; +0 FTEs)	1,851	
6) GSA Rents (non GSA) Increase in infrastructure cost results from	1,273	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
acquiring additional leased space in FY 2014 due to the estimated increase in Acquisition workforce and the annual Utility Company unit cost escalations. (FY 2013 Baseline \$23,000K; +0 FTEs)		
7) Voluntary Incentive Pay Voluntary incentive pay is required to balance the workforce skills to that of the workload. The Agency will employ all necessary actions to place displaced employees prior to offering incentives. (FY 2013 Baseline \$600K; +0 FTEs)	700	
8) Permanent Change of Station DCMA will require additional PCS funds to hire personnel to meet recruitment needs across the Agency. Additionally, the Agency will need to realign personnel to support the ever changing contractor workload. (FY 2013 Baseline \$11,623K; +0 FTEs)	486	
9) Foreign National Indirect Hires The increase in cost is based on the FY 2013 projected. (FY 2013 Baseline \$849K; +0 FTEs)	5	
9. Program Decreases		-4,059
a. Annualization of FY 2013 Program Decreases		
b. One-Time FY 2013 Increases		
c. Program Decreases in FY 2014		
1) DISA Telecommunications Services The decrease in DISA telecommunication is a result of no longer having the requirement to pay DISA DSN subscription fees. (FY 2013 Baseline \$8,752K; +0 FTEs)	-2,066	
2) Defense Finance and Accounting Service DFAS efficiencies. (FY 2013 Baseline \$6,342K; +0	-616	

Defense Contract Management Agency
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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
FTEs)		
3) IT Contract Support	-471	
Decrease in IT contract services results from efficiencies realized through implementation of technology that enables help desk personnel to remotely monitor and control troubled computers and systems.		
(FY 2013 Baseline \$26,106K; +0 FTEs)		
4) Disability Compensation	-396	
Decrease in Disability Compensation reflects the service provider estimate. (FY 2013 Baseline \$4,178K; +0 FTEs)		
5) Facility Sustainment, Restoration, and Modernization (FSRM)	-236	
The decrease in Facility Sustainment, Restoration, and Modernization (FSRM) funding is due to our requirements changing on an annual basis. The DCMA FSRM requirements are dependent upon the number of leases expiring and the required movement of personnel.		
(FY 2013 Baseline \$5,497K; +0 FTEs)		
6) Foreign National Direct Hires	-126	
The decrease in cost is projected based on the FY 2012 actual. (FY 2013 Baseline \$5,912K; +0 FTEs)		
7) DISA Enterprise Computing Center	-117	
The decrease in cost reflects the program stabilization. (FY 2013 Baseline \$3,500K; +0 FTEs)		
8) Supplies, Utilities, Printing, Equip Maintenance and Interest	-22	
The decrease in cost reflects cost saving measures in		

Defense Contract Management Agency
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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2014. (FY 2013 Baseline \$9,937K; +0 FTEs)		
9) Commercial Transportation	-9	
The decrease in the funding requirement is a realignment of funds from PCS transportation to PCS labor. (FY 2013 Baseline \$4,192K; +0 FTEs)		
FY 2014 Budget Request		1,378,606

**Defense Contract Management Agency
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IV. Performance Criteria and Evaluation Summary:

Performance Management is an integral component of the 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 the 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's 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 the DCMA's 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

**Defense Contract Management Agency
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IV. Performance Criteria and Evaluation Summary:

Acquisition Enterprise Perspective

Strategic End State: - the 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.

Strategic Initiatives

- Initiative #1: Enhance the 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 metrics that assess and identify 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. 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 more effectively measure customer satisfaction levels.

**Defense Contract Management Agency
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IV. Performance Criteria and Evaluation Summary:

- Initiative #6: Execute our expanded mission for Contract Contingency Administration Services (CCAS) more 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/efficiency in our mission as well as to 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.

**Defense Contract Management Agency
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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 which optimizes the process and eliminates duplicate efforts.
- Initiative #6: Reduce the number of overage contracts.
- Initiative #7: Establish the Agency Lean Six Sigma (LSS) Program Office to enhance Agency operational performance and ensure a 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, and quality assurance surveillance plans.

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.

**Defense Contract Management Agency
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IV. Performance Criteria and Evaluation Summary:

- 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.

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; will result in improved customer service and reduced vacancy fill times.
- Initiative #5: Revitalize the 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 an Agency approach for recruiting, retaining, managing, and utilizing the Emergency Essential (EE) personnel needed to support our 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 the DCMA mission

**Defense Contract Management Agency
Operation and Maintenance, Defense-Wide
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IV. Performance Criteria and Evaluation Summary:

requirements, military service needs, and provide the service members with training and development opportunities.

- Initiative #8: Conduct a realistic assessment of costs to train and develop the workforce to specified competencies; create funding profiles that mirror requirements.

Performance Assessment- Progress towards the end state is assessed with performance indicators such as improving the Defense Acquisition Workforce Improvement Act (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 resources.

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,

**Defense Contract Management Agency
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IV. Performance Criteria and Evaluation Summary:

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.
- 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
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<u>V. Personnel Summary</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	Change FY 2012/ FY 2013	Change FY 2013/ FY 2014
<u>Active Military End Strength (E/S) (Total)</u>	<u>419</u>	<u>562</u>	<u>562</u>	<u>143</u>	<u>0</u>
Officer	348	493	493	145	0
Enlisted	71	69	69	-2	0
<u>Reserve Drill Strength (E/S) (Total)</u>	<u>41</u>	<u>41</u>	<u>41</u>	<u>0</u>	<u>0</u>
Officer	33	33	33	0	0
Enlisted	8	8	8	0	0
<u>Civilian End Strength (Total)</u>	<u>9,576</u>	<u>13,036</u>	<u>11,590</u>	<u>3,460</u>	<u>-1,446</u>
U.S. Direct Hire	9,492	12,948	11,502	3,456	-1,446
Foreign National Direct Hire	71	75	75	4	0
Total Direct Hire	9,563	13,023	11,577	3,460	-1,446
Foreign National Indirect Hire	13	13	13	0	0
<u>Active Military Average Strength (A/S) (Total)</u>	<u>419</u>	<u>562</u>	<u>562</u>	<u>143</u>	<u>0</u>
Officer	348	493	493	145	0
Enlisted	71	69	69	-2	0
<u>Reserve Drill Strength (A/S) (Total)</u>	<u>41</u>	<u>41</u>	<u>41</u>	<u>0</u>	<u>0</u>
Officer	33	33	33	0	0
Enlisted	8	8	8	0	0
<u>Civilian FTEs (Total)</u>	<u>9,114</u>	<u>10,742</u>	<u>11,089</u>	<u>1,628</u>	<u>347</u>
U.S. Direct Hire	9,030	10,653	11,000	1,623	347
Foreign National Direct Hire	71	75	75	4	0
Total Direct Hire	9,101	10,728	11,075	1,627	347
Foreign National Indirect Hire	13	14	14	1	0
Memo: Reimbursable Civilians Included	671	744	693	73	-51
Average Annual Civilian Salary (\$ in thousands)	116.4	113.3	114.8	-3.1	1.5

**Defense Contract Management Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates**

DAWDF and OCO Personnel Summary	FY 2012	FY 2013	FY 2014	Change FY 2012/ FY 2013	Change FY 2013/ FY 2014
DAWDF End Strength (Total)	1,033	1,213	1,293	180	80
OCO End Strength (Total)	205	250	164	45	-86
DAWDF and OCO End Strength Total	1,238	1,463	1,457	225	-6
DAWDF FTEs (Total)	1,354	1,090	1,299	-264	209
OCO FTEs (Total)	271	241	164	-30	-77

**Defense Contract Management Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates**

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

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2012</u>	<u>FY 2012/FY 2013</u>		<u>FY 2013</u>	<u>FY 2013/FY 2014</u>		<u>FY 2014</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	963,759	2,323	143,607	1,109,689	9,710	49,437	1,168,836
103 Wage Board	201	0	13	214	2	24	240
104 FN Direct Hire (FNDH)	4,924	12	976	5,912	52	-126	5,838
107 Voluntary Sep Incentives	1,447	0	-847	600	0	700	1,300
111 Disability Compensation	4,091	0	87	4,178	0	-396	3,782
121 PCS Benefits	8,033	0	3,590	11,623	0	486	12,109
199 Total Civ Compensation	982,455	2,335	147,426	1,132,216	9,764	50,125	1,192,105
308 Travel of Persons	32,024	640	-9,493	23,171	440	3,421	27,032
399 Total Travel	32,024	640	-9,493	23,171	440	3,421	27,032
647 DISA Enterprise Computing Centers	3,500	60	-60	3,500	117	-117	3,500
677 DISA Telecomm Svcs - Reimbursable	5,506	-191	3,437	8,752	747	-2,066	7,433
696 DFAS Financial Operation (Other Defense Agencies)	4,436	735	1,171	6,342	825	-616	6,551
699 Total DWCF Purchases	13,442	604	4,548	18,594	1,689	-2,799	17,484
771 Commercial Transport	3,170	63	959	4,192	80	-9	4,263
799 Total Transportation	3,170	63	959	4,192	80	-9	4,263
901 Foreign National Indirect Hire (FNIH)	547	1	301	849	7	5	861
912 Rental Payments to GSA (SLUC)	17,919	358	2,214	20,491	389	320	21,200
913 Purchased Utilities (Non-Fund)	2,476	50	435	2,961	56	-6	3,011
914 Purchased Communications (Non-Fund)	11,229	224	-1,047	10,406	198	1,815	12,419
915 Rents (Non-GSA)	2,156	44	309	2,509	48	953	3,510
917 Postal Services (U.S.P.S)	217	4	-93	128	2	36	166
920 Supplies & Materials (Non-Fund)	5,189	104	-804	4,489	85	-9	4,565
921 Printing & Reproduction	152	3	-15	140	3	-1	142
922 Equipment Maintenance By Contract	792	16	1,509	2,317	44	-5	2,356
923 Facilities Sust, Rest, & Mod by Contract	4,373	87	1,037	5,497	104	-236	5,365

**Defense Contract Management Agency
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		Change			Change		
	FY 2012	<u>FY 2012/FY 2013</u>		FY 2013	<u>FY 2013/FY 2014</u>		FY 2014
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
925 Equipment Purchases (Non-Fund)	46,681	934	-18,832	28,783	547	5,836	35,166
960 Other Costs (Interest and Dividends)	22	0	8	30	1	-1	30
989 Other Services	38,212	764	-28,658	10,318	196	12,287	22,801
990 IT Contract Support Services	47,909	958	-22,762	26,105	496	-471	26,130
999 Total Other Purchases	177,874	3,547	-66,398	115,023	2,176	20,523	137,722
Total	1,208,965	7,189	77,042	1,293,196	14,149	71,261	1,378,606

* The FY 2012 Actuals column includes \$73.7 thousand of FY 2012 OCO Appropriations funding (PL 112-74 December 23,2011).

* The FY 2013 Estimate column excludes \$69.8 thousand requested in the FY 2013 Defense-Wide Overseas Contingency Operations Budget Request.

* The FY 2014 Estimate column excludes FY 2014 Defense-Wide OCO Budget Request.

Fiscal Year 2014 Budget Estimates

Defense Finance and Accounting Service



April 2013

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**Defense Finance and Accounting Service
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates**

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

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

	FY 2012 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2013 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2014 <u>Estimate</u>
DFAS	0	0	17,513	17,513	333	-17,846	0

I. Description of Operations Financed: The Defense Finance and Accounting Service (DFAS), (<http://www.dfas.mil>) serves as the Executive Agent, responsible for finance and accounting activities within the Department of Defense (DoD).

Changes between FY 2013 and FY 2014: The DFAS FY 2013 funding will be transferred to other Defense-Wide Agencies for proper execution of the Department's Audit Readiness initiative. Funding has been allocated to the appropriate Defense Wide agencies to continue these activities in FY 2014 and beyond. DFAS will continue to support the Audit Readiness initiative through the agency's Working Capital Fund, obtaining revenue by charging its customers for the services it provides rather than being funded through direct appropriations.

Audit Readiness Initiative: In 2009, the Department presented a plan to meet the Congressional deadline for achieving audit ready financial statements by 2017. The plan focused first on achieving audit readiness for the information most used by DoD managers - budgetary information and counts and location of assets - but sought to achieve full audit readiness by FY 2017 as required by law.

In 2011, the Secretary issued new guidance, accelerating key elements of the audit readiness initiative and placing greater emphasis on the overall effort. The DoD now strives to attain audit readiness of key budget statements (the Statement of Budgetary Resources) by 2014, to increase the emphasis on asset audits, and to provide support to a

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

standard financial training and professional development program, while still achieving full audit readiness by FY 2017.

This strategy offers a more focused approach to achieving audit readiness by: concentrating on the information most used in managing the Department; providing managers auditable general-fund information to track spending and identify waste; and improving the way the Pentagon does business sooner, with greater efficiency.

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 2013				
			<u>Congressional Action</u>				
<u>A. BA Subactivities</u>	<u>FY 2012</u> <u>Actual</u>	<u>Budget</u> <u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Current</u> <u>Estimate</u>	<u>FY 2014</u> <u>Estimate</u>
Audits	0	6,621				6,621	0
Financial Management	0	5,125				5,125	0
Certification Program							
Process Review and	0	5,767				5,767	0
Remediation							
Total	0	17,513				17,513	0

Defense Finance and Accounting Service
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III. Financial Summary (\$ in thousands)

	Change <u>FY 2013/FY 2013</u>	Change <u>FY 2013/FY 2014</u>
B. <u>Reconciliation Summary</u>		
Baseline Funding	17,513	17,513
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	17,513	
Fact-of-Life Changes (2013 to 2013 Only)		
Subtotal Baseline Funding	17,513	
Supplemental		
Reprogrammings		
Price Changes		333
Functional Transfers		
Program Changes		-17,846
Current Estimate	17,513	
Less: Wartime Supplemental		
Normalized Current Estimate	17,513	

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 2013 President's Budget Request (Amended, if applicable)		17,513
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2013 Appropriated Amount		17,513
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2013 Baseline Funding		17,513
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2013 Estimate		17,513
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2013 Normalized Current Estimate		17,513
6. Price Change		333
7. Functional Transfers		
8. Program Increases		
a. Annualization of New FY 2013 Program		
b. One-Time FY 2014 Increases		
c. Program Growth in FY 2014		
9. Program Decreases		-17,846
a. Annualization of FY 2013 Program Decreases		
b. One-Time FY 2013 Increases		
c. Program Decreases in FY 2014		
1) Audit Readiness Initiative	-17,846	
The DFAS FY 2013 funding will be transferred to other Defense-Wide Agencies for proper execution of the Department's Audit Readiness initiative. Funding has been allocated to the appropriate Defense-Wide		

Defense Finance and Accounting Service
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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
agencies to continue these activities in FY 2014 and beyond. (FY 2013 Baseline \$0; +0 FTEs)		
FY 2014 Budget Request		

Defense Finance and Accounting Service
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IV. Performance Criteria and Evaluation Summary:

N/A - all funds will be transferred in FY 13.

Defense Finance and Accounting Service
Operation and Maintenance, Defense-Wide
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V. Personnel Summary

N/A

Defense Finance and Accounting Service
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VI. OP 32 Line Items as Applicable (Dollars in thousands):

		Change			Change		
	FY 2012	FY 2012/FY 2013		FY 2013	FY 2013/FY 2014		FY 2014
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
989 Other Services	0	0	17,513	17,513	333	-17,846	0
999 Total Other Purchases	0	0	17,513	17,513	333	-17,846	0
Total	0	0	17,513	17,513	333	-17,846	0

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Fiscal Year 2014 Budget Estimates
Defense Human Resources Activity (DHRA)



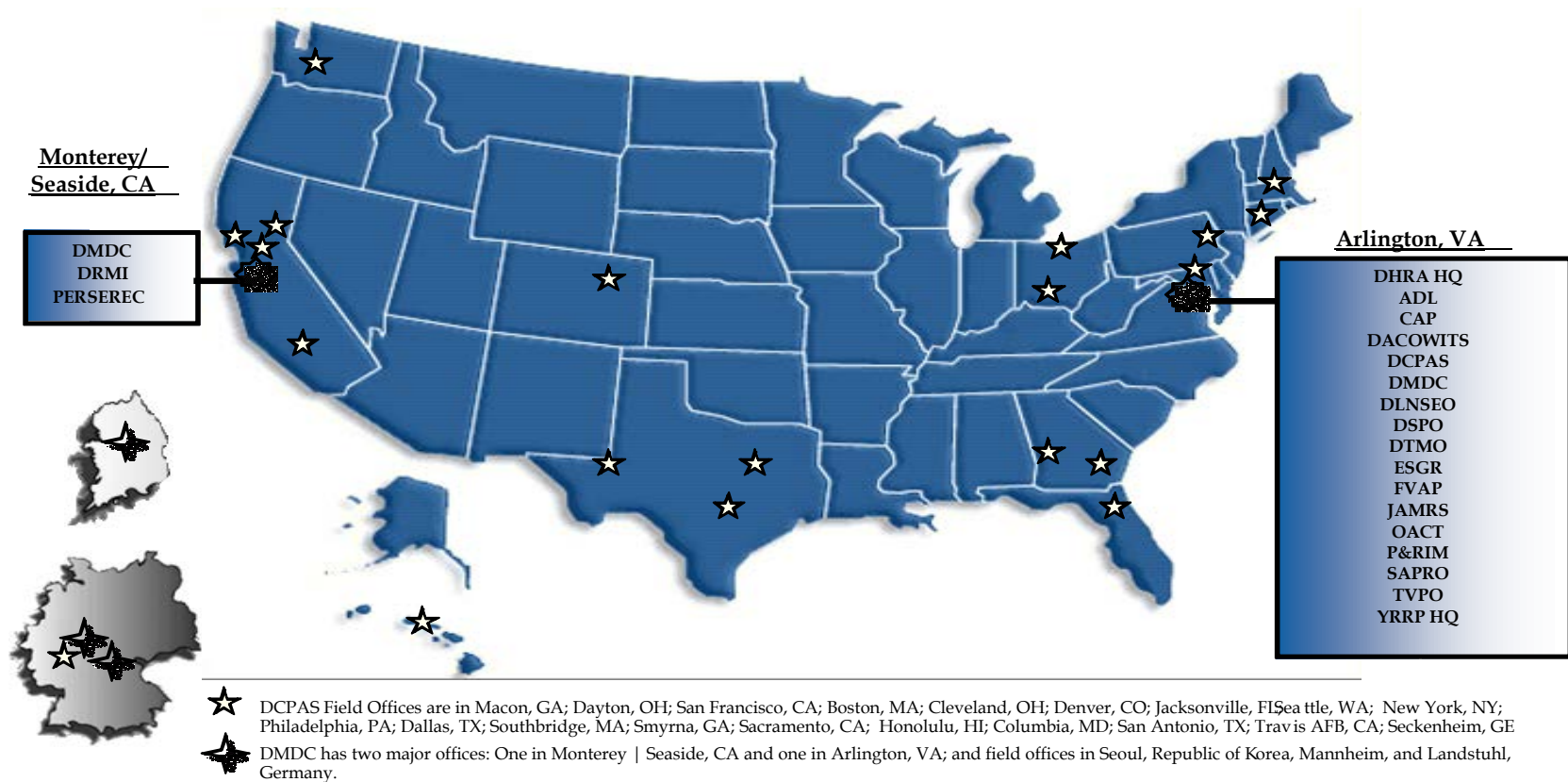
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Defense Human Resources Activity
Operation and Maintenance, Defense-Wide
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The DHRA is the premier provider of human resources management services to Departmental leaders, civilians, military members,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

Defense Human Resources Activity
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates



**Defense Human Resources Activity
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates**

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

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

	FY 2012 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2013 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2014 <u>Estimate</u>
DHRA	661,423	10,689	4,074	676,186	11,403	75,502	763,091

* The FY 2013 Estimate column excludes \$3,334.0 thousand of Overseas Contingency Operations Appropriations for FY 2013.

* The FY 2014 Estimate column excludes FY 2014 Defense-Wide OCO Budget Request.

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 (OUSD (P&R)). The Field Activity supports policy development by 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 war-fighters and their families.

The DHRA FY 2014 budget funds execution of the Field Activity's mission to:

- Organize, direct, and manage all assigned resources, to include the twenty-four programs described herein
- Maintain a central repository of the DoD Human Resource (HR) information, both current and historic
- Provide program and policy support and associated information management and administrative services to the DoD Components on civilian HR matters
- Provide DoD-wide guidance on civilian personnel policy and professional development programs (except with regard to Defense Civilian Intelligence

**Defense Human Resources Activity
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates**

I. Description of Operations Financed (cont.)

Personnel System, where guidance is developed by the Under Secretary of Defense for Intelligence in conjunction with the USD (P&R))

- Support functional policy analyses, workshops, and change management activities; define and/or document functional requirements; provide for business process reengineering, continuous process improvement; and develop, integrate, and provide functional oversight for the Human Resources Management (HRM) enterprise architecture and HRM information management initiatives
- Act as the source for collecting and archiving manpower-related databases, as well as providing management information based on research and analysis of HR and other related federal functional area databases
- Administer the sexual assault prevention and response policies and programs for the Department of Defense
- Administer the suicide prevention policies and programs for the Department of Defense
- Administer transition assistance policies and programs for the Department of Defense
- Administer the combating trafficking in personnel policies and programs for the Department of Defense
- Assist in the establishment and administration of policy regarding the development, maintenance, and utilization of language capabilities; monitor trends in the promotion, accession, and retention of individuals with critical skills; and explore innovative concepts to expand language capabilities
- Serve as the single focal point for commercial travel within the Department of Defense. Assist in establishing strategic direction and in establishing and administering travel policy; centrally manage all commercial travel programs

**Defense Human Resources Activity
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates**

I. Description of Operations Financed (cont.)

- Provide policy support for DoD identification cards distributed to members of the Military, DoD civilians, contractors, and other eligible personnel
- Administer the federal responsibilities of the Uniformed and Overseas Citizens Absentee Voting Act of 1986 (UOCAVA), as most recently amended by the Military Overseas Voter Empowerment Act (MOVE Act)
- Provide assistive technology to allow DOD and federal employees with disabilities to access electronic and information technology.
- Design and manage DHRA programs and activities to improve standards of performance, economy, and efficiency

The Field Activity supports the OUSD (P&R) in its mission to develop policies, plans, and programs that will ensure the readiness of the Total Force and the well-being of military families. The Field Activity supports the Under Secretary's vision of creating an organization that is dedicated and committed to the readiness of the Department's Service men and women, their families, and civilian employees. The DHRA FY 2014 budget supports the Under Secretary's three fundamental focus areas:

- Ensure Total Force Readiness
- Care for Our People
- Create and Sustain a Culture of Relevance, Effectiveness, and Efficiency

Narrative Explanation of Changes:

This submission includes a short discussion of changes from FY 2012 to FY 2013 to establish context, and then goes into detail on the changes from DHRA's FY 2013 President's Budget submission to the DHRA FY 2014 President's Budget submission.

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

In FY 2013, DHRA executed the following programmatic changes:

- The Computer/Electronics Accommodation Program (CAP) transferred to DHRA from the TRICARE Management Activity (TMA).
- The Defense Suicide Prevention Office (DSPO) transferred to DHRA from the Office of the Under Secretary of Defense for Personnel and Readiness (OUSD (P&R)).
- The Synchronized Pre-deployment and Operational Tracker (SPOT) Enterprise Suite transferred to DHRA from the Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics (OUSD (AT&L)).
- The Enterprise Identity Attribute Service (EIAS) was integrated into the Defense Manpower Data Center's Common Access Card (CAC) Program.
- The Interagency Program Office (IPO) transferred from DHRA to TMA.

DHRA is funding these programmatic changes within its FY 2013 funded level.

The FY 2014 DHRA budget:

- Includes funding for the transfer of the Transition to Veterans Program Office (TVPO) from the Office of the Under Secretary of Defense (Personnel and Readiness) to DHRA
- Restores funding for the Virtual Lifetime Electronic Record (VLER) initiative
- Increases funding in support of the suicide prevention program
- Enhances data architecture on both the SIPRnet and NIPRnet to meet both the Federal Enterprise Architecture and the DoD Business Enterprise Architecture as well as to keep pace with the demands of real time, dynamic information interoperability

**Defense Human Resources Activity
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates**

I. Description of Operations Financed (cont.)

- Increases funding to assist Uniformed Service personnel, their spouses, and voting-age dependents, and overseas citizens, exercise their right to vote in federal elections so that they have an opportunity equal to that of the general population to vote and have that vote counted
- Funds an OSD Manpower System that will provide a manpower capability to manage and model "what-if" requirements to provide the mandated flexibility to meet program changes, crisis situations, and new management strategies; and provide the capability to fully evaluate new policy impacts upon manpower
- Converts Computer/Electronic Accommodation Program Overseas Contingency Operations funding to the baseline because the requirement to support the purchase of assistive technologies and accommodation solutions for wounded warriors will continue well beyond current Overseas Contingency Operations
- Initiates the consolidation of Defense Civilian Personnel Data System regional server operations IAW the FY 2005 National Defense Authorization Act mandate for increased control of the Department's information technology investments
- Transfers the Wounded Warrior Care and Transition Policy (WWCTP) Office from DHRA. The Wounded Warrior Care Program has transferred to the TRICARE Management Activity (TMA).

Increases and decreases are detailed at the program level.

Defense Human Resources Activity
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates

I. Description of Operations Financed (cont.)

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

(Dollars in Thousands)		
FY 12	FY 13	FY 14
27,187	25,549	25,663

The JAMRS mission is to enable DoD Leadership and the Services to make informed, research-based recruiting decisions, eliminating unnecessary redundancies across the recruiting communities, and conducting focused outreach efforts that are distinct from, yet integral to, those of the Services in order to preserve and enhance the All-Volunteer Force. Within DoD, JAMRS has the sole responsibility for monitoring the youth market and providing timely, accurate, and actionable information regarding youth's interest in and reasons for joining, as well as influencers' attitudes toward, military service. JAMRS is the only DoD program that tracks each advertising campaign conducted by the Services/Components so they can optimize their marketing resources. JAMRS helps to ensure nearly a billion dollars of advertising is spent effectively (GAO-03-1005 recommendation). In essence, JAMRS ensures the shared information needs required for military recruiting are met and that duplication of effort is minimized. Further, JAMRS has sole responsibility for compiling, processing, storing, and distributing prospect lists that are the foundation of the Services' recruiting outreach efforts. JAMRS also executes targeted outreach efforts designed to elevate perceptions as well as consideration of Military careers among young adults and their influencers during the career decision-making process. These outreach efforts increase awareness and advocacy of the military and create a more fertile and cost-effective recruiting environment for the Services.

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

Defense Human Resources Activity
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates

I. Description of Operations Financed (cont.)

Defense Language and National Security Education Office (DLNSEO)

(Dollars in Thousands)		
<u>FY 12</u>	<u>FY 13</u>	<u>FY 14</u>
67,138	58,132	57,950

DLNSEO was established through the merger of the former Defense Language Office and the National Security Education Program. DLNSEO provides strategic direction, policy, and programmatic oversight to the Military Departments, Defense Agencies, and the Combatant Commands on present and future requirements related to language, regional expertise, and culture. DLNSEO works to ensure that the Department has the required combination of language, regional, and cultural capabilities to meet its current and projected needs and creates a workforce pipeline that supports U.S. national security needs for the future. DLNSEO provides OSD-level guidance in the areas of language and culture training, testing and curriculum development. It develops, recommends, and monitors policies for language, regional and culture related to the accession management, and utilization of members of the Armed Forces and DOD civilian employees. DLNSEO supports the DoD mission of building partner capacity through innovative concepts designed to expand Defense foreign language, regional and cultural skills and capabilities, and through English language training to support heritage recruiting. The office's vital investment in strategic partnerships with the U.S. education community ensures a flow of highly qualified, language proficient candidates into the federal sector. DLNSEO efforts support language studies among U.S. undergraduate and graduate students who are committed to federal service in national security through nationally recognized Boren Scholarships and Fellowships, and expand opportunities to achieve professional level proficiency in critical languages through The

**Defense Human Resources Activity
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates**

I. Description of Operations Financed (cont.)

Language Flagship Program. DLNSEO's support of the National Language Service Corps provides rapidly accessible, short-term professional level language services to government agencies for national emergencies or immediate surge requirements.

Defense Human Resources Activity
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates

I. Description of Operations Financed (cont.)

Defense Resources Management Institute (DRMI):

(Dollars in Thousands)		
<u>FY 12</u>	<u>FY 13</u>	<u>FY 14</u>
1,482	1,444	1,471

The DRMI conducts professional education programs in analytical decision-making and resources management for military officers of all services, and senior civilian officials of the United States and 162 other countries.

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

Enterprise Human Resources Automated Systems - Defense Civilian Personnel Data System (DCPDS):

(Dollars in Thousands)		
<u>FY 12</u>	<u>FY 13</u>	<u>FY 14</u>
53,563	69,638	65,736

As the Department's enterprise civilian human resources (HR) system, DCPDS supports HR system operations for over 800,000 civilian employee records and 1.5 million position records. The network and system operations span worldwide, with 24/7 operations supporting 19 Regional Service Centers and over 300 Customer Support Units. As a leader in federal HR systems, the Department is one of five OPM/OMB HR Shared Service Centers.

**Defense Human Resources Activity
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates**

I. Description of Operations Financed (cont.)

DCPDS supports approximately one-third of the federal workforce. DCPDS continues to prove its business case by saving the Department over \$200 million per year by operating centrally those HR system activities previously performed by the individual DoD Service/Agencies.

Operation of a single enterprise civilian HR information system has ensured a coherent, standardized, and cost-effective system for the entire Department. Consistent with the DoD HR Strategic Plan, the Defense Civilian Personnel Advisory Service (DCPAS) provides management systems and tools that support total force planning and informed decision-making. To date, the DCPDS Information Assurance (IA) program has successfully deterred all attempted intrusions. In FY 2014, the program will initiate the consolidation of DCPDS regional server operations.

Defense Civilian Personnel Advisory Service (DCPAS) Mission Programs:

(Dollars in Thousands)		
<u>FY 12</u>	<u>FY 13</u>	<u>FY 14</u>
50,200	37,873	37,953

Funding supports the management of the following DCPAS Programs:

- Civilian Senior Executive/Equivalent Career Lifecycle Management
- HR Compliance and Investigations (Alternative Dispute Resolution and Equal Employment Opportunity investigations)
- Injury Compensation and Unemployment Compensation Advisory Programs

**Defense Human Resources Activity
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Fiscal Year (FY) 2014 Budget Estimates**

I. Description of Operations Financed (cont.)

- Pipeline Reemployment Program (reemploys employees suffering from job-related injuries and illnesses)
- Benefits and Retirement Programs and Policy
- Staffing and Civilian Transition Programs
- DoD Priority Placement Program (PPP)
- Defense Senior Leader Development Program (DSLDP)
- Executive Leadership Development Program (ELDP) (provides an extensive exposure to the roles and missions of the DoD with the focus on understanding the war-fighter)
- Defense Civilian Emerging Leader Program (DCELP) (provides leader and functional expertise development at the entry level for civilian employees)
- In FY 2014, DCPAS continues its management, oversight, and infrastructure support to the Department in several key areas: the Senior Executive Management, 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.

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

Defense Enrollment Eligibility Reporting System (DEERS); Data Governance; Real Time Automated Personnel Identification System (RAPIDS); Common Access Card (CAC):

(Dollars in Thousands)		
<u>FY 12</u>	<u>FY 13</u>	<u>FY 14</u>
128,345	126,940	142,438

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I. Description of Operations Financed (cont.)

The DEERS, Data Governance, RAPIDS, CAC, and Cyber Security programs are inter-related and inter-dependent operational systems that promote an efficient flow of business processes. DEERS is the DoD's authoritative data repository of all manpower, personnel (military, civilian, selected contractors, retirees, and family members), 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. Summary statistics of DEERS, RAPIDS, CAC quantifiable benefits attributable to eliminating fraud in Civilian Pay, Military Pay, Retired/Annuitant Pay, Vendor Pay, Data Mining, Contract Pay, Cross System, Purchase Card, and Transportation are in excess of \$200M.

DHRA will implement an Enterprise Identity Attribute Service (EIAS) under the CAC program. The EIAS will enable real time access decisions in both the classified and unclassified environment.

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I. Description of Operations Financed (cont.)

Defense Enrollment Eligibility Reporting System (DEERS):

The DEERS program provides hundreds of system interfaces and over 50 applications to the Services, Veterans Affairs, hundreds of military healthcare systems, as well as various other Government agencies. The DEERS architecture allows DoD to add enterprise solutions quickly and efficiently, resulting in better, more cost effective service to members and war-fighters. Leveraging the DEERS infrastructure has proven value-added benefits, including the milConnect self-service portal; electronic correspondence for TRICARE and other letters via milConnect; providing access to milConnect via smart phones; and support the DoD's and VA's Virtual Lifetime Electronic Record and integrated Electronic Health Record initiatives, specifically identity services, patient demographics and eligibility services, and a military history archive. In FY 2014, DEERS will include the development of a web-service interface to the Health Insurance Exchange to implement changes that will enable compliance with the requirements of P.L. 111-148, The Patient Protection and Affordable Care Act.

Data Governance:

Data Governance will formalize the ongoing demands for enterprise data collection and distribution at DMDC. To meet both the Federal Enterprise Architecture (FEA) and the DoD Business Enterprise Architecture (BEA 9.0) as well as to keep pace with the demands of real time, dynamic information interoperability, DMDC must make major enhancements to its data architecture on both the SIPRnet and NIPRnet. Security officers, care providers, Enterprise Email users, ID cardholders, Service/Agency decision makers, and OSD policy experts require the best information available to meet today's requirements. DMDC's Data

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I. Description of Operations Financed (cont.)

Governance capability requires an integrated Master Data Management (MDM) framework which can operate in today's cloud computing environment and meet the growing DoD information demands. The MDM is a set of data conventions that provide the foundation for standardizing the receipt, cleansing, storage, reporting, and distribution of enterprise data. The MDM framework includes policy, technical rule sets, data use, and service level usage tracking which enable data exchange between organizations. DMDC must adopt this new data strategy and architecture so that DMDC can continue to adapt to changing information requirements by using tools and methodologies that standardize definitions and rules across disparate systems.

Real Time Automated Personnel Identification System (RAPIDS):

The RAPIDS program is a network of over 2,400 issuing stations at approximately 1,625 locations providing the seven Uniformed Services the means to verify eligibility for specific benefits and entitlements. The RAPIDS suite of tools includes a web-based site locator, an appointment scheduler, and expanded self-service functionality.

Common Access Card (CAC):

The CAC program is DoD's enterprise-wide solution for secure identity credentials allowing logical access to DoD's computer networks and systems as well as physical access to buildings and secure areas. CAC, coupled with the Defense Information System Agency's public key infrastructure, is a breakthrough innovation for the Department that has reduced network intrusions by 50% and has prevented over a million unauthorized accesses to DoD installations and facilities.

During FY 2014, the CAC Program will continue the implementation of the Enterprise Identity Attribute Service (EIAS) to enable real time access decisions in both the

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I. Description of Operations Financed (cont.)

classified and unclassified environment. The EIAS supports the distribution of DoD person and personnel attributes to applications and services in a controlled, consistent, and secure manner to support Attribute Based Access Control decisions.

Cyber Security:

Cyber Security prevents Insider SIPRNET Data Exfiltration (i.e., authorized DoD users making unauthorized transfers of classified data from SIPRNET to an unauthorized source either directly or via data storage device for further transfer to an entity not authorized to have access to that data). In addition, Cyber Security limits DOD exposure to Insider SIPRNET data exfiltration threats. The Department must increase accountability and enforcement, and, implement barriers to data theft while preserving required ease of information sharing among authorized users.

Human Resources Strategic Assessment Program (HRSAP):

(Dollars in Thousands)		
<u>FY 12</u>	<u>FY 13</u>	<u>FY 14</u>
3,555	3,922	3,844

The HRSAP, one of the nation's largest personnel survey programs, quickly and accurately assesses the attitudes and opinions of members of the entire DoD community. The HRSAP has streamlined the survey development and analysis processes to enable faster results and to increase the number of clients contacted. HRSAP administers 4+ surveys per year to over 400,000 people with an average turnaround for initial results of 120 days. Survey results quickly provide empirical data to senior Pentagon leaders to support more timely and informed policy decisions relative to well-being and quality of life issues,

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I. Description of Operations Financed (cont.)

impact of deployments, spouse employment, sexual assault and sexual harassment, and racial/ethnic harassment and discrimination.

Personnel Security Assurance (PSA):

(Dollars in Thousands)		
<u>FY 12</u>	<u>FY 13</u>	<u>FY 14</u>
20,509	22,383	21,251

The PSA program is comprised of four systems: the Joint Personnel Adjudication System (JPAS), the Defense Central Index of Investigations (DCII), the Secure Web Fingerprint Transmission (SWFT), and the Improved Investigative Records Repository (iIRR). PSA provides comprehensive capabilities to perform processing and verification of security clearances for all DoD military personnel, civilians, and contractors.

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I. Description of Operations Financed (cont.)

Synchronized Pre-deployment and Operational Tracker (SPOT):

(Dollars in Thousands)		
<u>FY 12</u>	<u>FY 13</u>	<u>FY 14</u>
0	26,963	26,964

The SPOT Enterprise Suite (SPOT-ES) provides management, accountability, and visibility of contingency contracts, contractors, and equipment. It provides a single standard user interface and a single database for logistics, operations, planning, reporting, and correlating contract, deployment, and contact information. SPOT-ES operates on both the classified (SIPRNET) and unclassified (NIPRNET) networks to document and track personnel visibility. SPOT documents contract company and contractor employee information to match organizations, contracts, and people with specific skill sets and competencies that support current contingencies, peacekeeping and humanitarian missions and planning for future operations. The SPOT-ES program includes SPOT - a web-based system with a main database, the Joint Asset Movement Management System (JAMMS) - a stand-alone system for data collection of person/location information and the Total Operational Picture Support System (TOPSS) - a business intelligence, common operating picture reporting tool. SPOT provides a standardized front-end user interface, contains contractor records and movements, generates digitally signed Letters of Authorization (LOAs), employs system integration with authoritative data sources, interfaces with DEERS/RAPIDS to verify identity credentials, and provides up-to-date visibility of contractor assets and capabilities. SPOT was Congressionally mandated as the central data repository of contract and contractor information for DoD, Department of State, and the US Agency for International Development per Sections 861 and 862 of the FY 2008 National Defense Appropriations Act NDAA FY08. Additionally, OSD has directed that SPOT be used on all contracts that support contingency operations globally.

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I. Description of Operations Financed (cont.)

Personnel and Readiness Information Management (P&R IM):

(Dollars in Thousands)		
<u>FY 12</u>	<u>FY 13</u>	<u>FY 14</u>
30,936	8,790	20,519

P&R IM executes portfolio and investment management for the DoD human resources management (HRM) business, defines interagency information sharing needs, and performs DHRA CIO functions to enhance effectiveness and efficiency of P&R IT resources, infrastructure, and HRM processes. The Director is the HRM Portfolio Management lead responsible for review and analysis of all HRM business system certifications prior to meetings of the Defense Business Council, the Defense Business Systems Management Committee, and the Deputy Secretary of Defense's Deputy's Management Action Group (DMAG). This ensures business system investments align with Department functional strategies, provide measurable outcomes, and have cross-functional integration with other HRM mission imperatives. P&R IM also integrates high-level HRM architecture information into the DoD Business Enterprise Architecture (EA), Federal EA, and the Global Information Grid under Civilian HRM, Military Health System, and Military and Other HRM areas. P&R IM improves HRM business processes and policies among DoD Components and, as DoD lead for the Virtual Lifetime Electronic Record for Benefits initiative and other personnel data sharing initiatives, between DoD and non-DoD agencies such as Veterans Affairs, the Social Security Administration, and the Department of Labor. These initiatives resolve functional problems, document functional requirements, and develop common data standards across stakeholder organizations. As the DHRA CIO, P&R IM initiates, coordinates, and executes the Certification and Accreditation process for several DHRA information systems, the Information Assurance Vulnerability Management program, and DHRA computer

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I. Description of Operations Financed (cont.)

network directives. P&R IM helps DHRA and other system owners determine if a Privacy Impact Assessment is necessary and identifies requirements for associated documentation completion for revised or new IT systems that collect, maintain, or disseminate Personally Identifiable Information. P&R IM is also responsible for managing the OUSD (P&R) Records Management Program.

For more information, visit the P&R IM website at <http://www.prim.osd.mil>.

Defense Travel Management Office (DTMO):

(Dollars in Thousands)		
<u>FY 12</u>	<u>FY 13</u>	<u>FY 14</u>
11,965	13,887	13,697

DTMO serves as the focal point for commercial travel within DoD, providing central oversight for commercial travel management, travel policy and implementation, travel card program management, customer support and training, functional oversight of the Defense Travel System, and allowance and entitlement program management. By centralizing travel functions under one organization, the Department is able to standardize management practices, leverage economies of scale, reduce administrative costs, and work towards a common set of goals. DTMO is focused on transforming the Defense Travel Enterprise by implementing better solutions and providing the best value for the travel community.

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

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I. Description of Operations Financed (cont.)

Employer Support of the Guard and Reserve (ESGR):

(Dollars in Thousands)		
FY 12	FY 13	FY 14
12,577	10,671	11,835

ESGR fosters a culture in which all American employers support and value the employment and military service of members of the National Guard and Reserve. ESGR facilitates and promotes a cooperative culture of employer support for National Guard and Reserve service by developing and advocating mutually beneficial initiatives; recognizing outstanding employer support; increasing awareness of applicable laws and policies; resolving potential conflicts between employers and their Service members; and acting as the employers' principal advocate within DoD. ESGR operates in every state and territory through a network of more than 4,900 volunteers and approximately 200 support staff members.

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

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

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I. Description of Operations Financed (cont.)

Federal Voting Assistance Program (FVAP):

(Dollars in Thousands)		
<u>FY 12</u>	<u>FY 13</u>	<u>FY 14</u>
4,846	3,801	6,855

FVAP administers the federal responsibilities of the Uniformed and Overseas Citizens Absentee Voting Act of 1986 (UOCAVA).

FVAP assists uniformed Service personnel, their spouses and voting-age dependents, and US citizens residing overseas, in exercising their right to vote in federal elections. FVAP achieves this mission through direct assistance to UOCAVA voters and by working with State and local election jurisdictions to eliminate barriers to the absentee voting process. The FVAP vision is that military and overseas voters are able to cast a ballot from anywhere in the world as easily as if they were at a polling place.

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

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I. Description of Operations Financed (cont.)

Personnel Security Research Center (PERSEREC):

(Dollars in Thousands)		
<u>FY 12</u>	<u>FY 13</u>	<u>FY 14</u>
1,040	545	555

PERSEREC is the sole Department of Defense (DoD) entity dedicated to improving the effectiveness, efficiency, and fairness of DoD personnel suitability, security, and reliability systems. PERSEREC conducts applied research and development to: improve personnel suitability, security and reliability policy and practice; long-term programmatic research and development for human resource management, security and intelligence communities; and quick-response studies and analyses in support of policy formulation and systems operation. The Center also develops innovative automated systems, tools, and job aids for policy makers, managers, and practitioners concerned with personnel suitability, security, and reliability. The Office of the Under Secretary of Defense (OUSD) (Personnel and Readiness), the OUSD (Intelligence), the DoD components, and the larger government-wide security and intelligence communities use the Center's services and products. PERSEREC's work directly addresses one of the Secretary of Defense's Priority Performance Goals: Reform the Personnel Security Clearance Process. In addition, PERSEREC also supports the Performance Accountability Council that is responsible for overseeing and improving personnel security and suitability programs government wide.

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I. Description of Operations Financed (cont.)

Sexual Assault Prevention and Response Office (SAPRO):

(Dollars in Thousands)		
<u>FY 12</u>	<u>FY 13</u>	<u>FY 14</u>
12,671	24,673	25,142

As the single point of authority, accountability, and oversight for DoD's sexual assault prevention and response policy and oversight, and to enable military readiness by establishing a culture free of sexual assault, SAPRO:

- Oversees implementation of policies and promotes policies that foster a climate of confidence to encourage victims to report sexual assault, and seek/enter into care
- Oversees and evaluates Department-wide SAPR program effectiveness
- Assesses the capability of the Department to respond to the needs of sexual assault victims
- Coordinates policies related to sexual assault victims
- Monitors/analyzes reports of sexual assault to determine the efficacy of sexual assault policies/programs to prepare an annual report to Congress on DoD's reports of sexual assaults and conducts annual assessments at the Service Academies
- Manages the Defense Sexual Assault Information Database
- Manages the Department of Defense Sexual Assault Advocate Certification Program
- Manages the DoD Safe Helpline

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

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I. Description of Operations Financed (cont.)

Office of the Actuary (OACT):

(Dollars in Thousands)		
<u>FY 12</u>	<u>FY 13</u>	<u>FY 14</u>
136	364	371

OACT participates in financial statement audit committees for the Military Retirement Fund (MRF) and the Medicare-Eligible Retiree Health Care Fund (MERHCF). The DoD Inspector General audits the MRF and MERHCF financial statements. The MRF statements have consistently received an unqualified audit opinion. OACT computes DoD and Treasury Fund contributions for inclusion in annual budgets and estimates the Funds' liabilities for DoD and government-wide annual financial statements. OACT also makes calculations for the Education Benefits Fund and the Voluntary Separation Incentive Fund. OACT calculates DoD's and Treasury's required annual contributions into and the liabilities of each of the funds using methods and assumptions approved by the DoD Board of Actuaries and the DoD Medicare-Eligible Retiree Health Care Board of Actuaries.

OACT produces the cost estimates for legislative proposals involving military benefits (such as Combat-Related Special Compensation and Concurrent Receipt Disability Pay) and adapts retirement, education benefits, and retiree health care system valuation models to legislated changes.

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I. Description of Operations Financed (cont.)

Quadrennial Review of Military Compensation (QRMC):

(Dollars in Thousands)		
<u>FY 12</u>	<u>FY 13</u>	<u>FY 14</u>
0	50	51

The QRMC is a Presidentially chartered commission that performs a comprehensive review of the military compensation system to address specific Presidentially directed issues, and recommend changes. Past QRMCs have addressed important issues such as pay comparability and the military retirement system. The 11th QRMC will have completed its work in FY 2012. The 12th QRMC has not yet been appointed, thus the agenda has not yet been established. Funds will support requirements determined by the 12th QRMC.

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

(Dollars in Thousands)		
<u>FY 12</u>	<u>FY 13</u>	<u>FY 14</u>
253	389	396

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

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

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I. Description of Operations Financed (cont.)

Wounded Warrior Interagency Program Office (IPO):

(Dollars in Thousands)		
<u>FY 12</u>	<u>FY 13</u>	<u>FY 14</u>
6,882	0	0

In FY 2013, the IPO transferred from DHRA to the TRICARE Management Activity.

Wounded Warrior Care and Transition Policy (WWCTP):

(Dollars in Thousands)		
<u>FY 12</u>	<u>FY 13</u>	<u>FY 14</u>
0	506	0

The Wounded Warrior Care Program will transfer to the TRICARE Management Activity in FY 2014.

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I. Description of Operations Financed (cont.)

Advanced Distributed Learning (ADL) Registry:

(Dollars in Thousands)		
<u>FY 12</u>	<u>FY 13</u>	<u>FY 14</u>
923	949	967

The ADL Registry program delivers timely and effective computer-based training to the services and DoD Agencies and Activities. The program promotes the discovery and sharing of computer-based training content through an interdependent network of operational repository and registry systems. Using the international standard Sharable Content Object Reference Model (SCORM), ADL collaborates with industry and other government agencies to empower developers, instructors, and students to find, access, repurpose, and share relevant distributed content. The ADL Registry program provides the systems to make learning and performance support available to Service members, anytime, anywhere. As online course completions in DoD continue to increase, it is imperative in this era of reduced funding that distributed content be searchable, retrievable, and sharable.

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I. Description of Operations Financed (cont.)

Yellow Ribbon Reintegration Program (YRRP) Headquarters Office:

(Dollars in Thousands)		
FY 12	FY 13	FY 14
23,913	21,580	21,044

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

YRRP was created by Congress as a joint-Service effort, led by the Office of the Assistant Secretary of Defense for Reserve Affairs. YRRP was mandated by the 2008 NDAA (Public Law 110-181, Section 582), to support the Services in providing National Guard and Reserve members and their families with critical support, information, services and referrals throughout the entire deployment cycle to maximize successful transitions as Service members move between their military and civilian roles.

In FY 2012, the YRRP Headquarters Office began moving from an event-based, reintegration support model to the premier deployment cycle support and training program for our Nation's Armed Forces, providing commanders, Service members and families with the resources they need during every stage of the deployment cycle. The YRRP will continue to support ready families and ready forces, through training delivered via proven and flexible methods and partnerships with community-based resource networks. YRRP will also continue to focus on unemployment/underemployment of Reserve and Guard members through Yellow Ribbon's Employment Initiative Program (EIP) and Hero2Hired (H2H.jobs) programs, and by collaborating with the U.S. Chamber of Commerce's Hiring Our Heroes program. For more information, visit the YRRP's website at <http://www.Yellowribbon.mil>.

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I. Description of Operations Financed (cont.)

Computer/Electronics Accommodation Program (CAP):

(Dollars in Thousands)		
<u>FY 12</u>	<u>FY 13</u>	<u>FY 14</u>
0	5,591	9,031

In FY 2013, the Computer/Electronic Accommodations Program (CAP) transferred to DHRA from the TRICARE Management Activity. CAP is the centrally funded Department of Defense (DOD) program that provides assistive technology to allow all federal employees with disabilities to access electronic and information technology. CAP received authorization in FY 2001 to operate as the centrally funded program to accommodate federal employees with disabilities and since then has partnered with 68 federal agencies. CAP scope was expanded in 2006 to provide accommodations to wounded, ill and injured Service members during their recovery and rehabilitation. CAP's mission is to ensure that people with disabilities and wounded Service members have equal access to the information environment and opportunities in DOD and throughout the federal government in compliance with federal regulations.

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I. Description of Operations Financed (cont.)

Defense Suicide Prevention Office (DSPO):

(Dollars in Thousands)		
<u>FY 12</u>	<u>FY 13</u>	<u>FY 14</u>
0	2,060	7,319

Beginning in FY 2013, DHRA received funding to support the DSPO. The DSPO was established in response to the FY 2012 National Defense Authorization Act, section 533, which required the Secretary of Defense to establish a Suicide Prevention Program. In May 2012, the Secretary of Defense identified the DSPO as "the focal point for suicide prevention policy, training, and programs." This capability will provide strategic vision, data surveillance, and analysis to support policy direction, integration and oversight for the Department's suicide prevention efforts. DSPO will standardize policies and procedures with respect to resiliency, mental fitness, life skills, and suicide prevention. It will also provide integration of best practices, and general oversight, serve as a change agent, and establish an ongoing external group of non-Department experts to inform progress. Furthermore, it will provide guidance from which the Department can design and implement suicide prevention programs.

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I. Description of Operations Financed (cont.)

Transition to Veterans Program Office (TVPO):

(Dollars in Thousands)		
<u>FY 12</u>	<u>FY 13</u>	<u>FY 14</u>
0	0	48,510

Beginning in FY 2014, the Department of Defense realigns the Transition Assistance Program (TAP) to DHRA. The Transition to Veterans Program Office (TVPO) is the principal staff advisor for the development, management oversight, and strategic planning of the Redesigned TAP. The Redesigned TAP, the first major overhaul of the program in nearly twenty years, was needed to meet provisions of the Veterans to Work (VOW) to Hire Heroes Act 2011 and Veteran's Employment Task Force Initiatives. The VOW Act requires mandatory participation by all separating and retiring Service members in Pre-Separation Counseling, Veterans' Affairs (VA) Benefits briefings, and Department of Labor (DoL) Employment Workshops before they transition from military to civilian life. These mandatory requirements form the basis for Service members to meet Career Readiness Standards that are verified and documented under the authority of their Commanders. Transition Goals, Plans, Success (GPS) is the program tool and process which builds the bridge from active duty to services and benefits which include development of member's individual transition plans, pre-separation counseling, core curriculum training, 12 month post separation budgets, and a crosswalk of military skills to career skills by professionally trained Department of Defense (DoD) facilitators. The DoL Employment Workshop includes resume preparation, interviewing skills, and job search plans. Transition GPS will also offer Service members an opportunity to select additional tracks in October 2013 which provide an extensive array of helpful services to find employment, pursue education, technical training, or start their own business. Transition GPS will

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I. Description of Operations Financed (cont.)

be fully embedded within the entire span of Service members' military life cycle by the end of FY 2014.

- The Redesigned TAP and Transition GPS are the result of a collaborative partnership of interagency teams from DoD, DoL, VA, Department of Education, Department of Homeland Security, Office of Personnel Management and the Small Business Administration.
- Approximately 250,000 Service members will participate in Transition GPS annually over the next four years. There is an anticipated residual effect towards helping to reduce Veteran unemployment levels.

Labor:

(Dollars in Thousands)		
<u>FY 12</u>	<u>FY 13</u>	<u>FY 14</u>
151,207	158,096	158,302

DHRA Labor funds civilian pay for 1,170 government Full Time Equivalents for FY 2014.

Operations:

(Dollars in Thousands)		
<u>FY 12</u>	<u>FY 13</u>	<u>FY 14</u>
52,095	51,390	55,227

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I. Description of Operations Financed (cont.)

DHRA Operations funding provides support costs for the entire organization. These include rents, utilities, supplies, travel, and other common support services. Other specific items include National Capital Region transportation subsidies, communications, Defense Finance and Accounting Services support, and Human Resource Fees.

II. Force Structure Summary:

N/A

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III. Financial Summary (\$ in thousands)

	FY 2013						
			Congressional Action				
	FY 2012	Budget				Current	FY 2014
A. <u>BA Subactivities</u>	<u>Actual</u>	<u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Estimate</u>	<u>Estimate</u>
4. Administrative & Service-wide Activities	661,423	676,186				676,186	763,091
ACTUARY	136	364				364	371
Advanced Distributed Learning	923	949				949	967
Computer/Electronic Accommodations Program	0	5,591				5,591	9,031
DCPAS Mission Programs	50,200	37,873				37,873	37,953
DEERS/RAPIDS/CAC	128,345	126,940				126,940	142,438
Defense Advisory Committee on Women in the Services	253	389				389	396
Defense Civilian Personnel Data System	53,563	69,638				69,638	65,736
Defense Language and National Security Education Office	67,138	58,132				58,132	57,950
Defense Resources Management Institute	1,482	1,444				1,444	1,471
Defense Suicide Prevention Office	0	2,060				2,060	7,319
Defense Travel Management Office	11,965	13,887				13,887	13,697
Employer Support of the Guard and Reserve	12,577	10,671				10,671	11,835
Federal Voting Assistance Program	4,846	3,801				3,801	6,855
Human Resources	3,555	3,922				3,922	3,844

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III. Financial Summary (\$ in thousands)

		FY 2013						
			Congressional Action					
	FY 2012	Budget				Current	FY 2014	
A. BA Subactivities	Actual	Request	Amount	Percent	Appropriated	Estimate	Estimate	
Strategic Assessment Program								
Joint Advertising, Market Research & Studies	27,187	25,549				25,549	25,663	
Labor	151,207	158,096				158,096	158,302	
Operations	52,095	51,390				51,390	55,227	
Personnel and Readiness Information Management	30,936	8,790				8,790	20,519	
Personnel Security Assurance	20,509	22,383				22,383	21,251	
Personnel Security Research Center	1,040	545				545	555	
Quadrennial Review of Military Compensation	0	50				50	51	
Sexual Assault Prevention and Response Office	12,671	24,673				24,673	25,142	
Synchronized Pre-deployment and Operational Tracker	0	26,963				26,963	26,964	
Transition to Veterans Program Office	0	0				0	48,510	
WW-Care and Transition Policy	0	506				506	0	
WW-Interagency Program Office	6,882	0				0	0	

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III. Financial Summary (\$ in thousands)

			FY 2013				
			<u>Congressional Action</u>				
A. <u>BA Subactivities</u>	<u>FY 2012</u> <u>Actual</u>	<u>Budget</u> <u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Current</u> <u>Estimate</u>	<u>FY 2014</u> <u>Estimate</u>
Yellow Ribbon	23,913	21,580				21,580	21,044
Reintegration Program							
Total	661,423	676,186				676,186	763,091

* The FY 2013 Estimate column excludes \$3,334.0 thousand of Overseas Contingency Operations Appropriations for FY 2013.

* The FY 2014 Estimate column excludes FY 2014 Defense-Wide OCO Budget Request.

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III. Financial Summary (\$ in thousands)

	Change <u>FY 2013/FY 2013</u>	Change <u>FY 2013/FY 2014</u>
B. <u>Reconciliation Summary</u>		
Baseline Funding	676,186	676,186
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	676,186	
Fact-of-Life Changes (2013 to 2013 Only)		
Subtotal Baseline Funding	676,186	
Supplemental	3,334	
Reprogrammings		
Price Changes		11,403
Functional Transfers		47,994
Program Changes		27,508
Current Estimate	679,520	763,091
Less: Wartime Supplemental	-3,334	
Normalized Current Estimate	676,186	

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	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2013 President's Budget Request (Amended, if applicable)		676,186
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2013 Appropriated Amount		676,186
2. War-Related and Disaster Supplemental Appropriations		3,334
a. OCO Supplemental Funding		
1) Overseas Contingency Operations (OCO) funding for the Computer/Electronics Accommodation Program (CAP). In FY 2014, this funding will transfer to the DHRA/CAP baseline.	3,334	
3. Fact-of-Life Changes		
FY 2013 Baseline Funding		679,520
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2013 Estimate		679,520
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-3,334
FY 2013 Normalized Current Estimate		676,186
6. Price Change		11,403
7. Functional Transfers		47,994
a. Transfers In		
1) Transfer to Veterans Program Office (TVPO)	48,510	
TVPO will transfer to DHRA from the Office of the Under Secretary of Defense (Personnel and Readiness) in FY 2014. The program was known as the Transition Assistance program in OUSD (P&R). The total funding transferred to DHRA will be \$51,700K which is comprised of \$1,624K for Labor, \$1,566K for		

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C. Reconciliation of Increases and Decreases	Amount	Totals
Operations, and \$48,510K for Program. Labor and Operations changes are captured in the Program Increases/Decreases lines. FTEs were not transferred with this program and will be realigned within DHRA. (FY 2013 Baseline \$0K; +0 FTEs)		
b. Transfers Out		
1) Wounded Warrior Care and Transition Policy (WWCTP) The Wounded Warrior Care Program will transfer from DHRA to the TRICARE Management Activity (TMA) in FY 2014. The total funding transferred from DHRA will be \$1,529K which is comprised of \$947K for Labor, \$66K for Operations, and \$516K for Program. Labor and Operations changes are captured in the Program Increases/Decreases lines. (FY 2013 Baseline \$506K; -7 FTEs)	-516	
8. Program Increases		39,828
a. Annualization of New FY 2013 Program		
b. One-Time FY 2014 Increases		
c. Program Growth in FY 2014		
1) Defense Enrollment Eligibility Reporting System (DEERS), Real Time Automated Personnel Identification System (RAPIDS), Common Access Card (CAC) The increase supports funding for the Virtual Lifetime Electronic Record (VLER), to exploit technology to improve data exchange and timeliness, migrate to web services, reduce replicated data stores and errors, and improve delivery of benefits to Service members and veterans. The increase also funds development of a Health Insurance Exchange Interface to support the Patient Protection and	13,086	

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C. Reconciliation of Increases and Decreases	Amount	Totals
Affordable Care Act, enhances data architecture to meet both Federal Enterprise Architecture and DoD Business Enterprise Architecture requirements, and sustains and maintains DEERS, RAPIDS, and the Defense Biometric Identification Data System (DBIDS). (FY 2013 Baseline \$126,940K; +0 FTEs)		
2) Personnel and Readiness Information Management (P&R IM) The increase supports funding for the VLER initiative to standardize and document functional requirements for benefits delivery, and develop an eBenefits portal to be the single virtual access point for non-health benefits and services. The increase also supports funding for a Fourth Estate Manpower Tracking System (FMTS) that will provide standardized manpower information for 57 separate organizations within the Office of the Secretary of Defense and the Joint Staff. (FY 2013 Baseline \$8,790K; +0 FTEs)	11,562	
3) Suicide Prevention Office (DSPO) The increase enables the DSPO to implement several program enhancements: risk assessments to identify Service Members whose general wellness is at risk; increased understanding of the suicide phenomenon; creation of partnerships with local faith communities; restricting the means for individuals to enact suicide events; and, conducting a program review to eliminate gaps and duplication of effort. (FY 2013 Baseline \$2,060; +0 FTEs)	5,220	
4) Computer/Electronics Accommodations Program (CAP)	3,334	

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C. Reconciliation of Increases and Decreases	Amount	Totals
The increase supports conversion of CAP Overseas Contingency Operations (OCO) funding to the CAP Baseline to support the enduring requirement to provide assistive technology to wounded, ill and injured Service members. (FY 2013 Baseline \$5,591K; +0 FTEs)		
5) Federal Voting Assistance Program (FVAP) The increase supports surveys to: develop, research, measure, understand, and describe overseas voter registration and participation; provide electronic delivery solutions; design improvements to the Federal Post Card Application and Federal Write-In Absentee Ballot; and, create a call center to support overseas voters. (FY 2013 Baseline \$3,801K; +0 FTEs)	2,982	
6) Operations This increase correlates primarily to the transfer in of the TVPO offset by the transfer out of the Wounded Warrior Care Program and efficiency savings. Increase also reflects increase to operations costs as a result of other program increases addressed in this justification. (FY 2013 Baseline \$51,390K; +0 FTEs)	2,683	
7) Employer Support of the Guard and Reserve (ESGR) The increase supports increases to State Committee field operations. (FY 2013 Baseline \$10,671K; +0 FTEs)	961	
9. Program Decreases		-12,320
a. Annualization of FY 2013 Program Decreases		
b. One-Time FY 2013 Increases		
c. Program Decreases in FY 2014		

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C. Reconciliation of Increases and Decreases	Amount	Totals
1) Enterprise Human Resources Automated Systems - Defense Civilian Personnel Data System (DCPDS) DCPDS program O&M cost reductions are attributable to significant savings in hardware maintenance due to changes in the DCPDS architecture. This has included a shift enterprise-wide from Superdome (large servers) to blade servers for all DCPDS database and application servers, which creates efficiencies and enables improved maintenance processes leading to an overall reduction in hardware maintenance charges. The program will also realize some savings as a result of reductions in travel, training, and support. (FY 2013 Baseline \$69,638K; +0 FTEs)	-5,225	
2) Personnel Security Assurance (PSA) The decrease is primarily the result of efficiencies gained through consolidating contracts. The program will also realize some savings as a result of reductions in travel, training, and support. (FY 2013 Baseline \$22,383K; +0 FTEs)	-1,557	
3) Defense Language and National Security Education Office (DLNSEO) The decrease reflects efficiencies in travel, training and contractor support as a result of the consolidation of the Defense Language Office and the National Security Education Program into a single organization, DLNSEO. (FY 2013 Baseline \$58,132K; +0 FTEs)	-1,286	
4) Labor This decrease results primarily from the Full Time Equivalent (FTE) reductions associated with the	-1,177	

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C. Reconciliation of Increases and Decreases	Amount	Totals
functional transfer which moved the Wounded Warrior Care Program to the TMA (FTE reduction captured in transfers out), the consolidation of the Department's Legislative Affairs functions, and planned reductions due to the Department's reform agenda for civilian staffing. (FY 2013 Baseline \$158,096K; -3 FTEs)		
5) Yellow Ribbon Reintegration Program Headquarters Office (YRRP HQ)	-946	
The decrease is primarily the result of contract savings. The program will also realize some savings as a result of reductions in travel, training, and support. (FY 2013 Baseline \$21,580K; +0 FTEs)		
6) Defense Civilian Personnel Data System (DCPAS) Mission Programs	-640	
The program will realize some savings as a result of reductions in travel, training, and support. (FY 2013 Baseline \$69,638K; +0 FTEs)		
7) Synchronized Pre-deployment and Operational Tracker (SPOT)	-511	
The decrease is the result of reducing overseas contractor support by 2 FTEs. The program will also realize some savings as a result of reductions in travel, training, and support. (FY 2013 Baseline \$29,963K; +0 FTEs)		
8) Defense Travel Management Office (DTMO)	-454	
The decrease is the result of operational savings such as reductions in travel training, and support. (FY 2013 Baseline \$13,887K; +0 FTEs)		
9) Joint Advertising and Marketing Research Studies (JAMRS)	-371	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
The decrease is the result of operational savings such as reductions in travel, training, and support. (FY 2013 Baseline \$25,549K; +0 FTEs)		
10) Human Resources Strategic Assessment Program (HRSAP)	-153	
The decrease is the result of planned FY 13 completion of an internet survey platform. The program will also realize some savings as a result of reductions in travel, training, and support. (FY 2013 Baseline \$3,922K; +0 FTEs)		
FY 2014 Budget Request		763,091

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IV. Performance Criteria and Evaluation Summary:

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. JAMRS overall performance for FY 2014 will be based on the following metrics from a year-end evaluation survey completed by key JAMRS stakeholders (i.e., POCs from Services' Recruiting Commands and other DoD constituents):

FY 2014 Goal: Mean rating at least 4.0 on a 5.0 scale (1 = strongly disagree and 5 = strongly agree) on the following metrics:	FY 2012 Results (Mean Rating)
<i>JAMRS has been helpful in meeting my department's objectives</i>	4.0
<i>Overall, I am satisfied with the services provided by JAMRS</i>	4.2
<i>I intend to use JAMRS as a key resource in the future</i>	4.1
<i>I would recommend the information and services provided by JAMRS to my colleagues</i>	4.3
<i>My department saves money through its use of the JAMRS program</i>	4.0

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IV. Performance Criteria and Evaluation Summary:

Joint Advertising performance evaluation will be based on the following metrics assuming a \$2.0M spend-level on advertising over the entire FY 2014:

FY 2014 Goal:	FY 2012 Results
Reach no less than 50 percent of the adults ages 35-64 with advertising	Reached over 56% of the target audience with print advertising
Frequency of advertising (the number of times a person sees a particular advertisement) will meet or exceed 3.0 times per adult influencer	Advertising seen 4.0 times per adult influencer
Number of gross impressions obtained through advertising will meet or exceed 30 million adult influencers	Advertising generated over 37.9M impressions
Maintain Service branch link off conversion on www.todaysmilitary.com at FY 2013 levels	FY 2012 Service branch link off conversion on TM.com exceed FY 2011 numbers by over 600%
Maintain Request for Information volume on www.todaysmilitary.com at FY 2013 levels	FY 2012 RFI volume on TM.com exceed FY 2011 levels by 4.5%
Deliver a minimum of 85% of the universe for class 2015 high school aged students	JAMRS has delivered 89% of the class of 2013 high school aged students
Secure DMV participation from at least 34 states in HSMF class year 2015 direct marketing efforts	39 states/DMV's have provided data for inclusion in the Class of 2013 data set
Distribute Futures magazine to approximately 90% of high schools nationwide	The 2012 edition of Futures magazine will be distributed to 91.5% of public high schools nationwide (September 2012)

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IV. Performance Criteria and Evaluation Summary:

In FY 2014, Joint Market Research and 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 Notes (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 the year-end evaluation survey which includes usefulness scales for each of the major projects within the program. JMRS project performance evaluation will be based on the following metrics assuming they are funded in FY 2014:

FY 2014 Goal: Mean rating at least 4.0 on a 5.0 scale (1 = strongly disagree and 5 = strongly agree) on the following metrics:	FY 2012 Results (Mean Rating)
<i>The Youth Polls have been helpful in meeting my department's objectives</i>	4.6
<i>The Ad Tracking study has been helpful in meeting my department's objectives</i>	4.1
<i>JAMRS' Market Segmentation Research has been helpful in meeting my department's objectives</i>	4.2
<i>JAMRS individual studies (i.e., non-tracking studies) are useful in my meeting my department's objective (average rating across studies)</i>	4.1
<i>Maintain number of www.dmren.org logins at FY 2013 levels.</i>	FY 2012 DMREN logins exceed FY 2011 levels by 165%

Enterprise HR Automated Systems Enterprise Human Resource Automated System - The Defense Civilian Personnel Data System (DCPDS):

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IV. Performance Criteria and Evaluation Summary:

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 currently. DCPDS has proven its business case for saving approximately \$200 million per year with reduced costs primarily attributable to the decreased sustainment costs of systems operations in the Services/DoD Agencies, and the reduction in HR staff and facilities costs. Sustainment, operations, 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.

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

Investigations and Resolutions Program: Performance criteria call for ADR to be offered on 100 percent of EEO cases. For every complaint IRD resolves early, DoD avoids a conservative estimate of \$60,000 in case processing costs and potentially, millions of dollars associated with protracted litigation. FY 2014 goals include: continuing to offer ADR on 100 percent of available formal EEO cases; increasing ADR activity at the pre-complaint stage in an effort to decrease formal complaint intake; and collaborating with customers to develop new efficiencies that will improve DoD No FEAR statistics.

Injury Compensation and Unemployment Compensation Advisory Programs: Success is measured by cost containment through effective case management, return to work programs, and customer satisfaction. FY 2014 goals include: Integrate the certificate program (online and face-to-face training) for Injury Compensation Program Administrators (ICPAs) with

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IV. Performance Criteria and Evaluation Summary:

the HR Professional Career Framework; Expand outreach efforts in support of the Presidential POWER (Protecting Our Workers and Ensuring Reemployment) Initiative; Employ at least 200 injury compensation claimants a year through the Pipeline Reemployment Program. (The program provides funding and/or FTEs to employ injured workers. The estimated future cost avoidance is over \$803 million since the inception of the program in 2005.) Audit over 18,000 unemployment claims for accuracy and identification of potential reimbursement for erroneous claims.

Benefits and Entitlement Programs: Capitalize on retirement and benefits administration opportunities to gain efficiencies and position through effective policies and programs, centralized problem solving processes, automation, and/or functional alignment.

Staffing and Civilian Transition Programs: 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 2014 goals include: providing approximately 19 Priority Placement Program training courses throughout DoD, conducting 4-5 on-site, comprehensive PPP/VSIP evaluations, and providing Career Transition Assistance briefings and support at installations affected by BRAC and the Secretary of Defense's efficiency reductions.

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IV. Performance Criteria and Evaluation Summary:

Leadership, Learning, and Development: This model provides a blueprint for the deliberate development of DoD civilian leaders below the executive level to identify and close gaps in critical leader competencies. It is responsive to the DoD Human Capital Strategic Plan and other key DoD or governmental goals. Program success is being measured by formative and summative evaluation metrics covering all phases and aspects of the program. Metric categories include leader bench strength, participant quality, participant development, career progress, impact on DoD, and barriers and enablers. Metrics are used to evaluate applicants prior to being admitted to the programs, as well as track participants' success while enrolled in the programs. This includes marketing, solicitation, nomination, application, assessment, selection, and orientation phases, as well as educational offerings such as leadership seminars, professional military education, individual development, and program completion phases, including graduate utilization (return on investment).

Civilian Senior Executive/Equivalent Career Lifecycle Management (CSE): This program oversees the CSE Career Lifecycle from end-to-end, including the recruitment, sustainment, development, management and compensation of the Department's senior leadership. The CSE Lifecycle Management ensures talent management and succession planning including mission-critical competency bench strength to address current and future needs of the Department.

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IV. Performance Criteria and Evaluation Summary:

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

Performance goals include:

- Continue to deliver responses for over 39 million records and worldwide access times averaging less than 2 seconds for over 4 million transactions processed daily
- Provide 99.5 percent database availability for over 4 million daily transactions
- Post accurate, up-to-date 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 maintain 97 percent availability for the RAPIDS system
- Incorporate new benefits or entitlements as directed by Congressionally mandated dates
- Increase the percentage of self-service updates by beneficiaries and reduce the number of calls to DSO by enhancing DMDC portal with technology advancements to improve customer experience and service
- Improve services to the beneficiaries by developing improvements to enrollment, operations, customer service, security mandates, management controls, and transition requirements for T4 TRICARE Retiree Dental Program and T4 contracts
- Reduce the mailing costs for letters by leveraging new technology and automation
- Continue to develop information sharing with the VA to administer and process benefits, reduce costs, and improve transparency
- Ensure card technology remains state-of-the-art and interoperable in accordance with OMB mandated standards for HSPD-12

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IV. Performance Criteria and Evaluation Summary:

- Provide accurate and timely responses to customer inquiries by answering phone calls in under one minute wait time and correspondence within ten days, measured in the aggregate
- Create a team to pro-actively 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 that feeds the National Incident Based Reporting System, EEO, Census, and demographics data
- Implement the Command Post Exercise (CPX) Module to allow Commanders and Staffs to use NTS in simulated exercises with no evacuee participation required
- Provide a Consular Task Force (CTF) Data Push to support the Department of State's Consular Task Force (CTF) program to provide timely information on US Citizen evacuees
- Provide a Pre-Registration Module to pre-populate the NTS database prior to an evacuation
- Implement the Joint Patient Tracking System (JPATS) to push data from the ETAS into the Department of Health and Human Services' (HHS) Joint Patient Tracking System for rapid patient accountability.

Performance goals related specifically to Data Governance include:

- Provide a project plan which identifies current and emerging data requirements
- Identify data quality metrics for major DMDC data and baseline DMDC data files

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IV. Performance Criteria and Evaluation Summary:

- Define migration plan for DMDC submission processing to move to new ETL tool

Performance goals related specifically to the Cyber Security Enterprise Identity Attribute Service (EIAS) include:

- Process 300 hits/sec on classified environment with 2 second maximum response time
- Process 1000 hits/sec on unclassified environment with 2 second maximum response time
- Maintain 99.7% service availability including scheduled and unscheduled downtime (threshold) on both the classified and unclassified environments
- Demonstrate progress towards MAC 1 capability for the classified environment
- Incorporate new identity attributes into the EIAS payload once approved by the DoD CIO Identity and Access Management (IdAM) group

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IV. Performance Criteria and Evaluation Summary:

Human Resources Strategic Assessment Program (HRSAP)

Performance goals include:

- Administer 4 or more surveys and conduct 12 or more focus groups and provide a tabulation of responses, report, briefing, and/or research summaries for each and ensure data are available for final analysis within 180 days of closing the survey
- Provide in-depth analysis using existing survey and administrative data for P&R policy offices
- Provide scientific reviews for all cross-component surveys (+60 surveys)
- 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)

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IV. Performance Criteria and Evaluation Summary:

Personnel Security Assurance (PSA)

Performance goals include:

- Continue to be the DoD system of record for personnel security clearances of all DoD military personnel, civilians, contractors, and other DoD-related affiliates.
- Implement critical system modifications necessary to eliminate "end-of-life" system components, increase system stability and up-time percentages, and standardize the configuration such that they are in line with DoD as well as DMDC standards
- Improve application security through initiatives to increase audit capabilities, support Public Key Enabled (PK-Enabled) authentication, and expand automated secured data transmission
- Further streamline the process for handling Privacy Act requests to rapidly reduce and eventually eliminate the backlog of requests inherited from the Defense Security Service (DSS).

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IV. Performance Criteria and Evaluation Summary:

Synchronized Pre-deployment and Operational Tracker (SPOT):

Performance goals include:

- Serve as the single system of record for accountability and visibility of operational contract support (OCS) contracts and contractor personnel in support of contingencies, peacekeeping, and humanitarian missions, and planning for future operations around the world.
- Provide the only Department of State, DoD, and US Department of International Development sanctioned Letter of Authorization (LOA) which provides access to Government Furnished Services for contractor personnel.
- Provide information on contractor personnel supporting Iraq and Afghanistan to the Office of the Secretary of Defense for reports to Congress.
- Report on the status of operational contract support, private security contractors and contractor owned/contractor operated equipment in active areas of operational responsibility.
- Provide the number of contractor personnel and contract capability to Combatant Commands for operational planning purposes and to aid in their decision-making processes.

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IV. Performance Criteria and Evaluation Summary:

Personnel and Readiness Information Management (P&R IM)

P&R IM aligns with the Department's Strategic Management Plan. FY 2014 performance goals are:

- Execute the HRM portfolio strategy and program to ensure IT investments strategically align to DoD HR business needs and produce measurable outcomes to ensure efficient use of DoD HR IT investments
- Manage the HRM portfolio containing all investments, capabilities, acquisitions, systems, and initiatives in the HRM domain
- Evaluate investments and portfolios to ensure they comply with the HRM framework and the P&R Functional Strategy
- Ensure that the HRM policies and priorities are reflected in the Department's Business Enterprise Architecture (BEA)
- Lead efforts to enhance exchange of information with other Federal, State, and local agencies to ensure efficient and effective adjudication and delivery of benefits to Service members, Veterans, and their families
- Define, document, and maintain Department-wide HRM Enterprise Standards that include Authoritative Sources, Business Glossary Standards, Business Process Standards, Business Rule Standards, and Common Human Resources Information Standards (CHRIS)
- Provide timely support for the development of Departmental HRM Information Technology (IT) policies

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IV. Performance Criteria and Evaluation Summary:

- Initiate, coordinate, and execute project/program areas such as CIO support, Information Management Analysis, Information Assurance Vulnerability Management, Information Assurance Certification and Accreditation, Critical Infrastructure Protection, Information Technology, Functional Data Administration, and Data Standardization.

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IV. Performance Criteria and Evaluation Summary:

Defense Travel Management Office (DTMO):

The DTMO, established in February 2006, has four enduring goals:

- Improve delivery of travel services
- Increase cost effectiveness of the travel enterprise
- Achieve operational excellence
- Improve organizational readiness

DTMO's goals have objectives that can be measured to determine DTMO's progress in serving the travel community.

- **Improve Delivery of Travel Services**

- FY 12 Accomplishments

- o Assisted ~16,000 (FY12 through Q3) recruits traveling from Military Entrance Processing Stations to Duty Stations
 - o Supported ~1,700 (FY12 through Q3) DoD Group Bus Moves through GOPAX Coordinated with U.S. Transportation Command, Pacific Command, and Commercial Travel Offices to provide travel and transportation support in support of Operation Tomodochi, as well as allowances guidance for over 8,000 family members who were traveling out of and back to Japan
 - o Fielded over 270K (FY12) in-bound calls through the Travel Assistance Center
 - o Successfully conducted the 2012 Defense Travel Administrator "Connect" Seminar for 650 attendees providing 10,725 hours of training
 - o Provided implementation support for quarterly Maintenance and Off-Cycle Releases for DTS
 - o Implemented GSA City Pair 48 hour Auto-Cancel functionality (Phase I) into DTS

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IV. Performance Criteria and Evaluation Summary:

- o Performed ~343 (FY12) bus inspections for the Military Bus Program
- o Established Memorandum of Agreement with Federal Motor Carrier Safety Administration, Department of Transportation, to share future bus safety inspection and carrier approval data to improve management of the bus program
- o Conducted 48 Travel Transformation Focus Groups
- o Conducted 2 Next Generation Travel Solution visioning sessions with stakeholders
- o Participated in GOPAX Prototype Review
- FY 13/14 Planned Activities
 - o Develop a baseline of functional travel requirements for the Next Generation travel solution; conduct analysis of GSAs eTravel System
 - o Create a customer profile that identifies needs and reflects travel demand
 - o Enhance outreach processes and methods to collect and measure customer satisfaction
 - o Continue conducting visioning sessions with stakeholders
 - o Continue to support recruit travel and DoD group bus moves
 - o Continue to support travelers through the Travel Assistance Center
 - o Perform bus inspections for the Military Bus Program
 - o Complete update of Rental Truck Agreement
 - o Complete update of Military Bus Agreement
 - o Explore green travel options for lodging and rental car
 - o Update Premium Class Travel Reporting Tool
 - o Continue to support DTS maintenance/functionality releases (e.g., TSA Secure Flight and 48-Hour Auto-cancellation requirements)
 - o Implement customer satisfaction surveys for travel programs (e.g., rental car)

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IV. Performance Criteria and Evaluation Summary:

- o Continue to participate in the GOPAX prototype pilot for Military Bus Program with U.S. Transportation Command

• Increase Cost Effectiveness of the Travel Enterprise

- FY 12 Accomplishments

- o Supported implementation of Defense Travel System (DTS) CBA Module at General Fund Enterprise Business System (GFEBS) sites, Missile Defense Agency, Uniformed Service University of Health Sciences, Defense Threat Reduction Agency, Department of Defense Education Activity and Tri-Care Management Activity
- o Awarded first Small Business Commercial Travel Office Service Contracts (June 2012)
- o Participated in the development of the FY13 contract for GSA's City Pair Program
- o Supported Controlled Spend Account(CSA)Program for Air Force (AF)
- o Supported AF transition from CSA to Individually Billed Accounts
- o Conducted analysis on extended stay lodging to determine future strategic sourcing requirements
- o Consolidated and submitted Quarterly Reports supporting the Campaign to Cut Waste (Travel)
- o Submitted annual Premium Class Travel Report to GSA/OMB
- o Examining restricted fares, unused tickets, lodging and the rental car program in support of OMB Memo 12-12 (ongoing)
- o Supporting GSA in the implementation of 48-Hour Auto-cancellation Policy in DTS
- o Contracted independent review of U.S. Government Rental Car Program

- FY 13/14 Planned Activities

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IV. Performance Criteria and Evaluation Summary:

- o Continue to execute reporting requirements for the Campaign to Cut Waste (Travel) and OMB M-12-12
- o Deploy Commercial Travel Office Workload Tool
- o Award and implement Small Business Commercial Travel Office Service Contracts
- o Prepare solicitation, award, and implement future Worldwide Commercial Travel Office Services contracts
- o Participate in the development of the FY14/15 contracts for GSA's City Pair Program
- o Determine optimal sourcing strategies for NextGen travel programs
- o Establish Defense Lodging Council
- o Complete Lodging Business Case analysis and conduct strategic sourcing pilot for lodging
- o Establish/implement NextGen business intelligence solution to include DTS data and develop enterprise-wide dashboards to enable monitoring and management of travel spend
- o Continue implementation of the Commercial Travel Information Management (CTIM) Tool
- o Assist Citi in implementing paperless statements DoD-wide
- o Improve Unused Tickets and Restricted Tickets policies and processes
- o Submit report to OMB in response to M-12-12 memorandum "Promoting Efficient Spending to Support Agency Operations"
- o Improve management of the U.S. Government Rental Car Program by implementing Car Share and Ride Share policies/programs
- o Continue implementation of the DTS CBA module for DoD Services/Agencies

• Achieve Operational Excellence

- FY 12 Accomplishments

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IV. Performance Criteria and Evaluation Summary:

- o Completed update to the Defense Travel Regulation (Bus/Rental Car)
- o Submitted legislative proposal to Congress to reform title 37 travel and transportation statutes; legislation passed by Congress and implemented in the FY12 National Defense Authorization Act (NDAA)
- o Completed Implementation Plan for FY12 NDAA
- o Submitted proposals on tax reclamation and state/local tax exemption through the ULB 2014 cycle
- o Managed the regulation development and approval process for the Joint Federal Travel Regulations (JFTR), Volume 1 and the Joint Travel Regulations (JTR), Volume 2
- o Set Calendar Year (CY) 2012 BAH/COLA Rates
- o Submitted reports to Congress on Basic Allowance for Housing (BAH) for Personnel Assigned to Sea Duty, Airline Excess Baggage and BAH for National Guard Members Transitioning between Active Duty and Full-time National Guard duty
- o Responded to several Congressional Inquiries for BAH
- o Conducted 8 BAH data collection workshops (FY12)
- o Conducted ~164 Cost of Living Allowance (COLA) Surveys
- o Set Overseas Non-foreign Per Diem rates to include Alaska, and Hawaii
- o Developed/implemented automated Living Pattern Survey/Retail Price Survey tools
- o Conducted 20 OHA Surveys (FY12)
- o Updated and tested OHA Utility and MIHA Survey Tool
- o Conducted 323 OHA Rental Reviews
- o Completed BAH Military Housing Area Realignment

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IV. Performance Criteria and Evaluation Summary:

- o Achieved approval of Commercial Travel Management Department of Defense Instruction 5154.31
 - o Completed TRIPS model analyzing all current TDY allowances, transportation and extended TDY lodging plus meals and incidental expenses recommendations, and implemented a consolidation of automobile mileage rates
 - o Completed proposals for Standard Travel Rate, Lodging Plus Meals and Incidental Expenses, Standardized POC Mileage Rates and Reimbursable and Incidental Expenses
 - o Eliminated cost constructions for one-way travel of 400 miles or less
 - o Published Chapters 1-3 and completed Chapter 6 for Joint Federal Travel Regulation (JFTR)/Joint Travel Regulation(JTR)merger
 - o Drafted core travel and expense policies for general travel provisions, PDTATAC, Government Travel Charge Card, DTS, surface travel, and allowances in Department of Defense Instruction (DoDI) volumes
 - o Submitted policy recommendations to GSA on recommended changes to the Federal Travel Regulation that will achieve cost savings and efficiencies
 - o Implemented new COLA Spendable Income table
- FY 13/14 Planned Activities
- o Perform bi-annual updates to the Defense Travel Regulation (Air, Bus, Rental Car)
 - o Continue to manage the regulation development and approval process for the JFTR, Volume 1 and the JTR, Volume 2
 - o Set BAH/CONUS COLA Rates for 2013/2014
 - o Set Overseas Non-foreign Per Diem rates, to include Alaska and Hawaii

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IV. Performance Criteria and Evaluation Summary:

- o Continue to simplify allowances and consolidate purposes of travel and implement proposals where appropriate (e.g., Reimbursable and Incidental Expenses, Lodging Plus Meals and Incidental Expenses)
- o Continue drafting core travel and expense policies in Department of Defense Instruction (DoDI) Volumes and send for formal coordination
- o Complete consolidation of JTR/JFTR
- o Pilot and fully implement an enhanced enterprise-wide program that monitors and enforces compliance - pilot, and fully implement compliance tool to fulfill requirement of the law (once signed)
- o Identify and reengineer processes that provide the greatest opportunity for alignment with simplified policies and facilitate the use of new technologies
- o Establish an enhanced supplier management program
- o Submit Congressional report on "Transition of U.S. Territories from OHA to BAH"
- o Conduct CONUS Living Pattern Survey
- o Update DoD Financial Management Regulation Government Travel Charge Card policy

• Improve Organizational Readiness

- FY 12 Accomplishments

- o Published DTMO Strategic Plan for FY 2012-2017
- o Developed plan for travel transformation concept and way ahead and established Transformation Cell and associated Integrated Project Teams (IPT's)
- o Updated eLearning/reference materials to include: Defense Travel Administrator Manual; Document Processing Manual; DTS Financial Field Procedures Guide; Certifying Officers Legislation Refresher Training; and twelve additional Distance Learning classes
- o Conducted 7(FY12 through Q3) Defense Travel Administrator (DTA) classroom training courses for Defense Agencies

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IV. Performance Criteria and Evaluation Summary:

- o Customers completed almost ~837K (FY12) web-based training courses
- o Delivered 110 Distance Learning courses for 118 classes for 2,252 attendees (FY12 through Q3)
- o Customers completed 204K (FY12) narrated demonstrations
- o Redesigned front page of the DTMO website to improve the user experience
- o Published quarterly DTMO Dispatch
- o Maintained ~1000 frequently asked questions in the Knowledge Center of Travel Explorer viewed by ~172K users for FY12
- FY 13/14 Planned Activities
 - o Develop a human capital strategy
 - o Develop an IT Strategy for the NextGen travel solution
 - o Design the NextGen enterprise architecture; integrate with BEA and DoDAF
 - o Develop and implement a change management strategy for the future travel enterprise
 - o Develop a budgeting process that more clearly links funding to strategy
 - o Develop an IT acquisition strategy
 - o Implement Training Certificate Program Pilot for Defense Travel Administrators

Employer Support of the Guard and Reserve (ESGR):

ESGR continues to enhance 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:

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IV. Performance Criteria and Evaluation Summary:

- 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)

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IV. Performance Criteria and Evaluation Summary:

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

- 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 Service members:
 - FY12: (Actual) - 54,921
 - FY13: (Projected) - 60,000
 - FY14: (Projected) - 60,000
- Evidence of increased awareness of ESGR/USERRA as a result of Employer Outreach program activities providing an opportunity to inform employers of their rights and responsibilities. Employers informed:
 - FY12: (Actual)- 161,529
 - FY13: (Projected due to force drawdown) - 150,000
 - FY14: (Projected due to force drawdown) - 150,000
- ESGR volunteers inform Guard and Reserve Component service members on their rights and responsibilities under USERRA during unit visits and mobilization/demobilization. RC Members informed:
 - FY12: (Actual)- 483,250
 - FY13: (Projected due to force drawdown) - 375,000; Direct Mail projections are zero, based on deleted \$1.036M Military Outreach mission per DoD Efficiency Initiative
 - FY14: (Projected due to force drawdown) - 375,000; Direct Mail projections are zero, based on deleted \$1.036M Military Outreach mission per DoD Efficiency Initiative

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IV. Performance Criteria and Evaluation Summary:

The number of employment conflicts received and resolved:

- FY12: (Actual) 2,793 received with 77.5 percent of cases resolved/ administrative closure
 - FY13: (Projected due to force drawdown) 2,500 received with more than 75 percent of cases resolved or administratively closed
 - FY14: (Projected due to force drawdown) 2,500 received with more than 75 percent of cases resolved or administratively closed
-
- Average calendar days to resolve employment conflicts: (Goal is within 14 days):
 - FY12: (Actual) - less than 9 days (8.87 days)
 - FY13: (Projected) - less than 9 days
 - FY14: (Projected) - less than 9 days

Note: All days to resolve cases have been converted to calendar days in accordance with ESGR/DOL-VETS MOU requirements. FY12 - FY14 and out years are based on the new case management system and aligning with DOL case resolution statuses, which further break down USERRA case(s), complaints and categories. After combining the total number of resolved cases and administrative closures, the percentage of cases resolved should remain an average of 75 to 80 percent case resolution rate.

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IV. Performance Criteria and Evaluation Summary:

Federal Voting Assistance Program (FVAP):

Recognizing the challenges to military and overseas absentee voting, FVAP has identified three strategic goals to guide its FY2013-2016 program and policy development. Strategic goals are defined as FVAP-wide priority outcomes necessary to accomplish its mission. Each goal represents a leading indicator of success for the program.

FY 2014 strategic goals are:

- Strategic Goal #1. Improve UOCAVA voter success rates to meet or exceed the general absentee population's voter success rates by 2016.
- Strategic Goal #2. All UOCAVA voters have adequate opportunity to successfully cast a ballot in every State and Territory in the 2016 General Election.
- Strategic Goal #3. Streamline the UOCAVA voting process by 2016.

Measures of effect are aligned to the FY 2014 FVAP strategic goals as follows:

- Strategic Goal #1. Improve UOCAVA voter success rates to meet or exceed the general absentee population's voter success rates by 2016
 - Challenge: Military and overseas voters face greater challenges to casting a ballot compared to absentee voters in the general population. FVAP defines the absentee "voting success rate" as the successful transmission of an absentee ballot to a registered absentee voter and his/her successful casting of the absentee ballot. According to the 2008 and 2010 Post-Election Survey Reports, the overall UOCAVA voter absentee ballot return rate was 67% in 2008 and 64% in 2010, whereas the non-UOCAVA domestic national absentee ballot return rate is consistently above 90%.

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IV. Performance Criteria and Evaluation Summary:

- Goal: Military and overseas voter registration and absentee ballot return rates are equal to or greater than that of the general absentee voting electorate by age cohort and by State.
- Measure of Effect: The sampled overseas U.S. civilian population participates in the survey at statistically acceptable response levels.
- Strategic Goal #2. All UOCAVA voters have adequate opportunity to successfully cast a ballot in every State and Territory in the 2016 General Election.
 - Challenge: FVAP works with State and local jurisdictions to improve the military and overseas voting process through changes to statutes and regulations.
 - Goal: FVAP will continue to review State statutes and regulations on absentee voting and develop specific recommendations to improve the process for military and overseas voters. FVAP shares these recommendations with State Chief Election Officials and State lawmakers at regular intervals that correspond to election and legislative calendars. These best practice recommendations focus first on State compliance with the *Military and Overseas Voter Empowerment (MOVE) Act* (including the 45-day and electronic transmission mandates), as well as practical steps (e.g., introducing a statewide email contact) States can take to make voting easier and more intuitive.
 - Through a series of grants to States and localities and other research, FVAP will help States expand electronic support capabilities for the military and overseas voters. This will allow States to introduce new systems to transmit blank ballots to voters faster and more conveniently.
 - Measure of Effect: FVAP utilizes a tracking system that rates, or scores, each State based on the State's absenting voting law and processes. These scores are for internal use only. FVAP aims to raise all States and Territories Legislative Initiative Scores to 75% or better by 2014.

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IV. Performance Criteria and Evaluation Summary:

- Measure of Effect: The UOCAVA voter is able to complete each stage of the voting process within a reasonable amount of time and with a reasonable amount of effort.
- Strategic Goal #3. Streamline the UOCAVA voting process by 2016.
 - Challenge: The majority of voting failure occurs in ballot return, due to various factors such as limitations in traditional mail service, challenges faced by Voting Assistance Officers (VAOs) and State and local election officials, and voters' lack of understanding of the absentee process.
 - Goal: FVAP will focus on initiatives that improve the voting process such as electronic systems to deliver unmarked ballots, mail transit process analysis, and continuously improved training for VAOs and State and local election officials. FVAP will focus on eliminating confusing, opaque, and lengthy voting processes for UOCAVA voters. Technology provides the opportunity to convert these confusing processes into a series of intuitive, easy-to-answer questions that automatically guide the voter through the process quickly and seamlessly.
 - Measure of Effect: The UOCAVA voter is able to complete each stage of the voting process within a reasonable amount of time and with a reasonable amount of effort.

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IV. Performance Criteria and Evaluation Summary:

Personnel Security Research Center (PERSEREC)

PERSEREC strives to significantly improve operational readiness by improving DoD's personnel suitability, security, and reliability policy and procedures. This program is aligned with the Department's budget priority of "More Disciplined Use of Defense Dollars."

Major PERSEREC goals for FY 2014:

- Goal 1: Further develop a reliable and effective system for conducting automated data base checks to eliminate paper-based manual procedures and increase the availability of relevant personnel suitability and security information for the vetting and continuing evaluation of military and civilian personnel.
- Goal 2: Further develop automation and quality standards to improve the effectiveness of personnel suitability and 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 insider threats from espionage, terrorism, violence, vandalism, intentional disruption, reliability problems and gross negligence.
- Goal 4: Provide data analytic support to address emerging challenges to current DoD manpower and personnel policies and programs as well as for the implementation of the Defense Information System for Security (DISS) which is being fielded as part of an effort to transform DoD suitability and security clearance processes.

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IV. Performance Criteria and Evaluation Summary:

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 2012. PERSEREC had five significant research initiatives in FY 2012 that were presented to DoD and other government agency senior management for potential implementation. Of the five, four or 80 percent of these initiatives were implemented. PERSEREC exceeded the goal of a 75 percent implementation rate.
- **Timeliness:** Complete 90 percent of FY 2012 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 six major research tasks that were associated with specific contract completion dates in FY 2012. All six 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 2012 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 2012, PERSEREC published four management and technical reports. All four 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.

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IV. Performance Criteria and Evaluation Summary:

Sexual Assault Prevention and Response Office (SAPRO):

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 establish a culture free of sexual assault; however, in the event of a sexual assault, sexual assault victims will be treated with dignity and respect and provided victim-centered care. The Department strives to create a climate of confidence so that victims will come forward and report the crime.

SAPRO has the following performance goals:

- Ensure implementation of DoD Sexual Assault Prevention and Response (SAPR) program by establishing benchmark levels of awareness in the sexual assault prevention and response program by the end of FY2013 and increasing to 100% awareness of the SAPR program by the end of FY2018.
- Enable a system of accountability by improving and maintaining SAPR policy and program oversight across DoD through a 100% success rate in quality control tests of congressionally mandated data elements in the Defense Sexual Assault Incident Database (DSAID) by the end of FY2012, and the continuation of operation and maintenance through FY2018.
- Ensure high quality care for victims of sexual assault from report to final case disposition by establishing a baseline of service delivery measures by the end of FY2013 with the long-term objective of delivering 100% of the requested victim services by the end of FY2018.
- Ensure the existence of empirically driven SAPR policies, programs and training 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

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IV. Performance Criteria and Evaluation Summary:

prevalence rates and the number of reports of assault. Established a baseline measurement in FY2011 and continue performance evaluation in FY2013 and FY2014.

Office of the Actuary (OACT):

The Office of the Actuary provides actuarial expertise on all matters relating to military benefits. FY 2014 performance goals are:

- Conduct valuations in accordance with generally accepted actuarial principles and practices
- Continue to provide employees education and professional development support
- Establish strong industry networking interfaces
- Stay abreast of all Department current military retirement benefits, including any proposed changes

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

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IV. Performance Criteria and Evaluation Summary:

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.

In FY 2012, 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 2011 valuations were presented to the relevant Boards of Actuaries during their FY 2012 meetings. The methods, assumptions, and results were all approved. 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. During 2012, three staff members sat for professional exams. Of these, one attained the Associate of the Society of Actuaries designation from the Society of Actuaries. Nine staff members attended professional development meetings. All credentialed OACT staff members also successfully fulfilled the Continuing Professional Development requirement of the Society of Actuaries during FY 2012. This allowed them to remain "compliant" for actuarial membership purposes. OACT 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:

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

The Committee uses an annual report as the basis for its recommendations to the Secretary of Defense. The annual report contains comprehensive information and data gathered by Committee members during annual installation visits, DACOWITS' contractor's analysis and supplemental research on findings, and recommendations on substantive policy or legislative information.

DACOWITS is the only independent Committee that solely addresses women's issues and makes a number of pertinent and valuable recommendations each year in its annual report. DACOWITS' unique position as an independent Committee allows for recommendations drawn directly from Service members. The Committee's significant recommendations in its 2009-2011 reports to the Secretary of Defense looked extensively at the utilization of women in OIF and OEF Theatres of Operations and the impact of serving in combat on the careers of women. In the Ike Skelton NDAA for 2011 Congress, informed in part by the DACOWITS report, requested the Department of Defense to review all laws, policies, and regulations, including the collocation policy, that may restrict the service of female members and determine whether changes are needed to ensure women have an equitable opportunity to excel in the military. The results of these reviews opened more than 13,000 positions to women. Other important proposals on women in the military, provided by the Committee, include recommendations on improving equipment and uniforms, improving post-traumatic stress disorder treatment, pre-deployment weapons training, leadership role practices, and various issues regarding sexual assault and sexual harassment.

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IV. Performance Criteria and Evaluation Summary:

Advanced Distributed Learning (ADL) Registry:

It is absolutely imperative in this era of reduced funding that DoD distributed content be searchable, retrievable, and sharable. Using the Sharable Content Object Reference Model (SCORM®), the ADL initiative collaborates with the Services, industry, other government agencies, and international partners to develop capabilities to register information about learning content to enable discovery, retrieval, and reuse. Online course completions in DoD increased to 20.4 million in FY12, and will likely increase in FY13 and beyond. The ADL initiative works with the Services to enable common formats for the registration of courses, modules, lessons, and multimedia assets which empower developers, instructors, and students to find existing relevant content that meets their needs. This program also develops the technologies to make learning and performance support available to Service members, anytime, anywhere. The ADL initiative enables the migration of distributed learning content to multiple hardware and software applications using the SCORM standard. SCORM is the de facto industry and internationally accepted standard for e-learning interoperability; its use is mandatory for all Department of Defense (DoD) agencies through DoD Instruction 1322.26. The ADL initiative, working with ADL Partnership Co-Labs and the NATO community, has reduced costs and increased interoperability and sharing of distributed learning content. Further, in FY 2012, ADL worked with NATO to develop SCORM courses that have achieved widespread usage to educate our international community on Counter-Insurgency (COIN) and Cultural Awareness.

FY 13/14 Plans:

- Recommend policies, plans, and programs to support Distributed Learning Content (DLC) programs, standardization, identification, and distribution of best practices

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IV. Performance Criteria and Evaluation Summary:

and guidelines for learning, training, and job performance aids that accommodate today's networked learning environment;

- Support the White House educational initiatives as the DoD representative to the Learning Registry and Federal Game Guild
- Form a team from the DoD training community for the purpose of sharing of DLC (metrics, best practices, etc.), standardization of common terminology and best practices for developing and implementing efficient and effective DL technologies across DoD;
- Collaborate with DoD Services and other government agencies to share DLC and 3D models used for immersive learning experiences;
- Collaborate with the other Federal Agencies to share descriptive metadata about learning resources and usage information about how those resources are being used.
- Participate as co-chair of the International Training & Education Development (IT&ED), NATO Task Group, to increase the standardization and reuse of training and develop tools to facilitate improvements to current training.

FY13/14 Performance Metrics:

- Update DoD Instruction 1322.26, titled "Development, Management, and Delivery of Distributed Learning" in order to incorporate advances in learning technology;
- Form and charter a team consisting of DoD training leadership to leverage training strategy and resource savings. Also form a team of working level training and learning technologists to share lessons learned;
- Participate in key Service and international ADL meetings and conferences reference the discovery, sharing and delivery of interoperable training content; Promote the

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IV. Performance Criteria and Evaluation Summary:

sharing of data among DoD, other Federal Agencies and state and local education departments throughout the U.S., by making educational resources discoverable and retrievable.

- Develop a lexicon of ADL terminology that will facilitate sharing learning/training content across a broader international contingency. The lexicon will be available in 2013 with the intent that it will be adopted as an international standard for ADL terminology in FY2014.
- Develop an ADL Capabilities Handbook to provide a common set of "best practices" for ensuring that training content is developed, registered, and accessible throughout the DoD and partnership nations.

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IV. Performance Criteria and Evaluation Summary:

Yellow Ribbon Reintegration Program (YRRP) Headquarters Office:

YRRP's mission is to promote the well-being of National Guard and Reserve members, their families and communities, by connecting them with resources throughout and beyond the deployment cycle. YRRP is working to enhance and solidify its metrics program to measure and better evaluate the program's performance.

Yellow Ribbon Outreach Program:

The YRRP outreach initiatives are designed to support National Guard and Reserve commanders, family support staff, Event Planners, and Program Managers who plan and execute YRRP events.

Ongoing Initiatives	Future Initiatives
<ul style="list-style-type: none">• State Program Specialists• Cadre of Speakers• YRRP website maintenance and usage analytics• "The Ribbon" newsletter• Collaboration with external agencies:<ul style="list-style-type: none">- Joining Community Forces- Military Community Covenant- Military Community & Family Policy- Community Support Coordinators- Red Cross	<ul style="list-style-type: none">• Track and evaluate the number of partnerships established and strengthened with entities providing key resources and support required by legislation and the YRRP DoDI• Continue tracking usage and satisfaction metrics for Cadre of Speakers• Develop and implement social media and track usage• Develop and implement focused advertising and marketing plan• Update the YRRP website to improve user

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IV. Performance Criteria and Evaluation Summary:

Ongoing Initiatives	Future Initiatives
	experience

Employment Initiative Program:

The Employment Initiative Program (EIP) is led by the YRRP with direct support from ESGR. It is a collaborative effort with multiple Federal agencies and Reserve Component Services designed to create efficiencies and enhance the employment process by serving as an effective resource for Guard and Reserve Service members, veterans and their spouses and employers seeking to hire them. The EIP website (www.H2H.jobs) provides employers with the ability to post available jobs and for Service members to translate their military skills, post resumes and make a job connection. H2H also conducts employment-related events in conjunction with Yellow Ribbon events, Employment Assistance Workshops and state-specific job events, including U.S. Chamber of Commerce Hiring Our Heroes (HOH) events throughout the year.

Employment Initiative Program Key and Supporting Measures

Performance Measure	Current	Target
Key		
Increase in number of Guard and Reserve members in public or private sector employment	Some known tracking of Guardsmen/Reservists employment per ESGR Committee and other sources, including U.S. Chamber of Commerce	Increase tracking of known jobs applied for; employment and hire status using EIP-developed analytics; leverage metrics from U.S. Chamber of Commerce
Supporting		
Number of website visits;	Collected weekly	Increase detail of collected

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IV. Performance Criteria and Evaluation Summary:

Performance Measure	Current	Target
average time on site; sign ups and job profiles created; military affiliation; employer registration		metrics through hiring of Employment Transition Coordinators (ETCs)

Yellow Ribbon Center for Excellence

Program Evaluation: YRRP continues its program evaluation effort, that includes detailed analysis of Event Participant Questionnaires from YRRP events. As a part of our continuous process improvement, YRRP also continues to refine the Participant Questionnaires, and has developed a longitudinal survey that upon implementation, will measure behavioral changes of YRRP event participants and the program's long-term effectiveness. YRRP is also working closely with EIP and the Hero-2-Hired program to develop and implement metrics collection to demonstrate the program's positive impact on unemployment and underemployment of Guard and Reserve Service members.

Ongoing Initiatives	Future Initiatives
<ul style="list-style-type: none"> • Provide Talented Pool of Event Speakers & Facilitators • Collect Post-Event Surveys & After Action Reports • Review & Assess Promising Practices • Analyze Event Data, Provide Feedback to Services • Enhance the Clearinghouse for Military Family Readiness 	<ul style="list-style-type: none"> • Provide Vetted Presentations/Training Materials to Services • Refine Survey Tools (YRRP & EIP) • Implement longitudinal survey for program effectiveness • Develop Event Attendance Accountability • Develop Online Training/Learning Management • Refine OSD YRRP Policy

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IV. Performance Criteria and Evaluation Summary:

Ongoing Initiatives	Future Initiatives
<ul style="list-style-type: none"> Develop Event Curriculum & Event Planning Tools for the 6 information categories contained in DoDI 1342.28 	

Attendance and Performance Metrics

	Number of YRRP Events	Number of Participants	Currently Activated as of end of FY
FY12 (Actual)	2,028	248,252	63,737
FY13 (Estimated)*	1,691*	207,000*	N/A
FY14 (Estimated)*	1,300*	159,000*	N/A

* Projected and future event numbers will change significantly based on actual mobilization numbers yet to be determined.

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IV. Performance Criteria and Evaluation Summary:

Computer/Electronic Accommodations Program (CAP)

The mission of CAP is to provide assistive technology and accommodations to ensure people with disabilities and wounded Service members have equal access to the information environment and opportunities in the Department of Defense and throughout the Federal government. CAP has partnerships with 68 federal agencies and 53 Military Treatment facilities.

The Fiscal Year 2014 performance goals:

- Excellence in Accommodation Services
 - Provide needs assessments, assistive technology and services to federal employees with disabilities and wounded, ill and injured Service members.
 - Assist in the recruitment, placement, promotion and retention of individuals with disabilities and wounded, ill or injured Service members.
 - Provide needs assessment, demonstrations and evaluations at the CAP Technology Evaluation Center (CAPTEC) and expand partnerships with other assistive technology centers.
 - Provide assistive technology, interpreters, readers and personal assistant services to DoD employees with disabilities.
 - Provide assistive technology and accommodations for students with disabilities placed in the DoD Workforce Recruitment Program for College Students with Disabilities throughout the federal sector.
 - Provide accommodations to increase the return and re-employment rate for employees Update the DoDI 6025.22 "Assistive Technology for Wounded Service Members."

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IV. Performance Criteria and Evaluation Summary:

- Provide accommodations to DoD beneficiary programs, including the Military Health System, DoD Education Activity and Exceptional Family Member Program.
- Excellence in Service Delivery
 - Improve the request/procurement process for assistive technology and accommodation services.
 - Increase the use of the CAP needs assessment process at CAPTEC, VTC and on-line.
 - Integrate CAP services in agency's HR, EEO and IT plans and report.
 - Ensure procurement processes are in place to provide assistive technologies to the customers in a quick and appropriate timeframe.
 - Provide the latest/cost effective assistive technologies to customers.
 - Coordinate with DoD policymakers and managers to ensure accommodation and accessibility requirements are incorporated into acquisitions for electronic and information technology.
- Excellence in Communication and Training
 - Partner with the U.S. Office of Personnel Management and the Equal Employment Opportunity Commission to conduct joint trainings across the country on the Presidential Executive Orders.
 - Ensure customer satisfaction and increase awareness of CAP services by promoting the CAP Website throughout DoD and the Federal government.
 - Partner with the U.S. Office of Personnel Management and the General Services Administration to increase the awareness of Telework in the Federal Government.
 - Expand CAP's awareness through Social Media outlets, including Facebook, Twitter and YouTube.

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IV. Performance Criteria and Evaluation Summary:

The Office will use the following metrics to monitor progress:

- Track the number of employee and wounded service member accommodations and services;
- Track the number of accommodations provided to Workforce Recruitment Program, Workers' Compensation, Telework and DoD beneficiary programs;
- Track the number of CAPTEC contacts and needs assessments;
- Track the number of days it takes to process a request for an accommodation;
- Track the number of training provided in partnership with U.S. Office of Personnel Management and the Equal Employment Opportunity Commission;
- Track the number of training sessions via webinar, teleconferences and on-line tools
- Track the customer satisfaction rating;
- Track the number of visitors to the CAP website; and
- Track the number of followers through the Social Media outlets.

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IV. Performance Criteria and Evaluation Summary:

Transition to Veterans Program Office (TVPO):

Transition to Veterans Program Office is the principal staff advisor for the management oversight, strategic planning, and policies of the Redesigned Transition Assistance Program (TAP) and Transition Goals Plans Success (GPS). The improved Transition Assistance Program metric goals ensure all eligible DoD Service Members are counseled and trained on available resources as they transition to veteran civilian status.

Measure/Description	Actual	Projected	Projected
	FY12	FY13	FY14
Metric #1: Percent of installations implementing revised TAP Curriculum	N/A	100%	100%
Metric #2: Percent of eligible Service members completing Pre Separation Counseling	N/A	100%	100%

The focus on implementing DoD's improved transition counseling, curriculums and workshops via a strengthened partnership with the Department of Veteran Affairs and Department of Labor is vital to Service members' career readiness after separation from military service. The goal is to be compliant with the Veterans Opportunity to Work Act (VOW) Act and the Veterans Employment Initiative (VEI) policies and programs by November 2012, becoming fully operational by 2014.

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<u>V. Personnel Summary</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>Change FY 2012/ FY 2013</u>	<u>Change FY 2013/ FY 2014</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>9</u>	<u>9</u>	<u>9</u>	<u>0</u>	<u>0</u>
Officer	7	7	7	0	0
Enlisted	2	2	2	0	0
<u>Civilian End Strength (Total)</u>	<u>1,144</u>	<u>1,180</u>	<u>1,188</u>	<u>36</u>	<u>8</u>
U.S. Direct Hire	1,144	1,180	1,188	36	8
Total Direct Hire	1,144	1,180	1,188	36	8
<u>Civilian FTEs (Total)</u>	<u>1,103</u>	<u>1,180</u>	<u>1,170</u>	<u>77</u>	<u>-10</u>
U.S. Direct Hire	1,103	1,180	1,170	77	-10
Total Direct Hire	1,103	1,180	1,170	77	-10
Average Annual Civilian Salary (\$ in thousands)	137.1	134.0	135.3	-3.1	1.3
 <u>Contractor FTEs (Total)</u>	 <u>1,480</u>	 <u>1,629</u>	 <u>1,734</u>	 <u>149</u>	 <u>105</u>

Contractor FTEs adjusted from the Fiscal Year 2013 President's Budget Request as a result of conducting an agency-wide review and applying a standardized definition of 'Contractor FTEs'.

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

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2012</u>	<u>FY 2012/FY 2013</u>		<u>FY 2013</u>	<u>FY 2013/FY 2014</u>		<u>FY 2014</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	151,207	364	6,525	158,096	1,383	-1,177	158,302
199 Total Civ Compensation	151,207	364	6,525	158,096	1,383	-1,177	158,302
308 Travel of Persons	5,804	116	-364	5,556	106	-72	5,590
399 Total Travel	5,804	116	-364	5,556	106	-72	5,590
416 GSA Supplies & Materials	0	0	25	25	0	1	26
417 Local Purch Supplies & Mat	0	0	0	0	0	29	29
499 Total Supplies & Materials	0	0	25	25	0	30	55
671 DISA DISN Subscription Services (DSS)	0	0	0	0	0	1,349	1,349
696 DFAS Financial Operation (Other Defense Agencies)	841	139	581	1,561	203	1,214	2,978
699 Total DWCF Purchases	841	139	581	1,561	203	2,563	4,327
771 Commercial Transport	401	8	263	672	13	6	691
799 Total Transportation	401	8	263	672	13	6	691
912 Rental Payments to GSA (SLUC)	30,152	603	-16,270	14,485	275	-9,980	4,780
913 Purchased Utilities (Non-Fund)	1,816	36	-535	1,317	25	6	1,348
914 Purchased Communications (Non- Fund)	5,708	114	387	6,209	118	-1,006	5,321
915 Rents (Non-GSA)	66	1	2,344	2,411	46	24,313	26,770
917 Postal Services (U.S.P.S)	5,448	109	-1,502	4,055	77	-857	3,275
920 Supplies & Materials (Non- Fund)	3,203	64	-488	2,779	53	328	3,160
921 Printing & Reproduction	3,705	74	4	3,783	72	81	3,936
922 Equipment Maintenance By Contract	2	0	711	713	14	-28	699
925 Equipment Purchases (Non-Fund)	395	8	1,626	2,029	39	-133	1,935
932 Mgt Prof Support Svcs	1,747	35	3,998	5,780	110	-12	5,878
933 Studies, Analysis & Eval	646	13	951	1,610	31	-81	1,560
960 Other Costs (Interest and Dividends)	5	0	26	31	1	-32	0
987 Other Intra-Govt Purch	188,863	3,777	-191,129	1,511	29	-1,024	516
988 Grants	27,648	553	-14,219	13,982	266	374	14,622

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		Change			Change		
	FY 2012	<u>FY 2012/FY 2013</u>		FY 2013	<u>FY 2013/FY 2014</u>		FY 2014
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
989 Other Services	233,766	4,675	211,140	449,581	8,542	62,203	520,326
999 Total Other Purchases	503,170	10,062	-2,956	510,276	9,698	74,152	594,126
Total	661,423	10,689	4,074	676,186	11,403	75,502	763,091

* The FY 2013 Estimate column excludes \$3,334.0 thousand of Overseas Contingency Operations Appropriations for FY 2013.

* The FY 2014 Estimate column excludes FY 2014 Defense-Wide OCO Budget Request.

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Defense Information Systems Agency (DISA)



April 2013

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**Defense Information Systems Agency
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Operation and Maintenance, Defense-Wide Summary (\$ in thousands)

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

	FY 2012 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2013 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2014 <u>Estimate</u>
DISA	1,530,304	22,764	-206,221	1,346,847	24,976	-45,580	1,326,243

* The FY 2012 Actual column includes \$164,520 thousand of FY 2012 Overseas Contingency Operations (OCO) Appropriation funding (PL 112-74) and includes \$1,855 thousand of No-Year Spectrum Relocation funds.

* The FY 2013 Estimate column excludes \$152,925 thousand of the FY 2013 Defense-Wide OCO Budget Request.

* The FY 2014 Estimate column excludes FY 2014 Defense-Wide OCO 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 DoD Chief Information Officer (DoD CIO). In short, the DISA provides global net-centric solutions in the form of networks, computing infrastructure, and enterprise services to support information sharing and decision making for the Nation's warfighters and those who support them in the defense of the nation. The DISA is the only combat support agency charged with connecting the force by linking processes, systems, and infrastructure to people. This budget anticipates impacts to our operations from the DoD's 26-point IT transformation plan known as the IT Enterprise Strategy

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I. Description of Operations Financed (cont.)

Roadmap (ITESR), signed by the DEPSECDEF in October 2011, as well as specific planning guidance provided by the DoD CIO.

Changes between FY 2013 and FY 2014: Price changes are \$24,976 thousand. After considering the effects of inflation, the net program change is a decrease of \$-45,580 thousand. In Section III, program increases and decreases are reconciled by mission area, not specific object class. These mission area changes have affected the OP-32 as follows:

The FY 2014 OP-32 program increase totals \$45,040 thousand. An increase of \$18,873 thousand in DISA DISN Subscription Services (DSS) reflects a realignment of resources from DISA Telecommunications Services. This increase results from a new reporting requirement to identify DSS costs separately. An increase of \$12,425 thousand for other intra-governmental purchases primarily provides funding to the State Department and/or Embassies for Presidential related support. Engineering and technical services increases \$5,075 thousand and is mainly attributed to dedicated contractor support to the Joint Systems Engineering and Integration Office (JSEIO) which addresses Nuclear Command, Control, and Communications (NC3), Senior Leadership C3, the National Military Command System (NMCS), and communications support to the President and other national resources. Purchased communications increases \$3,987 thousand and is largely due to requirements for DoD Mobility carrier access circuits, commercial internet drops, and server licenses. An increase of \$2,135 thousand in other services primarily funds DoD Mobility hosting costs and security requirements to address unified capabilities. An increase of \$1,087 thousand in equipment purchases is primarily due to additional shared service support requirements for hardware and software. An increase of \$834 thousand in Pentagon Reservation Maintenance Revolving Fund provides funding for repairs and improvements of the Pentagon Reservation. Commercial transportation increases \$484 thousand and funds increased costs

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I. Description of Operations Financed (cont.)

associated with Mission Support to the President and the movement of household goods and personal affects for DISA Pacific and DISA Europe. An increase of \$140 thousand in DFAS Finance and Accounting services provides for increased service support.

The FY 2014 OP-32 program decrease totals \$-90,620 thousand. Equipment maintenance by contract decreases \$-34,887 thousand due to classified program changes provided in a separate exhibit. A net decrease of \$-19,060 thousand in DISA Telecommunications Services is primarily attributed to the realignment of service costs to the DSS. As a result of workforce restructuring, increased retirements, and a functional transfer of the Field Security Operation (FSO) to the Defense Working Capital Fund (DWCF), a net decrease in compensation and benefits of \$-17,386 thousand is realized. Efficiencies of \$-13,175 thousand will be achieved primarily in travel due to improved collaboration and the use of video conferencing and social networking tools. Purchased utilities decreases \$-4,071 thousand as a result of the consolidation of multiple facilities at Ft. Meade, Maryland. A reduction of \$-1,001 thousand in Facilities, Sustainment, Restoration, and Modernization by Contracts is primarily attributed to decreased building repairs and improvements required at the new Fort Meade, Maryland facility. A reduction of \$-859 thousand in management and professional services is primarily due to decreased contractor support services at the White House Communication Agency (WHCA). A net decrease in Global Information Grid Engineering Services of \$-130 thousand addresses the realignment of resources from supplies and materials to purchased communications to fund costs associated with the transition of applications to the Defense Enterprise Computing Center. Efficiencies of \$-27 thousand in printing and reproduction are achieved through the use of electronic media for internal communications. A reduction in postal services of \$-24 thousand is due to more efficient operations and reduced postal requirements.

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I. Description of Operations Financed (cont.)

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

The DISA's efforts 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 - the capabilities and services needed to enable effective and efficient command and control and information sharing across the full spectrum of operations, from the edge to the national level, including coalition mission partners, government agencies, and non-government partners (this includes access to real time information, shared architecture, and net-enabling tools); and
- Operating and Assuring the Enterprise - the capabilities and services that provide critical warfighting and business information and ensuring they are carefully managed and protected (this includes providing a reliable, available, secure and protected Enterprise Infrastructure)

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

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I. Description of Operations Financed (cont.)

- An agile, converged enterprise infrastructure enabling a collaborative environment and trusted information sharing, end to end, that can adapt to rapidly changing conditions.
- Effective, reliable, secure, agile, national and operational command and control and information sharing capabilities and services that adapt to rapidly changing circumstances.
- Protected 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.

Today, the DISA is a combined military, federal civilian, and support contractor workforce nearing 18,000 people touching 100 countries. The DISA believes the key to a global, information-based DoD Enterprise is not to design the solution, but design the framework for constructing the solution. The DISA does not know what the next engagement will look like, and the DISA cannot build, nor does the DISA want to build, specific systems to try to solve every possible problem. The DISA doesn't know what some of the problems are, yet. What the DISA will create is a global enterprise infrastructure, based on common standards and services, upon which all of us can create the solutions to today's and tomorrow's challenges to the warfighter as they arise.

To realize this goal, the Department must revolutionize its ability to react, share, collaborate, and execute. The Department needs a common platform of capabilities and services that enable new applications and solutions to be built, and empower their rapid development and fielding. This common platform will allow users, no matter what branch of service, anywhere on the globe, and using whatever computing device, to plug in and get access to the information they need.

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I. Description of Operations Financed (cont.)

This global enterprise infrastructure begins with an increasingly robust, capable computing platform. The DISA meets this need with our Defense Enterprise Computing Centers (DECCs), which provide storage, computing power, application hosting, and content delivery worldwide. The DISA has made a great deal of progress in both diversity and capacity, and fiber and Satellite Communications, (SATCOM). Since 2005, overall capacity has grown from 480 Gigabytes (Gbs) to more than 5,500 Gbs. Upon this foundation of information transport and robust computing, the DISA is building a framework of common enterprise services, designed to be transparent to the user and available to all. These services include authentication and identity management, collaboration, search, messaging, and security. The DISA is putting forward an initiative called "Enterprise User," which allows any person with a Common Access Card (CAC) to login anywhere in the DoD on any NIPRNet machine, to use a browser, print locally, and use basic office applications. To be effective in the current world environment, there must also be comprehensive and integrated cyber protection for this infrastructure, to ensure DoD has protected information on protected networks. The DISA is in the midst of a massive effort to improve the security and defense capabilities of our military networks: from improved sensing for intrusion detection and reporting, to demilitarized zones (DMZ), filtering, and proxying to protect our core network services from internet threats.

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

- **Transition to Net Centric Environment:** Transition to a net-centric environment to transform the way DoD shares information by making data continuously available in a trusted environment.

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I. Description of Operations Financed (cont.)

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

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 avoids unintended subsidy to the Defense Working Capital Fund, gains visibility and insight into cost and consumption of shared services, and addresses efficiencies.

A. Transition to Net Centric Environment (\$ in thousands)

	FY 2012	FY 2013	FY 2014
1. Net-Centric Enterprise Services	141,774	126,144	121,349
2. GIG Engineering Services	66,782	73,381	72,754

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I. Description of Operations Financed (cont.)

3. Other Programs	3,759	2,198	3,621
Transition to Net Centric Environment Total	212,315	201,723	197,724

1. Net-Centric Enterprise Services (NCES): The Program Executive Office (PEO) for Enterprise Services (ES) provides a portfolio of critical enterprise services to warfighter, business, and intelligence end-users on the Secret Internet Protocol Router Network (SIPRNet) and the Non-Classified Internet Protocol Router Network (NIPRNet). This portfolio of services allows more than two million authorized DoD users to collaborate across COCOMs/Joint Staff/Agencies using a suite of web-accessible collaboration capabilities supporting DoD and other supporting users. The portfolio provides a resilient and flexible infrastructure that enables secure information sharing in the DoD; Enterprise Search/Enterprise Catalog supporting the exposure, discovery, and retrieval from any location at any time; and a Service Oriented Architecture Foundation (SOAF) that enables programs to share services-based applications across the GIG.

The PEO-ES portfolio is rapidly expanding adding services such as: the Strategic Knowledge Integration Web (SKIWeb) which provides decision and event management support on the SIPRNet to a widespread user base ranging from Combatant Commanders, the Joint Staff and Coalition partners; DoD Visitor capability that enables the enterprise user vision of "go anywhere in the DoD, login, and be productive"; Identity and Access Management services supporting dynamic account-based access that provides the basis for replacing intensive manual processes with near real-time automated account provisioning and access control; Defense Enterprise Email that consolidates DoD corporate e-mail, centralizes all e-mail management department-wide, provides the user with a single email address that will be used throughout their career, and is accessible from any location at any time; and the Defense Enterprise Portal Service that provides users with a flexible

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I. Description of Operations Financed (cont.)

web-based hosting solution to create and manage mission, community, organization, and user focused sites.

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

2. Global Information Grid Engineering Services (GIG ES): Enterprise Engineering supports GIG End-to-End (E2E) Systems Engineering, Interface Standards, and a Modeling and Simulation (M&S) environment which enables the development of DISA and DoD IT technical architectures and capabilities that are interoperable and performance-oriented.

E2E systems engineering develops and maintains GIG Convergence Master Plan (GCMP) and UC&C architecture to integrate GIG capabilities. These capabilities ensure that both the DoD and DISA's infrastructure services and applications are planned, implemented, and assessed/improved to meet performance objectives cost-efficiently.

M&S provides timely attention to network performance issues and also provides quantified results to the decision-maker to identify cost-effective network and application solutions. Unified Communication and Collaboration (UC&C) engineering will identify, resolve and document cross-program technical issues in order to integrate program specific solutions and to facilitate offering of UC&C enterprise service to DoD customers.

Enterprise Engineering also performs a broad spectrum of activities for DoD communications planning and investment strategy, to include: application assessments;

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I. Description of Operations Financed (cont.)

contingency planning; network capacity planning and diagnostics; systems-level modeling and simulation; and lifecycle IT standards engineering activities as the DoD's Executive Agent for IT Standards.

The Chief Technology Office (CTO) provides engineering solutions to meet the warfighters' needs of today and the future and is responsible for defining DISA's technical strategies in developing, sustaining, and operating DISA's critical net-centric capabilities and services. The CTO insures that advisors to the President and the COCOMs are supported with the means to obtain the information products they need for making critical command and control decisions. DISA partners with academia, technical analysis centers such as Federally Funded Research and Development Centers (FFRDCs) and University Affiliated Research Centers (UARCS), commercial partners, as well as member organizations within the Intelligence Community (IC) to bring state of the art capabilities to the Department for increased cyber security, better communications and monitoring tools, enterprise services, and improved end-user services and capabilities. For example, DISA developed Forge.mil to enable collaborative and agile software development to achieve a common development infrastructure, promote the discovery of software code for re-use, and automate the testing and deployment of applications that drastically accelerate capability delivery to the warfighter. DISA also continues to exploit and evolve leading edge technologies such as cloud and mobile computing, secure wireless, and agile software development techniques.

3. Other Programs: The funding associated with other programs is primarily for the sustainment of systems and hardware costs for DISA.

B. Eliminate Bandwidth Constraints (\$ in thousands)	FY 2012	FY 2013	FY 2014
1. Standardized Tactical Entry Point	11,719	1,228	1,285

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I. Description of Operations Financed (cont.)

2. DoD Teleport Program	16,162	18,274	19,257
3. Global Electromagnetic Spectrum Information System	5,230	15,606	15,739
4. Defense Spectrum Organization	35,618	27,479	28,589
5. Defense Information Systems Network Enterprise Activities	198,123	77,333	83,400
6. Defense Information Systems Network Subscription	18,260	18,655	19,116
Eliminate Bandwidth Constraints Total	285,112	158,575	167,386

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

The funding for this program is vital to ensure the tactical users' accessibility to DISN services. The STEP provides centralized integration capabilities, contingency capacity, and the necessary interfaces to meet Combatant Commands, Services, and Agency requirements to support world-wide operations for Expeditionary Forces and Overseas Contingency Operations (OCO).

2. DoD Teleport Program: The DoD Teleport program provides access to multi-frequency Military Satellite Communications (MILSATCOM) and Commercial Satellite Communications (COMSATCOM). Each Teleport is a telecommunications collection and distribution point, providing deployed warfighters with multiband, multimedia, and worldwide access to the DISN that far exceeds current capabilities.

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I. Description of Operations Financed (cont.)

The DoD Teleports provide capability to forward deployed users leveraging COM SATCOM, MILSATCOM and Global Information Grid (GIG) technologies to meet the connectivity and throughput requirements of the warfighter. Funding for this program is vital to ensure warfighter accessibility to the Teleport gateways and DISN services providing an Advanced Extremely High Frequency (AEHF) capability for high-speed, secure, and interoperable voice, data, and video networks. Additionally, this funding supports Mobile User Objective System (MUOS) compatibility with existing Ultra High Frequency (UHF) SATCOM equipment to provide deployed tactical users with an efficient way to communicate with each other and their commanders.

3. Global Electromagnetic Spectrum Information System (GEMSIS): GEMSIS provides the capability for integrated spectrum operations across the entire DoD, and interoperability with Federal, State and local government spectrum agencies and coalition forces. The interoperability enlarges DoD spectrum efficiency and provides operational commanders with a common picture of spectrum situational awareness. The GEMSIS increases DoD spectrum efficiency by transforming spectrum operations from a pre-planned, static frequency assignment system into a responsive capability able to quickly request, assign, allocate, and de-conflict portions of the electromagnetic spectrum.

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

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I. Description of Operations Financed (cont.)

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 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 to include deployed support to forward-based forces. The JSC mission is integral to vital activities such as information operations, electronic warfare, and other Joint Staff directed projects.

5. Defense Information Systems Network (DISN) Enterprise Activities (EA): Circuit sustainment, SATCOM and National and Presidential Communication requirements enable the DISN to deliver an integrated platform to transport bandwidth and information services on DoD's legacy and Internet Protocol (IP) networks and provide C2 capabilities in support of emerging joint operations. Circuit funding provides circuit management activities to include transition to new contracts, DISN Core optimization, surveys, provisioning, and associated engineering. Satellite Communication funding provides for: SATCOM systems engineering; the migration of Global Broadcast System (GBS) bandwidth management functions to the enterprise infrastructure by the GBS Joint Program Office; the operation, engineering, sustainment, and technical support for the Defense Satellite Communications system (DSCS) including contract support services for DSCS equipment. Special Communication Requirements fund the lifecycle support for the Enhanced Pentagon Capability/Survivable Emergency Conferencing Network (EPC/SECN) switch system that supports the survivable Nuclear Command and Control voice system for the National Command Authority.

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I. Description of Operations Financed (cont.)

6. Defense Information Systems Network (DISN) Subscription: The DISN provides secure voice, video, and data services over a global fiber optic network that is supplemented by circuitry obtained from the commercial sector. DISN subscription services are described as follows: Compartmented information communications services for the DoD Intelligence Community and other federal agencies. Data Services provide SIPRNet as well as NIPRNet capabilities. Voice Services provide day-to-day commercially competitive services plus unique secure military requirements. Voice Services includes the operation of the Defense Switched Network and Defense Red Switch Network. Video Services provide both routine and classified video teleconference capabilities for the DoD and other government agencies. 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.

C. GIG Network Operations and Defense (\$ in thousands)	FY 2012	FY 2013	FY 2014
1. Network Operations	50,591	54,711	51,391
2. Info Systems Security Program/Info Assurance/PKI	201,297	188,585	189,747
3. Comprehensive National Cybersecurity Initiative	67,639	43,255	21,604
4. Field Commands and Field Offices	79,468	62,631	69,398
5. Joint Staff Support Center	28,258	33,697	31,459
6. Defense Industrial Base	11,052	11,837	11,227
GIG Network Operations and Defense Total	438,305	394,716	374,826

1. Network Operations (NetOps): DISA's NetOps operates and assures a reliable, available, secure, and protected global net-centric enterprise in direct support of joint warfighters, national-level leaders, and other mission and coalition partners across the full spectrum of operations. The DISA directs these activities with United States Cyber

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I. Description of Operations Financed (cont.)

Command (USCYBERCOM) in its mission to provide secure, interoperable, and reliable operations of the DoD net-centric enterprise infrastructure encircling the entire globe. The DISA coordinates with the military services Network Operations Centers to provide complete E2E network oversight. This is done through synchronization of the DISA NetOps capabilities provided globally through the five DISA Network Operations Center (DNCs), 16 DoD SATCOM Gateways, 14 Defense Enterprise Computing Centers (DECC), and nine COCOMs Global/Joint Theater NetOps Coordination Centers. DISA's NetOps coordinates capability improvements, improves efficiencies and best business practices, and provides E2E interoperability, for reliable/secure operations. This structure also manages the integration of Teleport and STEP SATCOM capabilities into the GIG; and provides operational direction, and control and status maintenance of the DISA enterprise infrastructure. DISA is also responsible for defense-in-depth of the DoD Network requiring the operations and defense of all of the DoD's enterprise network(s). This includes the actions necessary to provide certification, intrusion detection, and incident response/recovery, of the entire DISA enterprise infrastructure, including the NIPRNet, the SIPRNet, and coalition networks. In order to accomplish this, DISA NetOps provides worldwide C2 and defense of the DoD Network across all levels of command: strategic, operational and tactical boundaries. It supports the DoD's full spectrum of military operations across all theaters to include intelligence and business missions as well as support to the President of the United States (POTUS) and many other national-level leaders.

2. Information Systems Security Program (ISSP)/Information Assurance (IA)/Public Key Infrastructure (PKI): The ISSP/IA/PKI mission focuses on delivering DoD-wide enterprise solutions to COCOMs and DoD Components ensuring critical mission execution in the face of cyber attacks. The program provides solutions to harden the network by:

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I. Description of Operations Financed (cont.)

- 1) Reducing the exposed attack surface and gaps that allow adversaries to exploit and disrupt communications. Critical efforts include deployment and operation of defenses at the perimeter that sit at the boundary between DoD and the Internet protecting over 5 million users with state of the art measures mitigating malicious activities such as viruses, ex-filtration, and emergent cyber threats;
- 2) Providing vital situational awareness to senior decision-makers and network defenders that enable attack detection and diagnosis;
- 3) Supporting safe sharing of information with allies and mission partners, by expanding the Cross Domain Enterprise Services that enable secure access and transfer of data between networks of differing classification levels. The DISA will drive anonymity out of the networks by utilizing cyber identity credentials and expanding this capability on SIPRNet;
- 4) Publishing security guidelines and assessing compliance. The DISA is changing the security technical implementation guides to better enable automation of the DoD's configuration management and reporting processes;
- 5) Providing training to DoD civilians by continuing to generate information assurance and NetOps training used throughout the Department using web enabled tools;
- 6) Providing PKI that provide electronic identities for mission critical applications. The PKI supports the infrastructure for the entire DoD enabling information sharing in a secured environment. The PKI satisfies the DoD's IA needs for confidentiality, authentication, identification, and verification of data

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I. Description of Operations Financed (cont.)

integrity, non-repudiation of communications or transactions, as well as digital signatures.

3. Comprehensive National Cybersecurity Initiative (CNCI): The Cybersecurity Program focuses its efforts on a net-centric approach that addresses the DoD security demands on a DoD-wide scale. To rapidly achieve this vision of Cybersecurity, DISA will: develop and implement Cybersecurity plans, assessments, and strategies, and procure associated hardware and software technologies to accomplish the net-centric goal, while evolving to serve as a component of the larger Network Operations (NetOps) solution. This program performs classified work. Detailed information is submitted separately in classified DoD exhibits.

4. Field Commands and Field Offices: DISA's Field Commands (DISA CENTCOM, DISA CONUS, DISA Europe, and DISA Pacific) provide the full range of military operations in support of the warfighter while laying the groundwork for introducing DISA systems and capabilities. The Field Commands provide services globally to 38 facilities in 28 locations across 11 countries and one territory. The Field Commands and Field Offices (DISA Africa Command (AFRICOM), DISA Northern Command (NORTHCOM), DISA Special Operations Command (SOCOM), DISA Southern Command (SOUTHCOM), DISA Strategic Command (STRATCOM), and DISA Transportation Command (TRANSCOM)) serve as the DISA Director's forward direct support element to the Combatant Commands COCOMs by providing operational assurance for the Enterprise Infrastructure. These relationships enable effective coordination and information exchange in support of planning, policy, and delivery of services and capabilities that include the Integrated Priority List (IPL), Contingency Planning.

The Field Commands and Field Offices coordinate COCOM requirements such as support of COCOM directed Humanitarian Assistance/Disaster Relief efforts, participating and supporting COCOM exercises, and providing coordination of global contingency along with

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I. Description of Operations Financed (cont.)

quality assurance/performance evaluations and the critical infrastructure protection (CIP) program support of COCOM mission critical capabilities.

5. Joint Staff Support Center (JSSC): JSSC provides information assurance and C2 support that enables the Joint Staff to perform its mission by providing information system support to 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/monitoring and nuclear support operations for Communications, Command, Control, Computer, and Intelligence systems and Continuity of Operations (COOP). The 24x7 watch/monitoring operations provide 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. JSSC also 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. Operations and Maintenance (O&M) resources include civilian pay and benefits, travel and training as well as sustainment support required to keep fielded systems fully operational during its life cycle, including maintenance of operational environments.

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

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I. Description of Operations Financed (cont.)

establishing information sharing between the two organizations to promote synergy and streamline operations. Detailed information is submitted separately in classified DoD exhibits.

D. Exploit the GIG for Improved Decision Making (\$ in thousands)	FY 2012	FY 2013	FY 2014
1. Global Command and Control System-Joint	125,932	140,432	138,618
2. Global Combat Support System	14,475	17,552	17,220
3. National Military Command System	2,679	3,776	4,132
4. Senior Leadership Enterprise	103,730	119,147	92,320
5. Multinational Information Sharing (MNIS)Program	49,286	53,055	51,523
6. Other Programs	13,403	13,604	16,034
Exploit the GIG for Improved Decision Making Total	309,505	347,566	319,847

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

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I. Description of Operations Financed (cont.)

2. Global Combat Support System (GCSS): The GCSS is an information technology (IT) application that continues to transition to a service oriented architecture to deliver asset visibility to the joint logistician (i.e., essential capabilities, functions, activities, and tasks necessary to sustain all elements of operating forces in theater at all levels), and facilitates information interoperability across and between Combat Support and C2C functions. In conjunction with other GIG elements including GCCS-J, DISN, Computing Services, and COCOMs/Services/Agencies information architectures, GCSS-J will provide the IT capabilities required to move and sustain joint forces throughout the spectrum of military operations.

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

4. Senior Leadership Enterprise (SLE): This program supports National Leadership Command Capabilities and is classified. Details provided for this program are submitted in appropriately classified DoD exhibits submitted separately.

5. Multinational Information Sharing (MNIS) Program: The MNIS Program is a portfolio of

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I. Description of Operations Financed (cont.)

four coalition information sharing capabilities: Combined Enterprise Regional Information Exchange System (CENTRIXS) (to include the CENTRIX Cross Enclave requirement), Pegasus (formerly Griffin, Unclassified Information Sharing System (UISS), and Combined Federated Battle Laboratory Network (CFBLNet). Through this coalition, MNIS provides information sharing capabilities designed to enable and improve sharing of operational and intelligence information among US forces and multinational partners.

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

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

CFBLNet is a laboratory environment which utilizes a distributed Wide Area Network(WAN) as the vehicle to experiment with new capabilities by conducting Research and Development, Trials and Assessment (RDT&A) initiatives. The CFBLNet is managed by DISA and consists of a distributed and integrated network architecture of Combined, Joint, and Military Service infrastructure components (networks, database servers, application servers, client workstations, etc.).

UISS capability is an enterprise solution designed to meet unclassified collaboration and information sharing requirements of joint and coalition military organizations. UISS

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I. Description of Operations Financed (cont.)

provides the United States COCOMs a unique operational capability necessary to support coordination, cooperation, and collaboration with mission partners. The overarching objective of the UIS is to provide a collaborative internet portal to share unclassified information to the COCOMs. The UISS capability will be a Web-based, "non-mil", information sharing and collaboration tool that may be accessed anytime, from anywhere, by any user with an Internet connection including web-enabled mobile personal devices.

6. Other Programs: The funding associated with other programs is primarily for the infrastructure costs for DISA's interoperability facility in the National Capital Region.

E. Deliver Capabilities Effectively/Efficiently (\$ in thousands)	FY 2012	FY 2013	FY 2014
1. Management Headquarters	41,002	31,146	39,535
2. Pentagon Reservation Maintenance Revolving Fund	11,406	14,768	16,345
3. Shared Services Units/Program Executive Offices	45,016	34,612	34,097
4. Other Programs	16,961	381	346
Deliver Capabilities Effectively/Efficiently Total	114,385	80,907	90,323

1. Management Headquarters: Management Headquarters funding is utilized for salaries and operating expenses associated with the Command and Executive Staff and their key control organizations, which provide oversight, direction, and control of DISA activities. Command and Executive staffs provide key support to enable DISA 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.

2. Pentagon Reservation Maintenance Revolving Fund (PRMRF): United States Code, Title 10, Section 2674 established the Pentagon Reservation Maintenance Revolving Fund (PRMRF).

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I. Description of Operations Financed (cont.)

This statute authorizes the Secretary of Defense to establish rates and collect charges for space, services, protection, maintenance, construction, repairs, alterations of facilities provided at the Pentagon Reservation. The relationship is similar to that of landlord and tenant in the private sector. The Washington Headquarters Services (WHS) charges tenants "rent" for the services WHS provides.

3. Shared Services Units/Program Executive Offices: This activity funds foundational operating capabilities for DISA, such as: financial, information technology/assurance, manpower, security, and acquisition products and services to all agency programs and business areas world-wide. The Agency's Shared Service Units (SSUs) will support the following activities:

Chief Financial Executive (CFE): The CFE provides the agency's financial services support, financial automation support; conducts economic analyses, cost estimating, and program and organizational assessments; and develops the annual Agency-wide financial statements.

Chief Information Office (CIO): IA support to include IA certification and accreditation, IA compliance management, Computer Network Defense (CND) management and PKI/Public Key Enabling (PKE) support; support for IT Governance of the Agency's Enterprise Architecture (EA) and Portfolio Management; maintain the Agency's Knowledge Management (KM) and Internet Services including Identity Management (IdM), Electronic Records Management (ERM), Content Management (Workspaces), Business Intelligence (BI), Single Sign-On (SSO) Integration Services, and Enterprise Directory Service; operational network service support to DISA Information System Network (DISANet) including automated information networks, voice (telephone) systems and video teleconferencing systems in both the classified and unclassified domains.

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I. Description of Operations Financed (cont.)

Strategic Plans and Information (SPI): SPI is responsible for supporting the DISA Director in formulating and executing the Agency's vision, strategy, and policy.

Component Acquisition Executive (CAE): The CAE provides support in the areas of: (1) acquisition policy development, implementation and oversight; (2) acquisition life-cycle planning, development, supportability and sustainment; (3) acquisition workforce development, training, and certification; and (4) day-to-day administrative operations of the Office of the CAE.

Manpower, Personnel and Security (MPS): MPS supports Strategic Management of Human Capital efforts, DISA's facility operations at Ft. Meade, MD, physical protection of the DISA workforce by exercising the guard contract, personnel security investigations by the Office of Personnel Management, and Interagency Support Agreements for Civilian Personnel Services provided by DFAS. MPS also maintains closed circuit television components, and access control devices to protect existing systems and personnel.

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

F. Special Mission Area (\$ in thousands)	FY 2012	FY 2013	FY 2014
1. White House Communications Agency	135,697	130,353	135,256
2. White House Situation Support Staff	12,249	11,259	12,909
3. Crisis Management System	9,120	9,775	10,007
4. Minimum Essential Emergency Communications Network	12,198	11,001	16,902
5. Communications Management Control Activity	1,418	972	1,063

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I. Description of Operations Financed (cont.)

Special Mission Area Total	170,682	163,360	176,137
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1. White House Communication Agency (WHCA): The WHCA is a joint service military agency under the operational control of the White House Military Office (WHMO) and administrative control of the DISA. The WHCA mission is to provide secure/non secure, fixed and mobile telecommunications (voice and data), and audiovisual support services to the President, Vice President, U.S. Secret Service, and to related elements (as defined in regulations of that agency and specified by the President with respect to particular individuals within those related elements). WHCA's Congressionally mandated mission is conducted in accordance with governing documents including Public Laws 104-201, P.L. 104-208, and P.L. 109-163. This support is provided in Washington, D.C. and at travel sites worldwide. To meet its mission requirements, WHCA is structured to allow for fixed and travel communications (deployable) support.

2. White House Situation Support Staff (WHSSS): 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 Staff, and other White House offices. WHSSS funds support the information systems used by the National Security Staff (NSS) and others. WHSSS provides upgrades and sustainment to the classified and the unclassified network systems used by the White House Situation Room and the NSS.

3. Crisis Management System (CMS): CMS is owned and operated by the National Security Staff (NSS) but maintained by DISA under NSS 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

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I. Description of Operations Financed (cont.)

the President, Vice President, National Security Advisor, and others as directed by the NSS. The system functions in both fixed and mobile modes for exchange of time sensitive high interest information which extends the White House Situation Room presence. The system supports the President, National Security Council, Cabinet Members, Joint Chiefs, various agency watch centers, headquarters, and COOP sites.

CMS funding provides maintenance, configuration management, certification and accreditation activities including system security monitoring and testing, and engineering support. The system provides real-time Top Secret Sensitive Compartmented Information (TS/SCI) secure video conference communications for the President and high level advisors including multi-party calls between fixed and mobile sites for day-to-day and crisis operations.

4. Minimum Essential Emergency Communications Network (MEECN): MEECN is a highly survivable communications capability which transmits Nuclear Command and Control (NC2) messages and establishes crisis conferences with the President, Vice President, Secretary of Defense, and the Chairman of the Joint Chiefs of Staff to the Commanders of the COCOMs and to deployed US nuclear forces. The DISA supports MEECN as the Nuclear Command, Control, and Communications (NC3) system engineer by providing architectures, systems engineering, analyses and assessments to support the C3 needs of national and senior government leadership. The NC3 System is composed of C3 assets that provide connectivity from the President and the Secretary of Defense through the National Military Command System (NMCS) to nuclear execution forces integral to fighting a "homeland-to-homeland," as well as theater, nuclear war. Additionally, the DISA provides direct and specialized support to the DoD CIO and to the Joint Staff (JS), and recommends support or non-support for NC3 programs as well as fail-safe procedures and risk reduction actions. DISA's efforts assure an informed decision making linkage between the President, the Secretary of Defense, and the Commanders of the Unified and Specified Commands. This capability

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I. Description of Operations Financed (cont.)

provides the ability for our national leadership to ensure proper C2 of our forces during times of stress and national emergency, up to and including nuclear war.

5. Communications Management Control Activity (CMCA): CMCA provides communications support to the United States Secret Service (USSS) for presidential campaigns, as well as for dignitary protective duties. CMCA also supports the Joint Staff/J6, Joint Directorate of Military Support (JDOMS) for special events. Public Law 106-544 assigned USSS responsibility for coordinating, planning, exercising, and implementing security for National Special Security Events (NSSE). Additionally, DoD Directive 3025.13 mandated that DISA provide CMCA Headquarters with operations and maintenance funding.

II. Force Structure Summary:

N/A

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III. Financial Summary (\$ in thousands)

	FY 2013						
			Congressional Action				
	FY 2012	Budget				Current	FY 2014
A. <u>BA Subactivities</u>	<u>Actual</u>	<u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Estimate</u>	<u>Estimate</u>
1. Transition to Net Centric Environment	212,315	201,723				201,723	197,724
2. Eliminate Bandwidth Constraints	285,112	158,575				158,575	167,386
3. GIG Network Operations and Defense	438,305	394,716				394,716	374,826
4. Exploit the GIG for Improved Decision Making	309,505	347,566				347,566	319,847
5. Deliver Capabilities Effectively/Efficiently	114,385	80,907				80,907	90,323
6. Special Missions	170,682	163,360				163,360	176,137
Total	1,530,304	1,346,847				1,346,847	1,326,243

* The FY 2012 Actual column includes \$164,520 thousand of FY 2012 Overseas Contingency Operations (OCO) Appropriation funding (PL 112-74) and includes \$1,855 thousand of No-Year Spectrum Relocation funds.

* The FY 2013 Estimate column excludes \$152,925 thousand of the FY 2013 Defense-Wide OCO Budget Request.

* The FY 2014 Estimate column excludes FY 2014 Defense-Wide OCO Budget Request.

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III. Financial Summary (\$ in thousands)

	Change FY 2013/FY 2013	Change FY 2013/FY 2014
B. <u>Reconciliation Summary</u>		
Baseline Funding	1,346,847	1,346,847
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	1,346,847	
Fact-of-Life Changes (2013 to 2013 Only)		
Subtotal Baseline Funding	1,346,847	
Supplemental	152,925	
Reprogrammings		
Price Changes		24,976
Functional Transfers		
Program Changes		-45,580
Current Estimate	1,499,772	1,326,243
Less: Wartime Supplemental	-152,925	
Normalized Current Estimate	1,346,847	

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2013 President's Budget Request (Amended, if applicable)		1,346,847
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2013 Appropriated Amount		1,346,847
2. War-Related and Disaster Supplemental Appropriations		152,925
a. OCO Supplemental Funding		
1) Anticipated OCO	152,925	
3. Fact-of-Life Changes		
FY 2013 Baseline Funding		1,499,772
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2013 Estimate		1,499,772
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-152,925
FY 2013 Normalized Current Estimate		1,346,847
6. Price Change		24,976
7. Functional Transfers		
8. Program Increases		31,032
a. Annualization of New FY 2013 Program		
b. One-Time FY 2014 Increases		
c. Program Growth in FY 2014		
1) GIG Network Operations and Defense/Information Systems Security Program (ISSP)/Information Assurance (IA)/Public Key Infrastructure (PKI):	8,731	
Equipment maintenance by contract increases \$7,095 thousand for a new capability that will identify assets and addresses gaps in the supply chain. This capability continually monitors the configuration and		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases

Amount

Totals

security state of DoD networks and servers allowing for real-time responses to attacks on DoD networks. An increase of 7,160 thousand in equipment maintenance supports the deployment of Secure Configuration Management with scalable architecture. Additionally, equipment maintenance by contract increases \$3,700 thousand for Cyber Situational Awareness (CyberSA) to complete common operating pictures related to CyberSA for Combatant Commands/Agencies/Services. A reduction of \$-9,130 thousand in equipment maintenance by contract reflects the functional transfer of cost for the Field Security Operations (FSO), Information Assurance from direct mission funding to the Defense Working Capital Fund. A decrease of \$-1,770 thousand in equipment maintenance by contract reflects the realignment of the Defense Critical Infrastructure Program to Field Command and Field Offices. An increase of \$1,908 thousand in other intra-governmental purchases provides for the transfer of information between enclaves of different security levels, improving monitoring and tracking of Information Assurance vulnerabilities and security configuration settings. This allows for a continuous automated certification and accreditation capability prior to deployment on DoD networks. Shared service support increases \$161 thousand due to the additional hardware and software purchase and maintenance support requirements. Program management support increases \$16 thousand; \$13 thousand for equipment

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
<p>purchases, \$2 thousand for supplies and materials and \$1 thousand for purchased communications, providing financial, acquisition, and technical support for over 60 projects within the Information Assurance portfolio. An increase of \$10 thousand in facility sustainment, restoration, and modernization by contract is due to support for CyberSA. An increase of \$1 thousand for management and professional support services provides reviews of enclave level readiness. A decrease of \$-370 thousand in travel reflects a reduction in the number of on-site readiness inspections performed. A reduction of \$-50 thousand in other services is due a decrease in training requirements.</p> <p>(FY 2013 Baseline: \$188,585; Contractor Base FTEs: 296)</p>		
<p>2) Eliminate Bandwidth Constraints/Defense Information Systems Network (DISN) Enterprise Activities (EA):</p> <p>A net increase of \$4,238 thousand in equipment maintenance by contract is primarily due to a \$4,427 thousand increase in DoD Mobility contractor support to include IT Help Desk Support, network, security and program support, and systems engineering and IT support. A reduction of \$-189 thousand in equipment maintenance by contract is due to circuit transitions contract efficiencies. Purchased communications increases \$2,821 thousand as a result of a \$3,146 thousand increase in DoD Mobility carrier access circuits, commercial internet drops, and server licenses. A decrease of \$-325 thousand in purchased</p>	6,249	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases

Amount

Totals

communications is due to the elimination of Kosovo communication requirements to augment the terrestrial capability. An increase of \$2,087 thousand in other services includes a \$1,247 thousand increase in DoD Mobility hosting costs and an increase of \$840 thousand for security requirements to address unified capabilities. A decrease of \$-2,687 thousand in other intra-governmental purchases is due to realigning funds to DISA Telecommunications Services, \$1,200 thousand for circuit and satellite telecommunication reimbursable services. A reduction of \$-1,487 thousand in intra-governmental purchases is due to contract efficiencies. A net decrease of \$-752 thousand in program support is attributed to reduced utilities requirements due to the consolidation of multiple facilities at Ft. Meade, Maryland and printing and reproduction efficiencies achieved through the usage of electronic media for internal communications. Travel is reduced \$-337 thousand due to the expanded use of enterprise collaboration services and the use of video conferencing and other social networking tools. A decrease in equipment purchases of \$-205 thousand is due to a \$-385 thousand reduction as a result of reduced software, hardware, and office equipment requirements for the DISN. A \$180 thousand increase in equipment purchases funds hardware, software and software maintenance for the DoD Mobility program. Supplies and materials decreases \$-116 thousand due to reduced requirements. (FY 2013 Baseline: \$77,333 ;

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
Contractor Base FTEs: 111)		
3) Special Mission/Minimum Essential Emergency Communications Network (MEECN):	5,189	
Engineering and technical services increases \$5,000 thousand to provide dedicated contractor support to the Joint Systems Engineering and Integration Office (JSEIO) which addresses Nuclear Command ,Control, and Communications (NC3), Senior Leadership C3, the National Military Command System (NMCS), and communications support to the President and other national resources. A net increase of \$108 thousand in shared support provides for increased purchased communications usage and increased copier, hardware and software maintenance support requirements. An increase of \$93 thousand in equipment maintenance by contract is due to enhancements for engineering communication and technology improvements for the NC3 systems. A decrease of \$-12 thousand in travel is due to improved collaboration and use of video conferencing and social networking tools. (FY 2013 Baseline: \$11,011; Contractor Base FTEs: 22)		
4) GIG Network Operations and Defense/Field Commands and Field Offices:	3,940	
An increase of \$3,288 thousand in equipment maintenance supports Field Command operations and the Critical Infrastructure Protection (CIP) mission. The increase reflects a realignment of funding from Information Assurance (IA) to support CIP evaluation and the identification of risk and mitigation strategies addressing critical DISA Network		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases

Amount

Totals

Operations capabilities. A net increase of \$880 thousand in shared support services provides for an increase of access materials for personnel security, additional hardware and software requirements and increased communications usage. An increase of \$416 thousand in purchased communications is due to increased circuit costs that support the global contingency. A \$234 thousand increase in commercial transportation for DISA Pacific and DISA Europe provides transportation of household goods and personal affects. A slight increase of \$75 thousand in Engineering and Technical Services supports the analysis of DISA Europe Network Operations. Facilities, sustainment, restoration, and modernization increase of \$67 thousand is due to additional facility requirements at the DISA Europe and DISA Pacific locations. An increase of \$15 thousand in supplies and materials is due to increased requirements. An increase of \$4 thousand in postal services addresses additional requirements for shipping items between the DISA field sites. An increase of \$3 thousand in intra-governmental purchases is due to mission essential requirements and IA certifications acquisitions. Reductions in equipment purchases totaling \$-542 thousand results from a decrease in life cycle tech refresh requirements for ADP equipment and software. A reduction of \$-487 thousand in travel is due to improved collaboration and use of video conferencing. A reduction of \$-9 thousand in purchased utilities is

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
the result of lower facilities utility contract costs. A reduction of \$-3 thousand for other services is related to management efficiencies. A reduction of \$-1 thousand in printing and reproduction is due to the realignment of funding to supplies and materials. (FY 2013 Baseline: \$62,631; Contractor Base FTEs: 34)		
5) Special Mission/White House Communications Agency (WHCA):	2,507	
A net increase of \$14,408 thousand for other intra-governmental purchases includes realigning \$4,426 thousand from travel. This funding will be provided to the State Department and/or Embassies (contract) for Presidential related support. Additional increases of \$9,982 thousand in other intra-governmental purchase are attributed to contract support for the Global Ground Entry Point Satellite Communication System and closed captioning services. Additional funding of \$392 thousand in purchased communication provides for cable lines, DSL lines, and cable circuits. An increase of \$257 thousand in commercial transportation provides for the transportation of equipment that directly supports Presidential travel. Supplies and materials increases by \$201 thousand to fund copier toner, paper, and other consumables. A reduction of \$-11,849 thousand is realized in travel due to the realignment to other intra-governmental purchase, travel-related costs and reduced trips in a non-election year. A reduction of \$-740 thousand in		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
management and professional services is due to a decrease in contractor support services including (-3) contractor FTES. A net decrease of \$-162 thousand in shared program support is due to improved collaboration and use of video conferencing and social networking tools and reduced on-site building engineering support. (FY 2013 Baseline: \$130,353; Contractor Base FTEs: 180)		
6) Transition to Net Centric Environment/Global Information Grid Engineering Services (GIG ES): An increase of \$2,126 thousand in equipment maintenance by contract provides additional resources needed to update the Forge.mil platform, conduct security updates, and enhancements to accelerate the delivery of DoD IT systems into operational environments. An increase of \$318 thousand in equipment purchases supports equipment purchases attributed to the tech refresh. The \$43 thousand increase in travel supports growth of the Forge.mil Program for meeting with current and potential Forge.mil users/customers and marketing of Forge.mil to the DoD community. A net reduction of \$-561 thousand in program management support is primarily related to reduced utilities requirements due to the consolidation of multiple facilities at Ft. Meade, Maryland. Other reductions include building repairs and improvements and onsite building engineering support. A decrease of \$-229 thousand in supplies and materials, \$-62 thousand in purchased	1,628	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
communications and \$-7 thousand in commercial transportation is due to reduced program support requirements. (FY 2013 Baseline: \$73,381; Contractor Base FTEs: 160)		
7) Deliver Capabilities Effectively/Efficiently/Pentagon Reservation Maintenance Revolving Fund (PRMRF): An increase of \$834 thousand in the Pentagon Reservation Maintenance Revolving Fund will provide repairs and improvements to sustain the functionality of the Pentagon Reservation and tenants. This increase also supports the additional level of delivery services and facility rent increase. (FY 2013 Baseline: \$14,768; Contractor Base FTEs: 0)	834	
8) Transition to Net Centric Environment/Net-Centric Enterprise Services (NCES): An increase of \$2,177 thousand in equipment maintenance by contract funds is attributed to higher DISA Computing Services hosting rates for collaboration services. An increase of \$44 thousand in supplies and materials supports the shared costs of consumables for printers and copiers, basic office supplies to operate the PEO, and office equipment for destroying official use documentation. A net decrease of \$-900 thousand in shared service support is attributed reduced utilities requirements due to the consolidation of multiple facilities at Ft. Meade, Maryland. Other reductions include building repairs and improvements and onsite building engineering support. A decrease of \$-536 thousand in equipment maintenance by contract and (-4) contractor FTEs is	472	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
due to the transition of SKIWeb and DoD Visitor from implementation to sustainment. A reduction of \$-313 thousand in travel represents the expanded use of enterprise collaboration services to support planning and integration activities for Enterprise Services. (FY 2013 Baseline: \$126,144; Contractor Base FTEs: 108)		
9) Deliver Capabilities	456	
Effectively/Efficiently/Management Headquarters: Shared program support increases \$550 thousand for additional program support requirements for auditing of financial statements, increased DFAS Finance and Accounting services support and a slight increase in rental payments to GSA for leased facilities. Increases totaling \$161 thousand in other services provides for training and support for global net solutions. An increase of \$73 thousand in intra-governmental purchases results from increases in cross-program and global net-centric solutions. An increase of \$40 thousand in equipment maintenance is due to increased systems support operational requirements. A decrease of \$-322 thousand in travel is due to improved collaboration and use of video conferencing and social networking tools. Supplies and materials decreases by \$-45 thousand as a result of reduced requirements for office and information technology supplies. A reduction of \$-1 thousand in equipment purchases results from an internal realignment of funds. (FY 2013 Baseline: \$31,146; Contractor Base FTEs: 0)		

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C. Reconciliation of Increases and Decreases	Amount	Totals
10) Exploit the GIG for Improved Decision Making/Global Combat Support System (GCSS): As a result of GCSS owned hardware migrating to Enterprise Services, equipment maintenance by contract increases \$697 thousand for computing hosting support. A net decrease of \$-250 thousand in shared service support is attributed to reduced utilities requirements resulting from the consolidation of utility bills into one centralized bill for the DISA Headquarters and a travel reduction due to improved collaboration and use of video conferencing and social networking tools. A decrease of \$-1 thousand in travel results from travel efficiencies. (FY 2013 Baseline: \$17,552; Contractor Base FTEs: 31)	446	
11) Eliminate Bandwidth Constraints/DoD Teleport Program: A net increase of \$857 thousand in shared support is attributed to additional purchased communications resulting from increased usage and additional hardware and software requirements. An increase of \$244 thousand in travel funds site visits and work inspection activities for Generation 3 Phase 1 and Generation 3 Phase 2 implementation at five Teleport sites in the European and Pacific regions. Equipment maintenance by contract is reduced \$-722 thousand due to decreased engineering efforts for DoD Teleport Generation 1 and 2 capabilities. A reduction of \$-179 thousand in other services is due to decreased training requirements. A decrease of \$-11 thousand in	189	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
supplies and maintenance is realized through office efficiencies including electronic document filing and staffing using the Defense Enterprise Portal System. (FY 2013 Baseline: \$18,274; Contractor Base FTEs: 20)		
12) Special Mission/White House Situation Support Staff (WHSSS):	132	
Other intra-governmental purchases increase \$117 thousand to sustain operational capability of classified and unclassified networks and systems used by the White House Situation Room and the National Security Staff. A net increase of \$15 thousand in shared support provides for increased communications purchases due to an anticipated increase of usage and additional hardware and software requirements. (FY 2013 Baseline: \$11,259; Contractor Base FTEs: 0)		
13) Eliminate Bandwidth Constraints/Defense Spectrum Organization (DSO):	116	
A net increase of \$232 thousand in shared support provides for increased purchased communications resulting for an anticipated increase in usage and additional hardware and software requirements. An increase of \$154 thousand in travel supports the World Radiocommunication Conference (WRC) initiatives in overseas locations with international mission partners. An increase of \$123 thousand in other services is due to increased facilities support costs for maintenance repairs and new equipment. An increase in purchased communications of \$64 thousand results from increased cost for communication circuits and equipment. Supplies and materials		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
increased \$40 thousand due to a redistribution of operational support from GEMSIS to DSO. An additional \$30 thousand in equipment purchases funds growth in Spectrum engineering services equipment requirements. A decrease of \$-509 thousand in equipment maintenance by contract is due to a reduction in engineering support services and information technology infrastructure equipment maintenance requirements. A reduction of \$-18 thousand in DISA Telecommunications Services is due to a decline in telecommunication connection services. (FY 2013 Baseline: \$27,479; Contractor Base FTEs: 67)		
14) Exploit the GIG for Improved Decision Making/National Military Command System (NMCS): Equipment maintenance by contract increases \$49 thousand to provide additional engineering analyses for the National Military Command Center, including implementing collaborative tools into current and crisis operations areas, integrating adequate back-up storage and recovery of voice, and video to support key leaders. A net increase of \$40 thousand in shared program support provides for additional materials required for access and control of personnel security at the DISA Headquarters along with an anticipated increase in purchased communications usage. (FY 2013 Baseline: \$972; Contractor Base FTEs: 0)	89	
15) Special Mission/Communications Management Control Activity (CMCA): A net increase of \$18 thousand reflects increased usage in purchased communications for CMCA mission	32	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
requirements. A net increase of \$16 thousand in shared support provides for an increase in purchase communications due to an anticipated usage requirements. A decrease of \$-1 thousand in travel is due to the use of video conferencing and social networking tools. A reduction of \$-1 thousand in equipment maintenance by contract reflects a modest adjustment in maintenance hours required for the automated mission tracking system. (FY 2013 Baseline: \$972; Contractor Base FTEs: 0)		
16) Eliminate Bandwidth Constraints/Standardized Tactical Entry Point (STEP):	22	
Equipment maintenance by contract increases \$17 thousand due to the increased cost associated with STEP interoperability testing and video teleconferencing equipment maintenance. A net increase in shared program support of \$10 thousand is due to additional hardware and software requirements. A decrease of \$-5 thousand in other services is due to reduced contract administration costs. (FY 2013 Baseline: \$1,228; Contractor Base FTEs: 0)		
9. Program Decreases		-76,612
a. Annualization of FY 2013 Program Decreases		
b. One-Time FY 2013 Increases		
c. Program Decreases in FY 2014		
1) Exploit the GIG for Improved Decision Making/Senior Leadership Enterprise (SLE):	-29,106	
Details provided for this program are submitted in appropriately classified DoD exhibits submitted separately.		

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C. Reconciliation of Increases and Decreases	Amount	Totals
(FY 2013 Baseline: \$119,147; Contractor Base FTEs: 41)		
2) GIG Network Operations and Defense/Comprehensive National Cyber Security Initiative (CNCI): This program supports Information Assurance capabilities and is classified. Details provided for this program are submitted in appropriately classified DoD exhibits submitted separately. (FY 2013 Baseline: \$43,255; Contractor Base FTEs: 95)	-19,790	
3) Compensation and Benefits: Evolving technology skill sets and new mission area workforce requirements continue to require the DISA to re-tool its workforce to implement the latest information technologies. As a result of workforce restructuring, increased retirements and a functional transfer of the Field Security Operation (FSO) to the Defense Working Capital Fund, a net decrease to compensation and benefits is realized, \$-17,386 thousand and (-107) FTEs. (FY 2013 Baseline: \$304,578; FY 2013 Government FTEs: 2,293; Contractor Base FTEs: 0)	-17,386	
4) GIG Network Operations and Defense/Network Operations (NetOps): A decrease of \$-2,840 thousand in equipment maintenance by contract is associated with reduced contract requirements and (-12) contractor FTEs for the DISA Command Center (DCC). A net decrease of \$-601 thousand in program support is attributed to	-3,658	

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C. Reconciliation of Increases and Decreases	Amount	Totals
decreased utilities requirements related to the consolidation of utility bills into one centralized bill for the DISA Headquarters and reduced on-site building engineering support. Mission support travel is reduced \$-114 thousand due to improved collaboration and the use of video conferencing and social networking tools. A decrease of \$-63 thousand in equipment purchases is associated with a reduction in requirements for the DCC. A reduction of \$-27 thousand in management and professional support services is attributed to a decline in MITRE Network Operations Support requirements. The consolidation of information technology supplies and materials purchases results in a reduction of \$-8 thousand. A reduction of \$-3 thousand in other contracts is related to reduced contract support requirements. Intra-Governmental purchases decreases \$-2 thousand related to Information Assurance support for USCYBERCOM. (FY 2013 Baseline: \$54,711; Contractor Base FTEs: 125)		
5) Exploit the GIG for Improved Decision Making/Global Command and Control System-Joint (GCCS-J): A decrease in equipment maintenance of \$-2,391 thousand is due to the implementation of modernization initiatives that eliminated a significant amount of legacy hardware and software applications. A decrease of \$-1 thousand in supplies and materials and \$-1 thousand in other services is due to reduced requirements. A net increase of \$267 thousand in shared support is attributed to increased	-1,817	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
costs for copier, hardware and software maintenance support requirements and increased purchased communications usage. An increase of \$253 thousand in travel reflects the continued need to install GCCS-J capability improvements at critical Combatant Command and Military Services command and control centers. Equipment purchases increases \$56 thousand to continue the replacement of legacy hardware and software applications. (FY 2013 Baseline: \$140,432; Contractor Base FTEs: 428)		
6) Eliminate Bandwidth Constraints/Defense Information Systems Network (DISN) Subscription: A decrease of \$-18,873 thousand in DISA Telecommunication Services results from a reporting change of the DISN Subscription Services (DSS) cost from DISA Telecommunication Services to DISN Subscription Services. An additional reduction of \$-20,185 thousand in DISA Telecommunication Services reflects a decrease for DSS based on the DSS share allocation. (FY 2013 Baseline: \$18,655; Contractor Base FTEs: 0)	-1,312	
7) Deliver Capabilities Effectively/Efficiently/Shared Services/Program Executive Offices: Purchased utilities decreases \$-1,175 thousand as a result of the consolidation of multiple facilities at Ft. Meade, Maryland. (FY 2013 Baseline: \$34,612; Contractor Base FTEs: 224)	-1,175	
8) Exploit the GIG for Improved Decision Making/Multinational Information Sharing (MNIS) Program: A decrease of \$-903 thousand in other services	-1,080	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
<p>results from the relocation of the help desk and lab infrastructure from Contractor facilities to a Government facility at Fort Meade, Maryland. Program support decreases \$-398 thousand due to decreased utilities requirements related to the consolidation of utility bills into one centralized bill for the DISA Headquarters and reduced printing and reproduction activities due to the usage of electronic media for internal communications. A decrease of \$-18 thousand in travel of persons is due to continued efficiencies in virtual training and conferences. A decrease of \$-4 thousand in equipment purchases is due to reduced equipment costs. An increase of \$243 thousand in equipment maintenance by contract is required to support Unclassified Information Sharing (UISS) migration to enterprise service capability. Enterprise software licenses will support an increased user base and equipment maintenance licenses will support the required infrastructure expansion. (FY 2013 Baseline: \$53,055; Contractor Base FTEs: 162)</p>		
9) GIG Network Operations and Defense/Defense Industrial Base (DIB):	-834	
<p>This program supports critical system enhancements at the DoD-DIB Collaboration Information Sharing Environment (DCISE). Detailed information is submitted separately in classified DoD exhibits. (FY 2013 Baseline: \$11,837; Contractor Base FTEs: 26)</p>		
10) GIG Network Operations and Defense/Joint Staff Support Center (JSSC):	-277	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases

Amount

Totals

Shared program management support decreases \$-595 thousand due to reduced onsite building engineering support and a reduction in postal service costs due to consolidation of postal service operations at the DISA Headquarters. A decrease of \$-48 thousand is attributed to operational training reductions. A decrease of \$-19 thousand in supplies and materials is associated with reduced usage of network, versus stand alone, printers and printer supplies. Equipment maintenance by contract decrease of \$-8 thousand due to the consolidation of requirements needed to sustain and maintain the reliability of mission critical systems. A reduction of \$-7 thousand in travel is due to improved collaboration and use of video conferencing and social networking tools. An increase of \$327 thousand in equipment purchases is attributed to a three-year lifecycle plan for equipment replacement. An increase of \$72 thousand in purchased utilities is attributed to 24x7 overtime heating, ventilation, and air conditioning at the Pentagon. An increase of \$1 thousand in purchased communications is for additional telephone line requirements for the DISA Liaison Office. (FY 2013 Baseline: \$17,552; Contractor Base FTEs: 31)

11) Eliminate Bandwidth Constraints/Global

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Electromagnetic Spectrum Information System (GEMSIS):

A reduction of \$-185 thousand in equipment maintenance by contract results in a reduction of contractor support. A decrease of \$-57 thousand in DISA Telecommunications Services is due to reduced

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
telecommunication connection services for GEMSIS. Supplies and materials reduction of \$-15 thousand is attributed to a redistribution of operational cost to the Defense Spectrum Organization. A decrease of \$-14 thousand in purchased communication results from reduced cost for communication circuits and equipment in support of GEMSIS. A net increase of \$71 thousand program management support is attributed to additional hardware and software equipment purchases and increased copier, hardware, and software maintenance support requirements. A net increase of \$29 thousand in travel supports warfighter training on new GEMSIS capabilities. (FY 2013 Baseline: \$15,606; Contractor Base FTEs: 49)		
12) Special Mission/Crisis Management System (CMS): A decrease of \$-125 thousand in equipment maintenance by contract is due to reduced contract support. An increase of \$70 thousand in travel provides for mission-related travel activities. Program management support increases \$30 thousand to provide access materials and supplies for increased personnel security requirements. An increase of \$19 thousand in purchased communications supports secure video conference communications. (FY 2013 Baseline: \$9,775; Contractor Base FTEs: 36)	-6	
FY 2014 Budget Request		1,326,243

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IV. Performance Criteria and Evaluation Summary:

The Defense Information Systems Agency's (DISA) approach to performance-budget integration and measurement is reflective of consistent, timely, and reliable service, effort and accomplishments to our customers. Performance management tools such as in-progress reviews, program reviews, knowledge management systems, continuous process improvement (CPI), the Agency's 2012 Campaign Plan, Office of the Secretary of Defense (OSD) Initiatives, Efficiencies and Strategic guidance forms the framework for developing DISA's Performance Metrics. The agency Campaign Plan Vision: "Leaders enabling information dominance in defense of our Nation" is aligned with the Defense Planning and Programming Guidance (DPPG) and the September 2011 Department of Defense (DoD) Information Technology (IT) Enterprise Strategy and Roadmap. Its vision is operationalized in three Lines of Operation (LoO): Enterprise Infrastructure, Command and Control (C2) and Information Sharing, and Operate and Assure with guiding principles that are strategically focused on the next two to four years. It serves as the roadmap to achieve DISA's enterprise infrastructure, which meets the Warfighters joint requirements.

This dynamic framework is a formidable warfighting support strategy which reflects DISA's national resource agenda, strategy investments and initiatives that support it.

In assessing DISA's performance metrics, 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 governance processes, learning and growth related portions of strategies and measures. Targets are set to promote continuous improvement. Measures for individual programs are specific to the program and are included in the program's Sustainment Key Performance Parameter (KPP) for Materiel Availability and Key

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IV. Performance Criteria and Evaluation Summary:

System Attributes (KSAs) for Reliability and Ownership Costs. These measurements are reviewed by the Services and DoD elements. Programs also establish Service Level Agreements (SLAs) with customers that provide specific system performance requirements. These SLAs are routinely reviewed with customers.

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 programmatic accountability and ensure initiative or investment owner alignment with Corporate-level priorities.

Since DISA's strategy is driven by DoD's fiscal and strategic guidance, DISA's performance metrics must be more agile providing joint warfighting capabilities and institutionalizing ongoing reform. This will reshape the way DISA does business for wider asymmetric challenges, and complex future environments implementing enterprise-wide changes and ensuring organizational structures, processes, and procedures effectively support DoD's strategic direction.

DISA uses select external measurement methodologies to track performance that are integrated into the DISA budget. Strategies have been developed for rectifying readiness deficiencies, and these courses of action are addressed in program/budget planning. DISA has endorsed and implemented the DoD directed Continuous Process Improvement (CPI)/Lean

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IV. Performance Criteria and Evaluation Summary:

Six Sigma (LSS) Program, which includes areas related to tracking performance, such as making improvements in productivity and performance against mission (availability, reliability, cycle time, investment, and operating costs). The following programs and services performance metrics are reflected below:

Global Command and Control System - Joint (GCCS-J): The GCCS-J program employs a tailored subset of earned value concepts that fit within American National Standards Institute (ANSI) Standard 748. Contractors are required to plan, budget, and schedule resources in time-phased "planned value" increments constituting a cost and schedule measurement baseline. This approach encourages contractors to use effective internal cost and schedule management control systems. The PMO evaluates performance by conducting thorough Post-award Contract Reviews (PCRs) and monthly CPRs. The GCCS-J Program Manager (PM) also conducts weekly critical path reviews of the GCCS-J release schedules to ensure tasks are on track and to mitigate risk across the entire program. Management structure for JPES and the Joint C2 architecture are similar to the standards identified above for GCCS-J.

Activity: Effectively communicate with external command and control systems

FY 2012 (Results) 100% successful test of new critical system interfaces, as well as continued 100% successful test of critical current system interfaces.

FY 2013 (Planned) 100% successful test of new critical system interfaces, as well as continued 100% successful test of critical current system interfaces.

FY 2014 (Estimated) 100% successful test of new critical system interfaces, as well as continued 100% successful test of critical current system interfaces.

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IV. Performance Criteria and Evaluation Summary:

Activity: Fuse select C2 capabilities into a comprehensive, interoperable system eliminating the need for inflexible, duplicative, stovepipe C2 systems

FY 2012 (Results) Global Command and Control System-Joint (GCCS-J) executed modernization activities which resulted in significant progress for the Joint C2 Community via the Joint C2 Common User Interface (JC2CUI), Cross Domain Services (CDS), Agile Client and Enterprise COP initiatives. This progress included the evolution towards client consolidation, synchronization of enabling frameworks and infrastructure and the elimination of duplicative functions resulting in direct sustainment cost reduction for reinvestment in C2 capability modernization.

FY 2013 (Planned) Continue planned migration to Net-centric Joint C2 capabilities while reducing sustainment costs for reinvestment in modernization with the transition from use of local Global enclaves to reusable enterprise deployments.

FY 2014 (Estimated) Continue planned migration to Net-centric Joint C2 capabilities while reducing sustainment costs for reinvestment in modernization with the transition from use of local Global enclaves to reusable enterprise deployments.

Activity: The availability of the Strategic Server Enclaves enable enhanced capabilities to the user community.

FY 2012 (Results) Expanded the infrastructure in Afghanistan overlaying content delivery nodes to move information close to the edge and the capabilities of critical video services linking NATO, ISAF and US domains for required C2 senior leaders.

FY 2013 (Planned) A release of emerging warfighter requirements to Strategic Server Enclaves in FY 2013.

FY 2014 (Estimated) A release of emerging warfighter requirements to Strategic Server Enclaves in FY 2014.

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IV. Performance Criteria and Evaluation Summary:

Global Combat Support System-Joint (GCSS-J): GCSS-J fields capabilities based on functional priorities of the Combatant Command 129 Requirements as approved and prioritized by the functional sponsor, Joint Staff J4. These requirements and goals are translated into releases with specific capabilities, which have established cost, schedule, and performance parameters approved by the DISA's Component Acquisition Executive/Milestone Decision Authority.

Metrics and requirements are routinely gathered by the GCSS-J PMO. The metrics from the strategic server sites are analyzed by the PMO to ensure that operational mission threads continue to be met and if system enhancement/capabilities are of benefiting the user. Future capabilities include tools that allow GCSS-J to refine and enhance the type of performance metrics that can be gathered and analyzed. These tools become increasingly important as GCSS-J continues to integrate additional data sources and external applications, which allows GCSS-J to continue to transition to a Service Oriented Architecture and directly supports DoD's net-centric vision of exposing and consuming web services. As GCSS-J usage increases and new capabilities are fielded, performance metrics will ensure that the system is meeting user requirements.

Mission and Business Results and Strategic National and Theater Defense

- FY 2012 (Result) The Key Performance Parameters (KPPs), found in the GCSS-J Acquisition Program Baseline, define baseline measures for the effectiveness of mission performance; the threshold is 95%. Data will be gathered from the First Look Site during development and from surveys once the capability is deployed. The baseline measure was met.
- FY 2013 (Estimated) The KPPs, found in the GCSS-J Acquisition Program Baseline, define baseline measures for the effectiveness of mission performance; the threshold is 95%.

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IV. Performance Criteria and Evaluation Summary:

Data will be gathered from the First Look Site during development and from surveys once the capability is deployed. Data not yet available.

- FY 2014 (Estimated) The KPPs, found in the GCSS-J Acquisition Program Baseline, define baseline measures for the effectiveness of mission performance; the threshold is 95%. Data will be gathered from the First Look Site during development and from surveys once the capability is deployed. Data not yet available.

Customer Results and Customer Satisfaction

- FY 2012 (Result) Help Desk Key Performance Indicators (KPI) defines the baseline measure to evaluate customer satisfaction and provide a service desk assessment; KPI threshold is 80%. Data will be gathered from the strategic server site, SMC-Montgomery, and from user surveys. The baseline measure was met.

- FY 2013 (Estimated) Help Desk KPI defines the baseline measure to evaluate customer satisfaction and provide a service desk assessment; KPI threshold is 80%. Data will be gathered from the strategic server site, SMC-Montgomery, and from user surveys. Data not yet available.

- FY 2014 (Estimated) KPI defines the baseline measure to evaluate customer satisfaction and provide a service desk assessment; KPI threshold is 80%. Data will be gathered from the strategic server site, SMC-Montgomery, and from user surveys. Data not yet available.

Processes and Activities and Program Monitoring

- FY 2012 (Result) Baseline Measure to deploy Increment 7, v7.3 4th Quarter 2012. The baseline measure was achieved ahead of schedule in the 1st Quarter 2012.

- FY 2013 (Estimated) Baseline Measure - To deploy Increment 7, v7.4 4th Quarter 2013. Data not yet available.

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- FY 2014 (Estimated) Baseline Measure - To deploy Increment 7, v7.4.a 2nd Quarter 2014. Data not yet available.

Technology and System Development

- FY 2012 (Result) Baseline Measure is the ability to provide current and accurate information from the Authoritative Data Sources (ADS) at a 95% effectiveness level. System Administrators at the Defense Enterprise Computing Centers (DECCs) will gather data from system logs to validate effectiveness. The baseline measure was met.
- FY 2013 (Estimated) Baseline Measure is the ability to provide current and accurate information from the ADS at a 95% effectiveness level. System Administrators at the DECCs will gather data from system logs to validate effectiveness. Data not yet available.
- FY 2014 (Estimated) Baseline Measure is the ability to provide current and accurate information from the ADS at a 95% effectiveness level. System Administrators at the Defense Enterprise Computing Centers will gather data from system logs to validate effectiveness. Data not yet available.

Multinational Information Sharing (MNIS) Program: The Multinational Information Sharing (MNIS) Program is a portfolio comprised of four coalition information sharing capabilities: Combined Enterprise Regional Information Exchange System (CENTRIXS), Pegasus (formally known as Griffin), Combined Federated Battle Laboratory Network (CFBLNet), and Unclassified Information Sharing Service (UISS). These capabilities are designed to enable and improve sharing of operational and intelligence information among U.S. forces and our multinational partners.

FY 2012:

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Combined Enterprise Regional Information Exchange System (CENTRIXS) performance criteria are based on the network's ability to centralize services yielding qualitative performance enhancements by increasing the availability and security of Coalition Information Sharing over the previous, decentralized, non standard approaches unique to the various COCOMs.

- Measure: Maintain network availability at acceptable service levels for 5 Communities of Interest (COIs) (83 countries and NATO), among US Forces and its Mission Partners
- Goal: Maintain network availability at 98.9%
- Actual: Exceeded network availability at 99.5%

Griffin performance criteria are based on the introduction of new information sharing services as driven by the CCEB direction. Successful achievements include introduction of a US/UK Common Operational Picture sharing as well as cross domain chat and cross domain web browsing and file sharing (both planned within the near term POM window).

- Measure: Provide interconnections by way of cross domain solution guards between the US SIPERNET and other partner nation's Secret Releasable networks at acceptable service levels
- Goal: Direct traffic with 99.99% accuracy (allows message throughput/does not allow message throughput) for chat, email, file transfer
- Actual: Met traffic accuracy goal of 99.99%

Combined Federal Battle Laboratory Network (CFBLNet) performance criteria are measured by the number of successful trials (measured in the hundreds) supported throughout the year on the CFBLNet infrastructure with special focus on the complex support provided annually

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IV. Performance Criteria and Evaluation Summary:

to the Coalition Warrior Interoperability Experimentation and the Enterprise Challenge, Enterprise Resolve and Unified Vision exercise.

- Measure: Provide Test Bed hosting at acceptable service levels
- Goal: Achieve 95% in overall Customer Satisfaction Survey at the completion of the Coalition Warrior Interoperability Demonstration (CWIX) Experimentation and Enterprise Challenge, Enterprise Resolve and Unified Vision test events
- Actual: CWID Discontinued in FY11 and was replaced with CWIX. Empire Challenge was also discontinued and replaced with Enterprise Challenge, Enterprise Resolve and Unified Vision. Actual Survey results for Enterprise Challenge and Unified Vision to be received 30 September 2012. Events to occur 31 August 2012

Common Mission Network Transport (CMNT) performance criterion is measured by completion of the Implementation Plan as an Operational Requirements CJCSI 6285.01B in January 2011.

- Measure: Complete Implementation Plan and receive approval from Joint Staff
- Goal: Completion of the Implementation Plan
- Actual: Implementation Plan was completed and approved by Joint Staff on 20 January 2012

Unclassified Information Sharing Service (UISS) performance criteria are measured by networks readiness and responsiveness to support crisis events, humanitarian assistance, disaster relief, training and exercises for the United States Department of Defense (DoD), mission partners, any external countries, organizations, agency's and/or individuals that do not have ready access to traditional DoD systems and networks.

- Measure: Enterprise Unclassified Information Sharing Service supports 35,000 users and 8,000 concurrent users

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- Goal: Achieve Enterprise Initial Operating Capability (IOC) by April 2012
- Actual: Did not meet goal. Enterprise IOC will be achieved in September 2012
- Measure: Reliability of Enterprise network
- Goal: Maintain availability of the Enterprise Capability LAN at a level of 99.9%, which equates to downtime of no more than nine hours of inoperability per year
- Actual: Goal was achieved when Enterprise Network was stood up September 2012

In addition to the capability specific performance criteria mentioned above, MNIS has also established the following performance metrics to be applied to all of the networks across the portfolio:

- Measure: Requirement satisfaction; meeting Joint Staff (JS) emergent requirements to support network stand-ups and implementations in theatre
- Goal: Expand, modernize, and add new C2C capabilities as prioritized by CJCSI6285.01B requirements process at a rate of 2 packages per year
- Actual: Goal of 2 packages
- Measure: Cost avoidance
- Goal: No goal for cost avoidance/cost savings could be set do to Congressional cuts in FY10 and FY11
- Actual: No goal established
- Measure: Cost savings through automation and enhancement of technology
- Goal: Upgrade Computer Network Defense (CND) operational capability to automate surveillance IOC by June 2012
- Actual: CND operational capability to automate surveillance IOC was met August 2012

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FY 2013

Combined Enterprise Regional Information Exchange System (CENTRIXS) performance criteria are based on the network's ability to centralize services yielding qualitative performance enhancements by increasing the availability and security of Coalition Information Sharing over the previous, decentralized, non standard approaches unique to the various COCOMs.

- Measure: Maintain network availability at acceptable service levels for 5 Communities of Interest (COIs) (83 countries and NATO), among US Forces and its Mission Partners
- Goal: Maintain network availability at 98.9%

Griffin performance criteria are based on the introduction of new information sharing services as driven by the CCEB direction. Successful achievements include introduction of a US/UK Common Operational Picture sharing as well as cross domain chat and cross domain web browsing and file sharing (both planned within the near term POM window).

- Measure: Provide interconnections by way of cross domain solution guards between the US SIPERNET and other partner nation's Secret Releasable networks at acceptable service levels
- Goal: Direct traffic with 99.99% accuracy (allows message throughput/does not allow message throughput) for chat, email, file transfer

Combined Federal Battle Laboratory Network (CFBLNet) performance criteria are measured by the number of successful trials (measured in the hundreds) supported throughout the year on the CFBLNet infrastructure with special focus on the complex support provided annually

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IV. Performance Criteria and Evaluation Summary:

to the Coalition Warrior Interoperability Experimentation and the Enterprise Challenge, Enterprise Resolve and Unified Vision exercise.

- Measure: Provide Test Bed hosting at acceptable service levels

- Goal: Achieve 95% in overall Customer Satisfaction Survey at the completion of the Coalition Warrior Interoperability Demonstration (CWIX) Experimentation and Enterprise Challenge, Enterprise Resolve and Unified Vision test events Vision.

Common Mission Network Transport (CMNT) performance criteria is measured by the percentage of time authorized users are able to access the transport, the ability to provide the COIs access to enterprise services through-out the network, the time required to restore transport capability, the ability to offer protection of user data and the ability to capture all detected unauthorized users.

- Measure: - Percentage of time authorized users are able to access the transport

- Goal: 99. 99% Network Availability

- Measure: Provide COIs access to transport services throughout the network

- Goal: 99. 99% Network Availability

- Measure: Expansion of transport services

- Goal: Expand CMNT transport services to two (2) additional sites

Unclassified Information Sharing Service (UISS) performance criteria are measured by networks readiness and responsiveness to support crisis events, humanitarian assistance, disaster relief, training and exercises for the United States Department of Defense (DoD), mission partners, any external countries, organizations, agency's and/or individuals that do not have ready access to traditional DoD systems and networks.

- Measure: Enterprise Unclassified Information Sharing Service supports 35,000 users and 8,000 concurrent users

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IV. Performance Criteria and Evaluation Summary:

-Goal: Achieve Authority to Operate (ATO) March 2013

In addition to the capability specific performance criteria mentioned above, MNIS has also established the following performance metrics to be applied to all of the networks across the portfolio:

- Measure: Requirement satisfaction; meeting Joint Staff (JS) emergent requirements to support network stand-ups and implementations in theatre
- Goal: Expand, modernize, and add new C2C capabilities as prioritized by CJCSI6285.01B requirements process at a rate of 2 packages/yr
- Measure: Number of open Information Assurance (IA) vulnerabilities
- Goal: Maintain < 1 open CAT1: CAT2 vulnerabilities

FY 2014

Combined Enterprise Regional Information Exchange System (CENTRIXS) performance criteria are based on the network's ability to centralize services yielding qualitative performance enhancements by increasing the availability and security of Coalition Information Sharing over the previous, decentralized, non standard approaches unique to the various COCOMs.

- Measure: Maintain network availability at acceptable service levels for 5 Communities of Interest (COIs) (83 countries and NATO), among US Forces and its Mission Partners

-Goal: Maintain network availability at 98.9%

Griffin performance criteria are based on the introduction of new information sharing services as driven by the CCEB direction. Successful achievements include introduction of a US/UK Common Operational Picture sharing as well as cross domain chat and cross domain web browsing and file sharing (both planned within the near term POM window).

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- Measure: Provide interconnections by way of cross domain solution guards between the US SIPERNET and other partner nation's Secret Releasable networks at acceptable service level
- Goal: Direct traffic with 99.99% accuracy (allows message throughput/does not allow message throughput) for chat, email, file transfer)

Combined Federal Battle Laboratory Network (CFBLNet) performance criteria are measured by the number of successful trials (measured in the hundreds) supported throughout the year on the CFBLNet infrastructure with special focus on the complex support provided annually to the Coalition Warrior Interoperability Experimentation and the Enterprise Challenge, Enterprise Resolve and Unified Vision exercise.

- Measure: Provide Test Bed hosting at acceptable service levels
- Goal: Achieve 95% in overall Customer Satisfaction Survey at the completion of the Coalition Warrior Interoperability Demonstration (CWIX) Experimentation and Enterprise Challenge, Enterprise Resolve and Unified Vision test events Vision.

Common Mission Network Transport (CMNT) performance criteria is measured by the percentage of time authorized users are able to access the transport, the ability to provide the COIs access to enterprise services through-out the network, the ability to offer protection of user data and the ability to capture all detected unauthorized users.

- Measure: - Percentage of time authorized users are able to access the transport
- Goal: 99. 99% Availability
- Measure: Provide COIs access to transport services through-out the network
- Goal: 99. 99% Availability
- Measure: Expansion of transport services
- Goal: Expand CMNT transport services to four (4) additional sites

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Unclassified Information Sharing Service (UISS) performance criteria are measured by networks readiness and responsiveness to support crisis events, humanitarian assistance, disaster relief, training and exercises for the United States Department of Defense (DoD), mission partners, any external countries, organizations, agency's and/or individuals that do not have ready access to traditional DoD systems and networks.

- Measure: Humanitarian Assistance Response, Monitoring & Operations Network - Internet Enterprise (HarmonieWeb) user account migration
- Goal: Identify, export, and migrate all HarmonieWeb user accounts that require UISS-APAN user accounts.

In addition to the capability specific performance criteria mentioned above, MNIS has also established the following performance metrics to be applied to all of the networks across the portfolio:

- Measure: Requirement satisfaction; meeting Joint Staff (JS) emergent requirements to support network stand-ups and implementations in theatre
- Goal: Expand, modernize, and add new C2C capabilities as prioritized by CJCSI6285.01B requirements process at a rate of 2 packages/yr
- Measure: Number of open Information Assurance (IA) vulnerabilities
- Goal: Maintain < 1 open CAT1: CAT2 vulnerabilities

Global Information Grid Engineering Services (GIG ES): Defense Information System Agency (DISA) engineering best practices will improve the implementation phase of engineering elements identified in the GIG Convergence Master Plan (GCMP). Techniques for identifying new technologies and ways to benefit from open source development will be established. The intent is to select engineering principles, best practices, promising development

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environments and tools to ensure that solutions will be efficient, cost effective and timely.

Exercising an engineering governance process to oversee capability development is vital to improving the products and services that DISA delivers. It must ensure that alignment is maintained between identified engineering work, the solutions defined, and the implementation of those solutions for all development efforts. It must further ensure that the costs of development are reflected in the inputs to the Program Objective Memorandum (POM).

Implementation of this strategy enables DISA to provide the warfighter with more reliable interoperable products on a predictable schedule. It will assist in guiding the decisions needed to make effective enterprise capabilities and services investments throughout the Department of Defense (DoD) and innovative technologies that support future developments.

Performance Metrics:

DISA E2E Systems Engineering (E2E) SE: The resolution of risks identified during event driven technical reviews (such as Systems Engineering Process Assessment) and producing a Program Executive Office / Senior Decision Authority (PEO/SDA) approved System Engineering Plan, leads to keeping program milestone and fielding events on schedule and within allocated funding levels. E2E SE is governed by:

- The number of intermediate and final GIG Technical Profiles (GTP) artifacts/inputs that are being evaluated/consumed by the DoD community.
- The number of intermediate and final GIG Technical Profiles (GTP) artifacts/inputs that are being evaluated/consumed by the DoD community.

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- The number of Enterprise Wide Systems Engineering projects that are tied directly to important DoD initiatives vetted/approved by the services and COCOMs.
- The number of E2E SE projects that use Model Based Systems Engineering (MBSE) to develop technical architectures, design specifications and integrated systems model of Information Technology (IT) capabilities.

Performance of Unified Communications and Collaboration (UC&C) will be evaluated via successful production of a UC&C Concept Paper accepted by the Defense Collaboration Services Program Manager (DCS PM) and the provision of UC&C technical requirements input to the DCS acquisition.

A performance metric for Modeling and Simulation is the Defense Information Systems Network's (DISN) core bandwidth sufficiency, tied to transport and Internet Protocol (IP) capacity planning and activation of bandwidth in the DISN core to keep at least 25 percent spare capacity, to allow for provisioning of unforeseen requirements and rerouting under outages.

IT Standards will be evaluated by its ability to satisfy the following Measures of Success (MOS) and Performance Criteria (PC):

DISA - 56:

GIG Technical Guidance Federation (GTG-F) and GIG Technical Profiles (GTP) are updated and/or produced on schedule along with their associated Computing Services (CS) Enterprise Service Center (ESC) hosting of a web-enabled repository. This repository maintains a 95% or greater application availability to customers. Chairman of the Joint Staff Instruction 6212.01F requires program manager consideration of GTP in order to evidence compliance with NR-KPP requirements. GTP provides the minimal core set of technical functions and standards required to implement a needed capability. These requirements are described in terms of Defense Information Technology Standards Registry

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(DISR) mandatory and supplemental DoD Enterprise IT and (Network Security Services (NSS) standards, associated profiles, reference implementations, and test criteria.

GTG-F is a set of tools and directive technical guidance and supporting documentation that is organized and structured to include detailed information and artifacts characterizing the technical functional requirements for GIG features and capabilities. The GTG-F has been enabled with several new and enhanced tool capabilities within a federated architecture to adhere to these requirements. This Federation brings together independently developed tools and databases in a data-centric environment that supports the creation of Information Support Plans (ISPs) and their population with required GIG Technical Guidance artifacts.

The GTG-F allows a Program Manager (PM) to develop and submit Information Support Plans (ISPs) using the Enhanced ISP Enterprise Service Version (ESV), define applicable technical guidance and standards utilizing the GTP service, collaborate with the program assessment community within the Interoperability Assessment Module (IAM), and provide access to standards formulation through the DoD IT Standards Registry management module. The GTG-F facilitates:

- Customer satisfaction in developing and submitting ISPs, defining technical guidance and standards utilizing the GTP service, and collaborating with the program assessment community within the IAM will be assessed and/or surveyed.
- iSmart web enabled content updated on schedule and Defense Enterprise Computing Center (DECC) hosting that maintains 95% or greater application availability.
- Measured reduction in costs associated with the elimination of manual configuration management processes and ability to measure immediate cost impacts to system implementations as Tactical Data Link (TDL) standards evolve/change.

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- Assessment processes within the Interoperability Assessment Model (IAM) will benefit the assessor by automating staffing for tiered reviews, providing easier assessment reviews using on-screen custom views, increasing assessment quality with advanced warnings and notifications, and providing real-time adjudication of comments prior to suspense dates. This will result in all-inclusive and accurate assessments. Customer satisfaction with these assessment processes will be assessed and/or surveyed.

- DISR Standards Management processes, baseline generation and profile implementations are more flexibly administered allowing the Agency to more efficiently respond to emerging requirements across DoD acquisition programs and in future procedural collaborations with the Intelligence Community

Performance of UC&C engineering will be evaluated by successful production of UC&C technical solution papers accepted by key stakeholders such as, the Defense Connect Online (DCO) PM and the Network Services (NS) directorate.

Performance Management Capability:

Forge.mil monitors several metrics that are used to measure performance and its value to the DoD developer community. The following technical metrics, at a minimum, are captured: number of active users that adopt and use Forge.mil (e.g., active projects SoftwareForge, ProjectForge), number of additional registered users on Forge.mil, number of items shared, and the number of artifacts (e.g., source code files, software releases) downloaded for reuse.

Net-Centric Enterprise Services (NCES): Net-Centric Enterprise Services (NCES) employs continuous monitoring to ensure the portfolio of services delivered and managed meet the functional, operational, and Key Performance Parameter metrics validated by the stakeholders in the NCES Capability Production Document, are delivered, improved, and

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sustained in a cost effective manner, and is responsive to evolving mission requirements thereby keeping the capabilities relevant to the missions supported.

- Customer Perspective

Solicit continual feedback from the customer on the utility, effectiveness, suitability, and relevancy of all delivered services.

- FY 2012 (Actual) - Portfolio of enterprise services continued to grow in usage with Enterprise Collaboration showing the greatest growth adding 200,000 registered users; customer usage of the services and satisfaction surveys continue to demonstrate that the portfolio supports mission effectiveness and is relevant to the customer's mission needs.
- FY 2013 (Estimated) - Receive an overall customer usage/satisfaction rating ≥ 3 on a scale of 1 to 5 where 1 is "no mission effectiveness", 3 is "supports mission effectiveness and is relevant to evolving mission needs", and 5 is "maximum mission effectiveness".
- FY 2014 (Estimated) - Receive an overall customer usage/satisfaction rating ≥ 3 on a scale of 1 to 5 where 1 is "no mission effectiveness", 3 is "supports mission effectiveness and is relevant to evolving mission needs", and 5 is "maximum mission effectiveness".

- Increased Usage

Meet with customers, collect recommended enhancements and functionality improvements, and engineer solutions that supports the rapid delivery of changes to operational services that keep them relevant to the users' missions, supports the elasticity of the service to scale to demand and real-world scenarios, and can be implemented in a cost effective, low risk, performance neutral approach.

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- FY 2012 (Actual) - Enhancements, functionality improvements, and security updates were delivered for each of the enterprise services in the portfolio based on user feedback, requests, and analysis of help desk problem reports; these were delivered on-time and within budget while maintaining or improving on performance.
 - FY 2013 (Estimated) - Usage and performance demands are met on all networks in a timely (additional capability integrated and operational in ≤ 6 months from need identification) and cost effective (engineering and trend analysis ensures demand is met with sufficient reserve capacity) manner.
 - FY 2014 (Estimated) - Usage and performance demands are met on all networks in a timely (additional capability integrated and operational in ≤ 6 months from need identification) and cost effective (engineering and trend analysis ensures demand is met with sufficient reserve capacity) manner.
- Enterprise Service Availability Operational enterprise services sustain the customer requirement of $\geq .997$ availability/reliability.
 - FY 2012 (Actual) - The portfolio of enterprise services met the threshold of .997 availability.
 - FY 2013 (Estimated) - Operational requirement met by all enterprise services that, in turn, will support the customer perspective that the services support mission effectiveness and is relevant to evolving mission needs.
 - FY 2014 (Estimated) - Operational requirement met by all enterprise services that, in turn, will support the customer perspective that the services support mission effectiveness and is relevant to evolving mission needs.

These metrics are designed to ensure that problems can be identified rapidly for resolution, users are involved in the identification and design of functionality enhancements and transitioning of new enterprise services and

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performance/availability/reliability thresholds are met which will ensure the operational enterprise services provide maximum support to the warfighter's evolving missions. These metrics provide quantitative data that will ensure the portfolio of enterprise services delivered are secure, interoperable, and responsive to current and future warfighter missions in a cost-effective manner and helps to determine the right time to scale and update services to keep them relevant to the warfighter's mission. Also, when necessary, the feedback from the customer provides the artifacts to make decisions to continue, shutdown, or place in caretaker status capabilities that are not performing as expected or where the user demand has slipped or failed to mature to the level that would maintain the enterprise services cost effectiveness and return on investment.

Teleport Generations 1 & 2 (Tech Refresh / Sustainment):

FY 2012

- Metric - Improving customer results by measuring response time for help desk tickets. Goal is to respond to all help desk tickets within one day.
- Status - Priority 1 and 2 tickets are responded to immediately; Priority 3 and 4 are responded to during normal business hours. Tickets opened after normal business hours are responded to next business day
- Target/Completed - 99%/99%
- Metric - Continue to support the warfighter by increasing the number of iDirect 2.2 hubs installed at Teleport sites.
- Status - 1 iDirect 2.2 hub has been installed at the Teleport test bed, the Joint SATCOM Engineering Center (JSEC).
- Target/Completed - 4/4

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IV. Performance Criteria and Evaluation Summary:

- Metric - Increase the number of sites with Linkway S2 modems.
- Status - Linkway S2 modems have been installed at the test bed and 4 operational sites.
- Target/Completed - 7/7

- Metric - Maintain IA accreditation and Authority to Connect (ATO) throughout sustainment.
- Status - The ATO has been maintained through the successful achievement of three ATO amendments allowing for increased system capability within the Teleport accreditation boundary.
- Target/Completed - ATO approved/ATO submitted pending approval
- Metric - Establish an operational forum for site operators.
- Status - A training website has been initiated on Defense Knowledge Online (DKO) with continued development towards providing an operational forum capability.
- Target/Completed - Complete/Complete
- Metric - Maintain 99% availability of the Teleport system.
- Status - Achieved and sustained availability
- Target/Completed - 99%/99%

FY 2013

- Metric - Improving customer results by measuring response time for help desk tickets. Goal is to respond to all help desk tickets within one day.
- Status - Priority 1 and 2 tickets are responded to immediately; Priority 3 and 4 are responded to during normal business hours. Tickets opened after normal business hours are responded to next business day
- Target- 99%

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- Metric - Migrate operational forum to Defense Enterprise Portal System (DEPS).
- Status - With DKO end of life in 2012, migrated the operator forum and training site to DEPS.
- Target - Complete
- Metric - Teleport sites integrating DSN/VoIP Unified Capability (UC)
- Status - Select Teleport sites will integrate a DSN/VoIP UC solution to seamlessly bridge Defense Switched Network with VoIP.
- Target - 3 sites
- Metric - Maintain 99% availability of the Teleport system.
- Status - Achieved and sustained availability
- Target- 99%

FY 2014

- Metric - Improving customer results by measuring response time for help desk tickets. Goal is to respond to all help desk tickets within one day.
- Status - Priority 1 and 2 tickets are responded to immediately; Priority 3 and 4 are responded to during normal business hours. Tickets opened after normal business hours are responded to next business day
- Target- 99%
- Metric - Maintain 99% availability of the Teleport system.
- Status - Achieve and sustain availability
- Target- 99%

Teleport Generation 3

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IV. Performance Criteria and Evaluation Summary:

FY 2012

- Metric - Develop a training package for NMTs to support EHF (XDR) terminals.
- Status - The NMT training documentation is scheduled to be complete in 1QFY12.
- Target/Completed - Development of training package completed.
- Metric - EHF (XDR) terminals through Pre-Installation Test and Check-out (PITCO).
- Status - The first EHF (XDR) terminal is scheduled to begin PITCO in 3QFY12.
- Target/Completed - 6
- Metric - Improving customer results by measuring response time for help desk tickets. Goal is to respond to all help desk tickets within one day.
- Status - Priority 1 and 2 tickets are responded to immediately; Priority 3 and 4 are responded to during to normal business hours. Tickets opened after normal business hours are responded to next business day
- Target/Completed - 99%/99%

FY 2013

- Metric - Number of sites prepared for Generation 3 Phase 1 enhancements
- Status - O&M dollars will be used to prepare Teleport sites for installation of the Navy Multiband Terminal.
- Target - 8 sites complete
- Metric - Maintain 99% availability of the Teleport system.
- Status - Achieved and sustained availability
- Target- 99%
- Metric - Improving customer results by measuring response time for help desk tickets. Goal is to respond to all help desk tickets within one day.

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- Status - Priority 1 and 2 tickets are responded to immediately; Priority 3 and 4 are responded to during normal business hours. Tickets opened after normal business hours are responded to the next business day
- Target- 99%

FY 2014

- Metric - Maintain 99% availability of the Teleport system.
- Status - Achieved and sustained availability
- Target- 99%
- Metric - Improving customer results by measuring response time for help desk tickets. Goal is to respond to all help desk tickets within one day.
- Status - Priority 1 and 2 tickets are responded to immediately; Priority 3 and 4 are responded to during to normal business hours. Tickets opened after normal business hours are responded to next business day
- Target- 99%
- Tracks its cost, schedule, and performance parameters. Schedule, performance, and customer satisfaction measures are compiled as a real-time barometer as to how well STEP is satisfying the needs of present customers, and to predict success in meeting future STEP objectives in supporting current and future mission requirements. The nature of this compiled data permits objective assessments and predictions as to the quality and reliability of STEP support to its customers.
- Availability: Probability that STEP resources are operable or usable to perform its designated or required function (ratio of time the system is functional). No more than 8 hours, 45 minutes, and 36 seconds of downtime or service interruptions per site per year.

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- Reliability: Probability that STEP will accurately perform its specified task under stated environmental conditions (ability of the system to perform consistently to its design). Standard: No more than 8 hours, 45 minutes, and 36 seconds of system downtime or service interruptions per site per year.

Specific Performance Metrics:	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
Number of DISN TE Sites	3 Met	2 Planned	1 Planned
Reliability (# of Sites Achieved)	16/16 Met	16 Planned	16 Planned
Availability (# of Sites Achieved)	16/16 Met	16 Planned	16 Planned
Reliability	99.9% Met	99.9% Planned	99.9% Planned
Availability	99.9% Met	99.9% Planned	99.9% Planned

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Specific Performance Metrics:	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
Number of DISN TE Sites	3 Met	2 Planned	1 Planned
JIPM Purchase	4 Met	1 Planned	1 Planned
Number of STEP Missions	1645 Met	1800 Planned	2200 Planned
Reliability	99.9% Met	99.9% Planned	99.9% Planned
Availability	99.9% Met	99.9% Planned	99.9% Planned

Direct Support to Combatant Commanders (COCOM)

Performance Metric - Contingency Support

Description - Provide mission support for all COCOM-validated mission requirements for critical communications in terms of combat operations, training exercises prior to deployment, Senior Leadership, and humanitarian support. Develop funding strategies to support resource requirements for crisis operations (planning, exercise, and execution).

- Measure - To support validated resource requirements for crisis operations (100% completion)
- FY 2012 Achieved = Operation Enduring Freedom, Percentage supported = 100%\
- Manage DISA's Overseas Contingency Operations (OCO) Initiatives by synchronizing, validating and integrating FY 2012, FY 2013 and FY 2014 OCO requirements. The requirements include commercial SATCOM, Leased Fiber Circuits, Digital Video Broadcast-Return Channel Satellite (DVB-RCS), Teleports, Global Content Delivery System(GCDS), Global Command and Control System - Joint (GCCS-J), Field Office/DISA NetOps Center (FO/DNC) Support, Distributed Tactical Communication System (DTCS),

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IV. Performance Criteria and Evaluation Summary:

and Information Assurance (IA) to the CENTCOM AOR. DISA's OCO funding continues to support USCENTCOM's mission critical requirements in the AOR.

- Developed baseline process for the review of Combatant Command plans and the development of DISA support plans. The purpose of these assessments is to identify DISA requirements in support of CONPLANS.
- FY 2013 & FY 2014 Planned - FY 2012 and FY 2013 Estimate = 1 operations per year, Expected Percentage supported = 100%

Performance Metric: Exercise Support

Description - Bring DISA exercise program into full compliance with Joint Staff standards.

- Measure - Agency participation in 5 COCOM Tier 1 level exercises annually.
- FY 2012 Results Achieved: Participated in 5 COCOM Tier I exercises, supported 5 other COCOM exercises and began planning for participation in FY13 COCOM Tier I exercises. After Action Reports captured the seams and gaps identified during the exercise and resulted in fix actions to resolve.
- DISA Exercise Working Group continued its weekly meeting schedule to further solidify DISA participation in exercises. The focus of meetings is situational awareness of exercise participation in different AOR's, scenario development, building training objectives that validate OPR's mission essential tasks, and any other exercise issue that requires headquarters assistance to include support functions and LNO deployment. The meetings covered the following exercises in which DISA actively participated, provided support, or is planning for participation/support for calendar year 12:

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IV. Performance Criteria and Evaluation Summary:

The Agency participated in 5 COCOM Tier 1 Exercises:

- Global Lightning 12(GL12)/Terminal Fury 12(TF12) 30 April - 23 May 2012-GL12
- EUCOM CPX 3-7 May 2012
- Ardent Sentry 12 2-9 May 2012
- National Level Exercise 12 - March-June 2012

The Agency supported 5 other COCOM Exercises:

- Balikatan 12 17-26 April 2012
- Eager Lion 12 7-28 May 2012
- Judicious Response 12-1 18-25 April 2012
- African Endeavor 12 18-27 June 2012
- Ulchi Freedom Guardian 12 13-31 August 2012

Planning for FY13 COCOM Tier 1 Exercises:

- Austere Challenge 12 29 October - 1 November 2012
- CYBER FLAG 13 29 October - 9 November 2012
- Unified Engagement 12 (UE 12) 2-14 December 2012
- FY 2013 & FY 2014 Planned - FY 2013 and FY 2014 Scheduled Participation = 5 per year, Expected Participation Percentage = 100%

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IV. Performance Criteria and Evaluation Summary:

- Performance Metric: Commissioning and Performance Evaluations
 - Description: The DISN QA Program executes initial acceptance or commissioning of assets and services into the DISN under commissioning, assessment of the operational performance, reliability and availability of the DISN using trends and analysis under performance management, and onsite evaluations to ascertain DISN facility performance capabilities under a performance evaluation (PE).
 - Measure - To have 85% of scheduled site evaluations completed.
 - FY 2012 Achieved - Evaluated sites = 28, Percentage completed= 100%
 - DISA conducted 28 quality assurance evaluations, certifications, and safety inspections based upon standardized procedures and processes to identify fielding deficiencies and verify policy compliance with the goal of optimizing operational performance. The evaluations performed operational reliability and availability testing and analyses of mission essential sites, systems, equipments and operational and maintenance personnel. The evaluations ensure mission risk stays appropriate and technology insertion stays agile, as technology and threats evolve.
 - FY 2013 & FY 2014 Planned - FY 2012 and FY 2013 Estimate = 28 per year, Expected Completion Percentage = 95%
- Performance Metric: Critical Infrastructure Protection
 - Description: Leverage critical infrastructure protection (CIP) program to identify risk and mitigation strategies.
 - Measure - Review and develop mitigation strategies for risk associated for one COCOM OPLANS and/or CONPLANS.

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IV. Performance Criteria and Evaluation Summary:

- FY 2012 - Achieved - 1 COCOM OPLAN/CONPLAN, Percentage Completed = 100%
- Reviewed support requirements for Nuclear Command and Control (NC2), and performed an analysis of NS DISN Core Prioritization based on C/S/A Task Critical Assets (TCAs) and impact. Identified risk and developed mitigation strategies for resourcing.
- FY 2013 & FY 2014 Planned - FY 2013 and FY 2014 estimate = 2 OPLANS/CONPANS per year, Expected completion Percentage = 100%

NetOps and DISA FSO Computer Network Defense (CND):

- Performance Metric - Incident Reporting
 - Description - The number of reports/tickets generated resulting from security alerts reported by Computer Network Defense (CND) systems.
 - The metrics presented are collected from the incidents tracked by all Cyber Operations Teams. Measure #1 is intended to show effectiveness in reporting cyber incidents. It is an indicator of the success that DISA Computer Network Defense Service Provider (CNDSP) is achieving by reporting cyber incidents and providing situational awareness to the DISA Operations and USCYBERCOM. Measure #2 is the number of events that were detected on the DISA covered networks.
 - Measure #1: Compliance percentage and number of
 - Incident/event reports completed. In FY 2012, we projected 98% and achieved 100% compliance.
 - FY 2012: 12,210 Incident Reports (IR) submitted in an operationally timely manner.

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- o FY 2013: 13,867 IR projected. The increase is due to reporting criteria changes and sensor placements.
- FY 2014: 14,062 IR projected due to reporting criteria shifts and sensor placements.

There was a 21% reduction in reported incidents for FY 2012 as reported by DISA NetOps Center (DNC) Net Assurance Teams in CONUS, EUROPE, and PACIFIC. This reduction was caused by implementation of Web Content Filtering and network adjustments. Based on historical trends, FY13 shows a 13% increase in incidents based on deploying more CND alerting systems with complex configurations and a FY 2014 growth of only 1% due to employment and integration of malicious traffic blocking and filtering systems (e.g. Web Content Filtering (WCF), E-mail Security Gateway (EMSG), etc).

- Measure #2: Detected cyber events. Number of events/alerts received.
 - FY 2012: 79.4B Cyber events detected by CND alert systems.
 - FY 2013: 95.2B Cyber events projected due to additional alerting systems.
 - FY 2014: 100B Cyber events projected due to improved capability integration.

There was a 50% reduction in the events/alerts received by DISA NetOps Center (DNC) Net Assurance Teams across CONUS, EUROPE, and PACIFIC. This reduction was caused primarily by event tuning/configuration management of Web Content Filtering capability. The trend shows that FY 2013 will experience a 20% increase in event values based on further integration of alerting systems into a common correlation platform and a FY 2014 growth of only 5% due to continued improvements in system tuning and capability integration.

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IV. Performance Criteria and Evaluation Summary:

NetOps and DISA COMMAND CENTER, DISA FIELD OFFICE, and DISA System Engineering:

- Performance Metric - Defense Satellite Communications System (DSCS)/Global SATCOM Support Center (GSSC) Support Element
 - Description - Manage eight satellite DSCS constellation in support of National Command Authority (NCA) Combatant Commands (COCOMs) and non-Department of Defense (DoD) customers.
 - Measure - To support approved mission requests (100% completion). An "approved mission request" is a Satellite Access Request (SAR). SARs are provided by COCOM communications planners. SARs contain all the detailed data (antenna size, number of terminals, data rates, modulation, coding, etc. that are necessary to plan a SATCOM network.
 - FY 2012/ Achieved = 1,361 requests w/ 0 denials
 - FY 2013 & FY 2014 Planned - FY 2013 and FY 2014 Projected = 500 and 250 missions; Expected completion % = 99%
- Performance Metric - Maintain DSCS SATCOM network availability
 - Description - To ensure full service reliability and availability of the SATCOM network for our customers.
 - Measure - Maintain network availability above the Management Threshold (MT) of >98%
 - FY 2012 Achieved - FY 2012 service reliability and availability = 99.9%
 - FY 2013 & 2014 Planned - FY 2013 and FY 2014 Planned % = >98%

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IV. Performance Criteria and Evaluation Summary:

- Performance Metric - Global Gateway Service Desk
 - Description - Plan and support missions entering 16 DoD Gateways. Responsibilities include: resolving incidents such as suite reconfigurations, troubleshooting, and service connections.
 - Measure - To maintain number of mission denials below 1% per FY
 - FY 2012 Achieved - In FY 2012, for Defense Information System Network Tactical Edge (DISN TE) support approximately 1897 missions with 2250 tickets opened
 - FY 2013 & FY 2014 Planned - FY 2013 and FY 2014 Projections: 2800 missions with 3300 tickets
 - Expected mission denials % = <1%

- Performance Metric - DoD Gateway Consolidated SATCOM System Expert (C-SSE)
 - Description - Provide operational assessments evaluating the systems' communications capabilities to meet normal peacetime and surge requirements. The operational assessments consider the systems' capabilities to provide both focused and surge capabilities to support planned operations.
 - Measure - To perform 100% of assessments requested
 - FY 2012 Achieved - FY 2012 = 150 assessments requested (estimated); Percentage performed = 100%
 - FY 2013 & FY 2014 Planned - FY 2013 and FY 2014 Planned Assessments = 150
 - Expected Completion % = 100%

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IV. Performance Criteria and Evaluation Summary:

Shared Services: Numerous performance measures apply across the breadth of DISA's shared service units. Below are a small sample used by the CIO and MPS:

CAE: CAE evaluates its success by monitoring and measuring the following:

- Percent of DISA Major Acquisition Programs delivering within Program Cost, Schedule and Performance baselined through the MAIS Annual Report (MARS) to Congress and quarterly updates to OSD. As of August 2012, both GCCS-J and Teleport have delivered within their approved baseline. Anticipate increase in performance and workloads for FY 2013 through FY 2014.
- Number of program reviews/decision forums sponsored at the CAE and/or above level. As of August 2012, a total of over 40 Reviews were held during FY 2012. These included In Progress Reviews, Acquisition Review Board, and Quarterly Program Reviews.
- Continues to monitor and document percentage of DISA staff in acquisition designated positions having met Defense Acquisition Workforce Improvement Act (DAWIA) certification for the designated position. Anticipate a decrease of certified staff in FY 2013 due to loss of staffing from retirements, etc.

CIO:

- DISANet performance is measured by automated systems, which compute system availability and responsiveness. Availability represents the percentage of time that networks, servers, and critical applications and systems are available for use. Calculations are based on averages of availability over a 12-month period, on a 24 by 7 basis, for DISANet sites worldwide. Measurements include scheduled and unscheduled outages. WAN availability refers to the availability of DISANet wide-area connectivity (NIPRNET) to all DISANet sites. DISANet critical server/application availability refers

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to the average percentage of time that DISANet services and critical applications are available for use.

<u>FY 2012 Results</u>	<u>Actual</u>	<u>Target</u>
DISANet WAN Availability	%	99%
DISANet Critical Server/Application Availability	99.65%	99%
DISANet E-Mail Availability	99.53%	99%
DISANet Remote (VPN) Availability	99.63%	99%

- DISA Intranet Services and DKO: These web-based tools are designed to make it easier for DISA personnel to find the information they need to do their jobs and to simplify the tasks performed in the course of their official duties. DISA Intranet Services and DKO serves as the single point of access to all enterprise information related to the DISA enterprise by providing an underlying infrastructure and set of processes that facilitate the integration of information and knowledge.

To assess the accomplishment of this migration initiative, the following measures were established:

- % of DISA personnel (civilian, military, contractors) with DKO accounts
 - How to Measure: Number of personnel (civilian, military, contractors) with DKO accounts divided by total number of eligible DISA personnel
 - FY 2012 Target: 90%

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- o FY 2012 Actual: 62%
- Ratio of DISA DKO home page unique visits to the number of DISA DKO account holders (per month)
 - o How to Measure: Number of visits from unique users divided by the total number of DISA DKO account holders.
 - o FY 2012 Target: 75%
 - o FY 2012 Actual: 45%
- Combined number of DISA DKO organization sites and DISA Sponsored Joint Sites
 - o How to Measure: Sum of the number of DISA organization sites and the number of DISA Sponsored Joint Sites located under the DISA node on the DKO site map.
 - o FY 2012 Target: 300
 - o FY 2012 Actual: 346

MPS:

- Manage and execute the effectiveness of Agency-wide Mission Support programs by allocating resources within the current budget controls with funding levels sustain at an effective level of execution without interruption in service or reduction in support efforts.
- Analyze and streamline the accuracy of personnel cost associated with personnel management and actions by calculating the cost of all government employees with the number of personnel actions, vacancies, performance plans, staffing plan meetings, and the percentage of completed employee surveys.

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IV. Performance Criteria and Evaluation Summary:

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- Classify and prepare the operations of military resources and manpower with military evaluations, compliance with core development, and readiness factors with the percentage of DISA Military billets filled to execute those duties.
- Administer and analyze the efficiency of Agency-wide personnel transportation and personnel systems by correlating the number of personnel with cost of personnel transportation enrollment, systems maintenance and availability, equipment life cycle and warranty cost, and improvement in workforce attrition, mission critical operations and authorized positions filled.
- Chair and develop a high skill workforce training programs and development by allocating resources in the MPS Budget for DISA-wide with the number of training programs offered by development, cost of training programs/courses and specified organization training, and percentage of employees with approve IDPs, satisfactory training surveys, and participation rates.
- Supervise and control an advance and complex audio and visual support systems for DISA-wide by computing and anticipating production, man-hours, materials, and support with return on investment with AV/VI support, performance of contract support, customer request, time management, and utilization.
- Authorized and enforce a superior and highly developed security operations and systems by designating resources to maintain and function within capacity the number of security clearances processed, number of SCI eligible nominations, security incidents or issues related to Counterintelligence, warranty cost associated with security systems, cost of each type of security clearance, cost of security travel briefings, and system maintenance and equipment cost.

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IV. Performance Criteria and Evaluation Summary:

- Facilitate and coordinate efficient and accurate facility master plans and property management by developing improvement efforts, project management, and accountability with the cost of facility planning, design, and layout, cost of damage/loss property and the number of certified hand receipts.
- Coordinate and manage the effectiveness of Acquisition Workforce Management Program training for Acquisition workforce by evaluating certification programs and courses with the number of DAU courses offered and application submissions, cost of acquisition employees to train, percentage of certification rates achieved quarterly, and improvement in education acquisition professionals.
- Improve and strength the workforce health through safety and wellness programs for DISA-wide by developing tools, assessments, training, and policies with cost of service per employee, the number of actual participants, cost forecasting, and how well services meet workforce needs.

Specific Performance Metrics	FY 2012	FY 2013	FY 2014
1. EPC/SECN: Ensure systems support	99.99% - Planned	99.99% - Planned	99.99% - Planned
2. Circuit Transitions	1200 - Planned	2200 - Planned	
3. Circuit Contract Transition and Sustainment Actions			
3.1. Circuit Planning Actions			2356 - Planned
3.1.1. Circuit Implementation Team Coordination Actions			1903 - Planned
3.1.2. Connection Cutover Actions			453 - Planned

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IV. Performance Criteria and Evaluation Summary:

Specific Performance Metrics	FY 2012	FY 2013	FY 2014
3.2. Configuration Management (CM) Documentation (# of updates to document in the DISA CM tool)			2350 - Planned
3.3. Survey Actions (# of Sites)			71 - Planned
3.4. Provisioning Activity			4200 - Planned
4. DSCS: Network availability	99.99% - Planned	99.99% - Planned	99.99% - Planned
5. KOSOVO: Pays revenue in a timely fashion	99.99% - Planned	99.99% - Planned	100.00% - Planned

Performance Parameter Definitions:

1. EPC/SECN: Probability that EPC/SECN resources are operable or usable to perform its designated or required function at targeted level of 99.99% without system interruption or downtime.
2. Circuit Transitions: total number of contract transitions and supporting activities. This major metric is being refined into component activities in FY 2014 to identify the individual activities and drivers.
3. Circuit Contract Transition and Sustainment Actions
 - 3.1. Circuit Planning Actions: Cumulative total to include number of circuit implementation team coordination actions and connection cutover actions.
 - 3.1.1. Circuit Implementation Team Coordination Actions: Measures number of implementation activities, such as Authorized Service Interruption (ASIs), facility visit scheduling, and completion reports, required when commercial lease vendors (e.g., Verizon, Quest, AT&T, etc) performs work.
 - 3.1.2. Connection Cutover Actions: Measures number of incidents requiring DISN implementation team to perform physical circuit connections at global DISN locations."

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IV. Performance Criteria and Evaluation Summary:

3.2. Configuration Management Documentation: Measures number of completed "as-built" drawings that are deposited into the DISA Configuration Management Tool. 3.3. Survey Actions: Consists of separate, sequential activities, such as site survey, survey reports, site concurrence letters, required to complete a single requirement. These actions are only required where implementation actions are required. Measures number of sites completed.

3.4. Provisioning Activity: Includes New Starts that measures number of activities to include: developing/writing requirement; engineering circuit path requirements; and placing orders; as well as disconnects that measures number of activities that contribute to writing and implementing disconnect orders.

4. DSCS: Probability that DSCS resources are operable or usable to perform it's designated or required function (ratio of time the system is functional). Measure of time the equipment/system will be operationally available and capable of supporting the requirements.

5. Kosovo: Addresses amount of revenue paid for Kosovo Satellite capabilities to reimburse the DWCF/Contract actions.

Specific Performance Metrics:	FY 2012	FY 2013	FY 2014
1. EPC/SECN: Ensure systems support (% availability)	99.99% - Met	99.99% - Planned	99.99% - Planned
2. Circuit Transitions (cum # of actions)			
2.1. Circuit Planning Actions (cum # of actions):	1233	1562	2200 - Planned
2.1.1. Circuit Implementation Team Coordination Actions	999	1265	1782 - Planned
2.1.2. Connection Cutover Actions	234	297	418 - Planned

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IV. Performance Criteria and Evaluation Summary:

Specific Performance Metrics:	FY 2012	FY 2013	FY 2014
2.2. Configuration Management Documentation (cum # of docs in the DISA CM tool)	60	60	60 - Planned
2.3. Survey Actions (# of Sites)	45	45	45 - Planned
2.4. Provisioning Activity	2145	2716	3600 - Planned
3. DSCS: Network availability (% availability)	99.99% - Met	99.99% - Planned	99.99% - Planned
4. KOSOVO: Pay revenue in timely fashion (% on-time payments)	99.99% - Met	99.99% - Planned	100.00% - Planned

Performance Parameter Definitions:

1. EPC/SECN: Probability that EPC/SECN resources are operable or usable to perform its designated or required function at targeted level of 99.99% without system interruption or downtime.

2.1. Circuit Planning Actions: Cumulative total to include number of circuit implementation team coordination actions and connection cutover actions.

2.1.1. Circuit Implementation Team Coordination Actions: Measures number of implementation activities, such as Authorized Service Interruption (ASIs), facility visit scheduling, and completion reports, required when commercial lease vendors (e.g., Verizon, Quest, AT&T, etc) performs work.

2.1.2. Connection Cutover Actions: Measures number of incidents requiring DISN implementation team to perform physical circuit connections at global DISN locations.

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IV. Performance Criteria and Evaluation Summary:

2.2. Configuration Management Documentation: Measures number of completed "as-built" drawings that are deposited into the DISA Configuration Management Tool.

2.3. Survey Actions: Consists of separate, sequestial activities, such as site survey, survey reports, site concurrence letters, required to complete a single requirement. These actions are only required where implementation actions are required. Measures number of sites completed.

2.4. Provisioning Activity:

2.4.1. New Start: Measures number of activities to include: developing/writing requirement; engineering circuit path; and placing orders.

2.4.2. Disconnect: Measures number of activities involved with writing disconnect orders.

3. DSCS: Probability that DSCS resources are operable or usable to perform its designated or required function (ratio of time the system is functional). Measure of time the equipment/system will be operationally available and capable of supporting the requirements.

4. Kosovo: Measures probability of on-time payment towards for the activities being sustained under DWCF as a cost recovery mechanism.

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<u>V. Personnel Summary</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>Change FY 2012/ FY 2013</u>	<u>Change FY 2013/ FY 2014</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>1,564</u>	<u>1,684</u>	<u>1,684</u>	<u>120</u>	<u>0</u>
Officer	357	415	415	58	0
Enlisted	1,207	1,269	1,269	62	0
<u>Reserve Drill Strength (E/S) (Total)</u>	<u>17</u>	<u>17</u>	<u>17</u>	<u>0</u>	<u>0</u>
Officer	1	1	1	0	0
Enlisted	16	16	16	0	0
<u>Civilian End Strength (Total)</u>	<u>2,453</u>	<u>2,390</u>	<u>2,283</u>	<u>-63</u>	<u>-107</u>
U.S. Direct Hire	2,448	2,385	2,278	-63	-107
Total Direct Hire	2,448	2,385	2,278	-63	-107
Foreign National Indirect Hire	5	5	5	0	0
Memo: Reimbursable Civilians Included	68	92	92	24	0
<u>Active Military Average Strength (A/S) (Total)</u>	<u>1,577</u>	<u>1,577</u>	<u>1,577</u>	<u>0</u>	<u>0</u>
Officer	385	385	385	0	0
Enlisted	1,192	1,192	1,192	0	0
<u>Reserve Drill Strength (A/S) (Total)</u>	<u>17</u>	<u>17</u>	<u>17</u>	<u>0</u>	<u>0</u>
Officer	1	1	1	0	0
Enlisted	16	16	16	0	0
<u>Civilian FTEs (Total)</u>	<u>2,524</u>	<u>2,390</u>	<u>2,283</u>	<u>-134</u>	<u>-107</u>
U.S. Direct Hire	2,519	2,385	2,278	-134	-107
Total Direct Hire	2,519	2,385	2,278	-134	-107
Foreign National Indirect Hire	5	5	5	0	0
Memo: Reimbursable Civilians Included	69	92	92	23	0
Average Annual Civilian Salary (\$ in thousands)	135.5	132.5	132.3	-3.0	-0.2

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<u>V. Personnel Summary</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	Change FY 2012/ FY 2013	Change FY 2013/ FY 2014
<u>Contractor FTEs (Total)</u>	<u>2,594</u>	<u>2,455</u>	<u>2,608</u>	<u>-139</u>	<u>153</u>

FY 2012-2013: An increase of (+4) FTEs for the White House Communications Agency (WHCA) provides increased mission support to the President. Global Electromagnetic Spectrum Information System (GEMSIS) increase of (+4) FTEs is attributed to additional engineering support requirements. A reduction of (-7) FTEs in GIG Engineering reflects an organizational realignment of manpower from O&M to RDT&E. An increase of (+3) FTEs for the Network Operations (NetOps) provides program management and systems engineering support. Net-Centric Enterprise Services (NCES) increases (+2) FTEs for the NCES Identity & Access Management Service. Increased workload to the DISA Joint Service Support Center results in (+4) additional FTEs. An increase of (+3) FTEs in Information Assurance provides for the administration of new Information Security Capabilities. A functional transfer of (-132) FTEs is associated with the transfer of the DISN Engineering and Service Delivery Program to the Defense Working Capital Fund (DWCF). Attrition anticipated prior to the BRAC move to Fort Meade, Maryland in FY11 did not occur as initially planned. Increased retirements and other attrition yielded a reduction in end strength in FY12 and a net decrease of (-14) FTEs. A reduction of (-1) FTE results from a reduction in the Counter-Drug Program.

FY 2013-2014: A functional transfer of the Field Security Office (FSO) to the Defense Working Capital Fund (DWCF) results in a decrease of (-116) FTEs. An increase of (+2) FTEs in Information Assurance provides additional manpower required to enhance the Enterprise Cyber Range Environment. Evolving technology skill sets and new mission area workforce requirements continue to require the DISA to re-tool its workforce to implement the latest information technologies. A decrease in GIG Engineering of (-13) FTEs reflects

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the organizational realignment of funding and manpower to the RDT&E appropriation. A net reduction in Net-Centric Enterprise Services (NCES) of (-21) FTEs represents Agency restructuring and rebaselining efforts to provide tailored and standard Enterprise Services, gain synergies and eliminate duplicative environments. An increase of (+11) FTEs primarily provides systems engineering support for Network Operations (NetOps). An increase of (+4) FTEs supports Information Assurance requirements for Enterprise Services. An increase of (+6) additional FTEs for White House Situation Support Staff (WHSSS) supports increased requirements for mission support. An increase of (+20) FTEs to Headquarters management represents organizational restructuring and rebaselining efforts.

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

<u>OP 32 Line</u>	<u>Change</u>			<u>FY 2013</u> <u>Estimate</u>	<u>Change</u>		<u>FY 2014</u> <u>Estimate</u>
	<u>FY 2012</u> <u>Actual</u>	<u>FY 2012/FY 2013</u>			<u>FY 2013/FY 2014</u>		
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	332,467	801	-28,690	304,578	2,665	-17,386	289,857
106 Benefit to Fmr Employees	62	0	-62	0	0	0	0
199 Total Civ Compensation	332,529	801	-28,752	304,578	2,665	-17,386	289,857
308 Travel of Persons	27,930	559	11,133	39,622	753	-13,175	27,200
399 Total Travel	27,930	559	11,133	39,622	753	-13,175	27,200
671 DISA DISN Subscription Services (DSS)	8	0	-8	0	0	18,873	18,873
672 PRMRF Purchases	12,291	-1,309	3,786	14,768	743	834	16,345
677 DISA Telecomm Svcs - Reimbursable	18,694	-647	862	18,909	1,615	-19,060	1,464
696 DFAS Financial Operation (Other Defense Agencies)	3,963	657	2,491	7,111	925	140	8,176
699 Total DWCF Purchases	34,956	-1,299	7,131	40,788	3,283	787	44,858
771 Commercial Transport	994	20	2,413	3,427	65	484	3,976
799 Total Transportation	994	20	2,413	3,427	65	484	3,976
901 Foreign National Indirect Hire (FNIH)	50	0	-50	0	0	0	0
912 Rental Payments to GSA (SLUC)	1,865	37	437	2,339	44	0	2,383
913 Purchased Utilities (Non-Fund)	6,592	132	6,960	13,684	260	-4,071	9,873
914 Purchased Communications (Non-Fund)	90,834	1,817	-66,624	26,027	495	3,987	30,509
915 Rents (Non-GSA)	4	0	117	121	2	0	123
917 Postal Services (U.S.P.S)	42	1	182	225	4	-24	205
920 Supplies & Materials (Non-Fund)	7,199	144	1,841	9,184	174	-130	9,228
921 Printing & Reproduction	125	3	12	140	3	-27	116
922 Equipment Maintenance By Contract	836,803	16,736	-103,485	750,054	14,251	-34,887	729,418
923 Facilities Sust, Rest, & Mod by Contract	22,161	443	-972	21,632	411	-1,001	21,042
925 Equipment Purchases (Non-Fund)	30,278	606	-9,206	21,678	412	1,087	23,177
932 Mgt Prof Support Svcs	5,134	103	-1,331	3,906	74	-859	3,121
934 Engineering & Tech Svcs	3,220	64	-2,515	769	15	5,075	5,859

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		Change			Change		
	FY 2012	FY 2012/FY 2013		FY 2013	FY 2013/FY 2014		FY 2014
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
937 Locally Purchased Fuel (Non-Fund)	90	8	-98	0	0	0	0
957 Other Costs (Land and Structures)	1,610	32	-1,642	0	0	0	0
987 Other Intra-Govt Purch	32,954	659	1,873	35,486	674	12,425	48,585
988 Grants	12	0	-12	0	0	0	0
989 Other Services	94,922	1,898	-23,825	72,995	1,387	2,331	76,713
990 IT Contract Support Services	0	0	192	192	4	-196	0
999 Total Other Purchases	1,133,895	22,683	-198,146	958,432	18,210	-16,290	960,352
Total	1,530,304	22,764	-206,221	1,346,847	24,976	-45,580	1,326,243

* The FY 2012 Actual column includes \$164,520 thousand of FY 2012 Overseas Contingency Operations (OCO) Appropriation funding (PL 112-74) and includes \$1,855 thousand of No-Year Spectrum Relocation funds.

* The FY 2013 Estimate column excludes \$152,925 thousand of the FY 2013 Defense-Wide OCO Budget Request.

* The FY 2014 Estimate column excludes FY 2014 Defense-Wide OCO Budget Request.

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Defense Logistics Agency (DLA)



April 2013

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

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

	FY 2012 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2013 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2014 <u>Estimate</u>
DLA	474,766	8,890	-51,763	431,893	7,993	22,659	462,545

I. Description of Operations Financed:

The following is a description of the Defense Logistics Agency (DLA) Operations and Maintenance activities funded:

Budget Activity (BA) 2 Warstoppers: The DLA Operation and Maintenance (O&M) appropriation finances Warstoppers which includes industrial preparedness measures for certain supply items and the preservation of critical industrial capability 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:

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

Narrative Explanation of Changes: The increase in funding from FY 2013 to FY 2014 (+\$30.652 million) is attributable to an increase in funding for DoD Enterprise Business

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I. Description of Operations Financed (cont.)

Systems (+\$40.999 million) for maintenance and program enhancements to existing DoD Business Systems and offset with decreases in the Special Access Program Continuity of Operations (-\$2.104 million), Warstoppers (-\$5.843 million), and other program adjustments (-\$2.4 million).

Warstoppers (FY 2014: \$73.428 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. 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 Warstopper program has led to cumulative inventory costs avoidance of nearly \$5.4B through the investment of approximately \$770M over the program's lifetime. After the costs of the investments, total cost avoidance is over \$4.6B. The Warstopper ROI is an offset for stocking war reserve by investing with an industry solution and calculating how much war reserve we do not have to stock based on the industry responsiveness in a timely manner. The program enjoys a healthy Return on Investment (ROI) of 7:1.

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I. Description of Operations Financed (cont.)

Other Logistics Programs (OLP) (FY 2014: \$186.75 million and 258 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. Law Enforcement Support Office (LESO)
 - 1.2. Joint Contingency Acquisition Support Office (JCASO)
2. The OSD Program Direction with Administrative Support from DLA
 - 2.1. Defense Property Accountability System (DPAS)
 - 2.2. Business Process Reengineering Center (BPRC)
 - 2.3. Continuity of Operations Program (COOP)/Classified Program
 - 2.4. Defense Standardization Program Office (DSPO)
 - 2.5. DoD Enterprise Business Systems (DEBS)

1.1 Law Enforcement Support Office (LESO) (FY 2014: \$2.158 million and 20 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 (10 USC 2576a); and, the LESO provides information and training on the process and procedures of the excess property program to Federal and State agencies annually in accordance with Section 1401 of the FY 2003 NDAA (10 USC 380). Program has transferred \$4.1B since inception and \$546M in FY 2012. More than 11,500 law enforcement agencies nationwide currently participate in this highly visible program that enhances

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I. Description of Operations Financed (cont.)

law enforcement capabilities while saving the American taxpayer. Consultation and coordination authority with the Office of the Secretary of Defense (OSD), Department of Justice (DOJ), and the Office of National Drug Control Policy (ONDCP) in an effort to aide in the National Military Strategy and the National Drug Control Strategy.

1.2 Joint Contingency Acquisition Support Office (JCASO) (FY 2014: \$6.964 million) 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:

- 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.

2.1 Defense Property Accountability System (DPAS) (FY 2014: \$12.855 million and 7 FTEs) The DPAS is used by Army, Navy, Marine Corps, and 26 Defense Agencies/Field Activities for property accountability, supporting over 6,500 users accountable for nearly 7 million assets valued at over \$430 billion. DPAS is a critical financial feeder system to Enterprise Resource Planning (ERP) and legacy accounting systems. DPAS provides capital asset values (acquisition value minus accumulated depreciation) that are reported on

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I. Description of Operations Financed (cont.)

Component financial statements for personal, military, heritage, and real property accounts which are required to meet the mandated audit ready date of 2017 per the National Defense Authorization Act of 2010. To increase the management of assets in the DoD, DPAS has functionality to track the maintenance actions, to include preventive and breakdown/emergency actions. DPAS also tracks the usage of the assets, to include who is using it and how many miles/hours/rounds fired the asset was used. DPAS is also used to manage the assets that have been provided to contractors (Government-furnished property (GFP)). 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 Business Process Reengineering Center (BPRC) (FY 2014: \$1.87 million, 11 direct-funded FTEs and 6 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;

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I. Description of Operations Financed (cont.)

- 5) Development of functional economic analyses;
- 6) Planning for BPR implementation and assessment;
- 7) Analysis leading to the selection of migration systems following BPR;
- 8) Development and identification of BPR tools.

2.3 Continuity of Operations (COOP)/Classified Program (FY 2014: \$42.282 million, 59 direct-funded FTEs and 27 reimbursable FTEs) This program is reported in accordance with Title 10, United States Code, Section 119(a)(1) in the Special Access Program Annual Report to Congress. Additional details pertaining to the justification of Special Access Programs (SAP), Military Intelligence Program (MIP), National Intelligence Program (NIP), and All Other Classified Programs are in sections 4E (Procurement), 4F (Research & Development) and 4M of this publication. 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 major natural disasters to weapons of mass destruction in major metropolitan areas, as well as large-scale terrorist attacks.

2.4 Defense Standardization Program Office (DSPO) (FY 2014: \$8.353 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

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I. Description of Operations Financed (cont.)

Executive Agent responsible for developing DoD policy and procedures for the DSP, to include the development and use of military specifications and standards; DoD adoption of non-Government standards; Diminishing Manufacturing Sources and Material Shortages; Government-Industry Data Exchange Program; and a variety of related issues. The DSPO represents the Department to DoD communities, other Federal agencies, and the private sector by providing tools, training, and outreach with material standardization products and services that enhance and facilitate understanding, communication, and coordination to improve interoperability and logistics readiness and reduce total ownership costs. DSPO also represents the United States on NATO materiel standardization policy committees.

The Government Industry Data Exchange Program (GIDEP)(FY 2014: \$3.6 million) is a part of DPSO. 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

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I. Description of Operations Financed (cont.)

exchange. This program was realigned from the Navy to the Defense Standardization Program Office (DSPO) in FY 2008.

2.5 DoD Enterprise Business Systems (DEBS) (FY 2014: \$112.268 million, 101 direct-funded FTEs and 15 reimbursable FTEs) With the disestablishment of the Business Transformation Agency (BTA), DLA Operations & Maintenance has assumed responsibility for the following systems under the name DoD Enterprise Business Systems (DEBS) starting in FY 2012. (The FY 2012 President's Budget broke out Electronic Document Access and Virtual Interactive Processing System separately. In the FY 2013 President's Budget Submission they were appropriately combined with all the other former BTA systems):

DoD Enterprise Business Systems (DEBS) Office: The DEBS Office directly oversees and provides core enterprise support to twelve DoD enterprise level business systems including the below O&M funded systems.

Defense Travel System (DTS): DTS is a fully integrated, electronic, end-to-end financial management system that automates temporary duty travel for the Department of Defense.

Business Enterprise Information Services (BEIS): A government off-the-shelf software program, which builds upon existing infrastructure to provide timely, accurate, and reliable business information for organizations across the Department of Defense. BEIS will support auditable financial statements as well as provide detailed information visibility for management in support of the Warfighter.

Standard Procurement System (SPS): SPS provides standard processes, standard sharable data, policies, and procedures through a standard automated procurement system. Procurement automation improves support to the warfighter by ensuring products and

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I. Description of Operations Financed (cont.)

services are obtained quickly and more efficiently, while providing visibility to Enterprise-level Decision Makers and transparency to the taxpayer.

Virtual Interactive Processing System (VIPS): VIPS implements U.S. Military Entrance Processing Command's reengineered business process for qualifying applicants for military service. VIPS electronically acquires, processes, stores, secures and shares personnel data across accessions community. VIPS reduces manual data entry errors; supports DoD direction for paperless, and net-centric operations using automated data capture technology.

Defense Retiree Annuitant System (DRAS): DRAS establishes and maintains retired military pay accounts for more than 2.7 million military retirees, former spouses, and survivor beneficiaries. DRAS payroll totals approximately \$40 billion and continues to grow, at the rate of 2% to 5% per year, as more retirees and annuitants are added to the system.

Defense Agency Initiative (DAI): The mission of the DAI program is to modernize the participating Defense Agencies' financial management processes by streamlining financial management capabilities, eliminating material weaknesses, and achieving financial statement auditability for the agencies and field activities across the DoD. DAI will transform the budget, finance, and accounting operations of the participating defense agencies to achieve accurate and reliable financial information for financial accountability and efficient decision making.

Defense Information System for Security (DISS): The DISS mission is to consolidate the DoD personnel security mission into an Enterprise System that will automate the implementation of improved national investigative and adjudicative standards to eliminate

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I. Description of Operations Financed (cont.)

costly and inefficient work processes and to increase information collaboration across the community. DISS will improve information sharing capabilities, accelerate clearance-processing timelines, reduce security vulnerabilities, and increase DoD's security mission capability. DISS is currently under development and will replace the legacy system, the Joint Personnel Adjudication System (JPAS), as well as Service-specific systems for security management. When fully deployed, DISS will be a secure, authoritative source for the management, storage and timely dissemination of and access to personnel data with the flexibility to provide additional support structure for future DoD security process growth. When deployed, it will also decrease back-end processing timelines, and support simultaneous information sharing within various DoD entities as well as among a number of authorized federal agencies.

Enterprise Funds Distribution (EFD): EFD is a web-based application that provides functionality for apportionment, reprogramming, rescission, continuing resolution, reporting of enterprise-level funds control and distribution of appropriated funding. EFD provides automated tracking of distributed and reprogrammed funds and processing of OUSD(C) funding authorization documents (FADs). It provides improved funds distribution processes at echelon I and II for all DoD appropriations and standardizes funds distribution data across the enterprise.

Other Logistics Services (OLS) (FY 2014: \$202.367 million) includes programs associated with the DLA logistics mission as well as Departmental programs. The DLA is either the executive agent responsible for program oversight and policy guidance or the budget administrator responsible for supporting these programs, described in the paragraphs that follow:

1. Agile Transportation USTRANSCOM

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I. Description of Operations Financed (cont.)

2. Automatic Identification Technology (AIT)
3. Bosnia/Kosovo Support
4. Continuing Health
5. Defense Critical Infrastructure Program (CIP)
6. Defense Finance and Accounting Service (DFAS)
7. Disability Compensation
8. Facilities Sustainment
9. Homeless Blankets
10. Joint Purchase Card Program Office
11. Logistics Transformation
12. Managerial Support
13. Mapping
14. Morale, Welfare and Recreation (MWR)
15. Price Comparability
16. Procurement Technical Assistance Program (PTAP)
17. Unemployment Compensation

1. Agile Transportation (AT) USTRANSCOM (FY 2014: \$1 million) AT21 Increment III focuses on operational level optimization and scheduling, fused intelligence, and is identified as a Deployment Increment Capability in the AT21s Capabilities Development Document (CDD). The theater application of AT21's capability and operational concept is integral to theater segment planning and execution; both systems feed into the same modal decision-making process demanding optimization of movement resources. AT21 Increment III Theater Capability will provide continuous movement visibility of cargo and passengers, enterprise-wide collaboration, defined and documented processes, alerts and exception management capability supporting transportation planning and execution for theater force

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I. Description of Operations Financed (cont.)

and sustainment movements. When fully implemented, it will provide opportunities to streamline cargo movement by optimizing mode capacity and provide complete visibility by synchronizing theater movements with USTRANSCOM movements. From the theater perspective, AT21 provides the means to satisfy capabilities identified in the Theater-Level Joint Deployment and Distribution Control Capability (TED2) framework to seamlessly deliver theater-unique capabilities while simultaneously meeting the demands of the theater-strategic interface. AT21 must provide a capability to coordinate and synchronize End-to-End distribution operations through shared enterprise awareness and understanding of transportation requirements. Unity of effort is the primary indicator reflecting the degree of integration and alignment for Joint Deployment and Distribution Enterprise (JDDE) movements. The primary means to achieve unity of effort across the JDDE, spanning all three segments, is gained through two approaches, both supported through an integrated AT21 capability. Funding to support USTRANSCOM will be used for the 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. 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.

2. Automatic Identification Technology (AIT) (FY 2014: \$2.8 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

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I. Description of Operations Financed (cont.)

Information Systems (AIS). The use of AIT with AIS provides timely visibility of logistics assets, whether in-process, in-storage, or in-transit. Current DoD policy requires the use of active (high capacity) Radio Frequency Identification (RFID) tags to mark certain consolidated shipments and passive RFID tags for the case, pallet, and item packaging for unique identification items.

3. Bosnia/Kosovo Support (FY 2014: \$0.02 million) funding covers Agency logistics support costs incurred in support of Bosnia and Kosovo.
4. Continuing Health (FY 2014 \$0.1 million) provides coverage for the DLA employees affected by reductions-in-force and BRAC.
5. Defense Critical Infrastructure Program (DCIP) (FY 2014: \$1.2 million) The DCIP supports DoD-wide risk management decisions by enabling responsible authorities to execute a wide variety of mission essential functions in support of national security objectives. Defense Logistics Infrastructure Sector Lead Agent funding was realigned from ASD (Homeland Defense & Americas Security Affairs) in FY 2009 to the DLA. This allows Logistics DCIP program management to take place closer to the execution source. The DLA facilitates the identification, assessment, and risk management of DoD-wide logistics critical assets. This information is shared with the COCOMS, Services, and other Defense Agencies via a DCIP shared data environment for integrated, DoD-wide DCIP risk management. This enables the prioritization of scarce Component resources for remediation of infrastructure vulnerabilities, mitigation of impact of incidents upon infrastructure, and reconstitution of DoD infrastructure capabilities by allowing resources to be applied to Defense Critical Infrastructure assets essential to project, support, and sustain military forces and operations.

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I. Description of Operations Financed (cont.)

6. Defense Finance and Accounting Service (DFAS) (FY 2014: \$4.3 million) The DFAS requires reimbursement for accounting services provided to the General Fund activities and programs reflected in Other Logistics Services, Other Logistics Programs, and Warstoppers.
7. Disability Compensation (FY 2014: \$0.8 million) funding is required for disability compensation for the Clothing Factory (DSCP) closed by BRAC 1993.
8. Facilities Sustainment (FY 2014: \$0 million) The Facilities Sustainment requirements have been realigned to the DLA Working Capital Fund to more appropriately reflect execution in DLA's rates.
9. Homeless Blankets (FY 2014: \$3.7 million) The Stewart B. McKinley Homeless Assistance Act of 1987 requires the DLA to provide blankets to qualified US 501(C)3 organizations working with the homeless. Homeless shelters request blankets, which are issued on a first-come, first-served basis up to the amount of funding.
10. Joint Purchase Card Program Office (JPCPO) (FY 2014: \$1.7 million) The PCPO function was realigned from the Army to DLA in FY 2010, to minimize purchase card related fraud, waste, and abuse and enable the transition to a procurement portfolio e-business environment. The Office of the Under Secretary of Defense, Acquisition, Technology & Logistics (OUSD (AT&L)) provides program management oversight.
11. Logistics Transformation (FY 2014: \$8.8 million) Studies specific initiatives that offer potential DoD transformation from the current "mass model" logistics structure

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I. Description of Operations Financed (cont.)

into world-class integrated supply chains focused on warfighter needs. Initiatives compliment ongoing reengineering efforts with the Military Services, consistent with the Logistics Functional Requirements and Joint Vision 2010. Funds will:

- 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.
- 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;

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I. Description of Operations Financed (cont.)

- 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.

12. Managerial Support (FY 2014: \$.04 million) Funding supports and pays for various activities like Emergency and Extraordinary Expense Limitation (E&EE) confidential investigations.
13. Mapping (FY 2013: \$32.5 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

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I. Description of Operations Financed (cont.)

hydrographic, topographic, aeronautical and digital maps, charts and various publications required to support the warfighter.

14. Morale, Welfare and Recreation (MWR): (FY 2014: \$22.2 million) The MWR programs exist to support the DLA military, civilians, military retirees and their families by providing support and leisure services. Included are family programs, child and youth programs, recreation and sports programs, and leisure activities. The MWR contributes to the workforce's strength and readiness by offering services that reduce stress and promote self-confidence and foster strong esprit de corps. Funding is based on cost estimates for operating the DLA MWR activities.
15. Price Comparability (FY 2014: \$84.0 million) support military unique (DoD Mandated) tasks, such as readiness support, that a commercial distribution company would not experience. Price Comparability helps to keep the DLA's prices competitive with those of the private sector, which do not include overhead for DoD unique costs. For example, a commercial operation would either dispose of inventory demanded only in wartime (War Reserve Materiel) or charge the customer for 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.
16. Procurement Technical Assistance Program (PTAP) (FY 2014: \$26.3 million) 10 USC Chapter 142 authorizes the Secretary of Defense, acting through the Director, DLA, to enter into cost sharing cooperative agreements with state and local governments, nonprofit organizations, Indian tribal organizations and Indian economic enterprises

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I. Description of Operations Financed (cont.)

to establish and maintain procurement technical assistance centers. The purpose of the program is to enhance the industrial base, improve local economies and generate employment by assisting businesses in obtaining and performing under contracts with DoD as well as other federal agencies and state and local governments. Under the PTAP statute, DLA can match up to \$.6 million for statewide programs and \$.3 million for regional (less than statewide) programs during the fiscal year.

17. Unemployment Compensation: (FY 2014: \$12.8 million) The DLA pays the Unemployment Compensation for all Defense Agencies.

II. Force Structure Summary:

N/A

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Fiscal Year (FY) 2014 Budget Estimates

III. Financial Summary (\$ in thousands)

	FY 2013						
			Congressional Action				
	FY 2012	Budget				Current	FY 2014
A. BA Subactivities	Actual	Request	Amount	Percent	Appropriated	Estimate	Estimate
2. Mobilization	59,657	79,271				79,271	73,428
(Warstoppers)							
Warstoppers	59,657	79,271				79,271	73,428
4. Administration and	162,808	147,608				147,608	186,750
Service-Wide Activities -							
Other Logistics Programs							
Business Process	2,446	1,877				1,877	1,870
Reengineering Center							
Continuity of	48,164	44,386				44,386	42,282
Operations							
Defense Property	9,989	12,218				12,218	12,855
Accountability System							
Defense	8,990	8,420				8,420	8,353
Standardization							
Program Office							
DoD Enterprise	85,693	71,269				71,269	112,268
Business Systems							
Joint Contingency	5,414	7,265				7,265	6,964
Acquisition Support							
Office							
Law Enforcement	2,112	2,173				2,173	2,158
Support Office							
4. Administration and	252,301	205,014				205,014	202,367
Service-Wide Activities -							
Other Logistics Services							
Agile Transportation -	584	1,011				1,011	993
USTRANSCOM							
Automatic	2,676	2,757				2,757	2,754

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III. Financial Summary (\$ in thousands)

	FY 2013						
			Congressional Action				
	FY 2012	Budget				Current	FY 2014
A. BA Subactivities	<u>Actual</u>	<u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Estimate</u>	<u>Estimate</u>
Identification							
Technology							
Bosnia/Kosovo Support	0	20				20	20
Continuing Health	149	151				151	148
Counter Drug	555	0				0	0
Defense Critical	1,110	1,252				1,252	1,247
Infrastructure Program							
Defense Environmental	11,307	0				0	0
Restoration Account							
Defense Finance &	2,087	4,604				4,604	4,315
Accounting Service							
Disability	819	847				847	842
Compensation							
Facilities Sustainment	64,080	0				0	0
Homeless Blankets	3,652	3,758				3,758	3,739
Joint Purchase Card	1,571	1,698				1,698	1,666
Program Office							
Logistics	8,369	8,834				8,834	8,825
Transformation							
Managerial Support	124	43				43	43
Mapping	27,931	32,905				32,905	32,528
Morale, Welfare &	21,916	23,256				23,256	22,157
Recreation							
Price Comparability	60,824	84,749				84,749	84,034
Procurement Technical	32,132	26,480				26,480	26,262
Assistance Program							
Unemployment	12,415	12,649				12,649	12,794
Compensation							

DEFENSE LOGISTICS AGENCY
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III. Financial Summary (\$ in thousands)

	FY 2012 <u>Actual</u>	Budget <u>Request</u>	FY 2013			Current <u>Estimate</u>	FY 2014 <u>Estimate</u>		
			<u>Congressional Action</u>						
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>				
A. <u>BA Subactivities</u>									
Total	474,766	431,893				431,893	462,545		

DEFENSE LOGISTICS AGENCY
Operation and Maintenance, Defense-Wide
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III. Financial Summary (\$ in thousands)

	Change <u>FY 2013/FY 2013</u>	Change <u>FY 2013/FY 2014</u>
B. <u>Reconciliation Summary</u>		
Baseline Funding	431,893	431,893
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	431,893	
Fact-of-Life Changes (2013 to 2013 Only)		
Subtotal Baseline Funding	431,893	
Supplemental		
Reprogrammings		
Price Changes		7,993
Functional Transfers		-14,980
Program Changes		37,639
Current Estimate	431,893	462,545
Less: Wartime Supplemental		
Normalized Current Estimate	431,893	

DEFENSE LOGISTICS AGENCY
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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2013 President's Budget Request (Amended, if applicable)		431,893
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2013 Appropriated Amount		431,893
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2013 Baseline Funding		431,893
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2013 Estimate		431,893
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2013 Normalized Current Estimate		431,893
6. Price Change		7,993
7. Functional Transfers		-14,980
a. Transfers In		
b. Transfers Out		
1) Transfer of Wide Area Workflow (WAWF) to DWCF	-14,980	
Transfers funding responsibility from the Defense Logistics Agency (DLA) O&M Defense-wide account to the DLA Defense Working Capital Fund (DWCF) Document Services' Service Level Billing (SLB) process for WAWF business system and transfers DLA O&M funds to the Military Departments to pay for the increase to Document Services' SLB. (FY 2013 Baseline \$14.980M; +0 FTEs)		
8. Program Increases		56,292
a. Annualization of New FY 2013 Program		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
b. One-Time FY 2014 Increases		
1) Defense Information Systems Agency's (DISA) Computing Services Rates	14,574	
Funding increases customers' funding to reflect the additional funding needed to pay for DISAs' Computing rates because the business area understated the amount of revenue required for total cost recovery in its FY 2014 Program/Budget Submission. (FY 2013 Baseline \$0; +0 FTEs)		
c. Program Growth in FY 2014		
1) DEBS	41,718	
The increase in DEBS is mainly due to the Defense Information Systems for Security (DISS) and the initial deployed sites of the Defense Agency Initiative (DAI) transitioning in to sustainment in FY 2014. O&M funding is needed for costs associated with server operations, help desk, systems maintenance, and support from the Defense Data Manpower Data Center. Also the DEBS programs reflect a cost shift from Intra-Government Purchases (Line 987) to more accurate cost codes based on additional information and actual execution of the funds. The PB 13 budget established targets were based on limited information on the programs transferred to DLA from the Business Transformation Agency. Many of the costs identified in Line 987 were funds that other government organizations (DoD and Federal) used to place on contracts in support of the programs and were not for actual intra-governmental support. These costs have been realigned to more accurately		

DEFENSE LOGISTICS AGENCY
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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
reflect the requirements of the program to Professional & Management Services (Line 932) for Program Management Support services; and IT Contract Support Services (Line 990). The IT Contract Support Services funds are used for contract support in addressing system change requests and tailoring system interfaces, maintaining the developed software, and acquiring commercial operational support. (FY 2013 Baseline \$71.269M; +53 FTEs)		
9. Program Decreases		-18,653
a. Annualization of FY 2013 Program Decreases		
b. One-Time FY 2013 Increases		
c. Program Decreases in FY 2014		
1) Warstoppers	-7,349	
Decrease is due to fewer requirements for investments in the industrial base production capability. (FY 2013 Baseline \$79.271M; +0 FTEs)		
2) Continuity of Operations (COOP)/Classified Programs	-2,842	
Decrease for COOP/Classified Programs are in contract support. (FY 2013 Baseline \$44.386M)		
3) Price Comparability	-2,327	
Decrease is due to lower depot costs. (FY 2013 Baseline \$84,749; +0 FTEs)		
4) Morale, Welfare and Recreation	-1,541	
Decrease is due to lower costs for supplies and equipment for the fitness centers and child and youth programs. (FY 2013 Baseline \$23.256M; +0 FTEs)		
5) Mapping	-1,002	
Decrease is due to lower information services processing costs. (FY 2013 Baseline \$32.905M; +0		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
FTEs)		
6) Audit Readiness Funds are being realigned to the Under Secretary of Defense (Acquisition, Technology & Logistics) for proper execution of audit readiness acceleration activities. (FY 2013 Baseline \$0; +0 FTEs)	-1,000	
7) Procurement Technical Assistance Program Decrease to estimated Center award expenses. (FY 2013 Baseline \$26.48M; +0 FTEs)	-721	
8) JCASO Decrease for JCASO is in contract support. (FY 2013 Baseline \$7.265M)	-392	
9) DPAS Decrease for DPAS is in travel and contract support. (FY 2013 Baseline \$12.218M)	-350	
10) Defense Finance and Accounting Services Decrease is due to estimated direct billable workload. (FY 2013 Baseline \$4.604M; +0 FTEs)	-286	
11) DSPO/GIDEP Decrease for DSPO/GIDEP is in travel and estimated program requirements from the Navy for the Government Industry Data Exchange Program (GIDEP). (FY 2013 Baseline \$8.420M)	-205	
12) Logistics Transformation Decrease is due to estimated program requirements in support of Department transformation initiatives in support of the warfighter supply chain. (FY 2013 Baseline \$8.834M; +0 FTEs)	-177	
13) Unemployment Compensation This decrease is due to estimated program	-95	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
requirements for employee benefits. (FY 2013 Baseline \$12.649M; +0 FTEs)		
14) Homeless Blankets	-90	
This decrease is based on estimated requirements to support the purchase of blankets provided to qualified organizations working with the homeless. (FY 2013 Baseline \$3.758M; +0 FTEs)		
15) Joint Purchase Card Program Office	-64	
Decrease is due to lower support costs. (FY 2013 Baseline \$1.698M; +0 FTEs)		
16) Automatic Information Technology	-55	
Decrease to program requirements in support of technologies used to transfer data to the Automated Information System. (FY 2013 Baseline \$2.757M; +0 FTEs)		
17) LESO	-41	
Decrease for LESO is in travel. (FY 2013 Baseline \$2.173M)		
18) Agile Transporation (AT) USTRANSCOM	-37	
Decrease in requirements for USTRANSCOM Geographic Combatant Commanders automated capability to streamline cargo movement. (FY 2013 Baseline \$1.011M; +0 FTEs)		
19) Defense Critical Infrastructure Program	-29	
Decrease for Department Logistics Sector Lead Agent program requirements for risk management of DoD-wide logistics critical assets. (FY 2013 Baseline \$1.252M; +0 FTEs)		
20) BPRC	-23	
Decrease for BPRC is in labor. (FY 2013 Baseline		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
\$1.877M)		
21) Disability Compensation	-21	
Decrease due to estimated employee benefits. (FY		
2013 Baseline \$.847M; +0 FTEs)		
22) Continuing Health	-6	
Decrease is due to lower estimated costs for coverage		
of DLA employees by reduction-in-force and BRAC.		
(FY 2013 Baseline \$.151M; +0 FTEs)		
FY 2014 Budget Request		462,545

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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 planned rate to reassess their financial plans and take measures to improve execution such as financial management processes, increased training and more aggressive execution plans.

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

DEFENSE LOGISTICS AGENCY
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IV. Performance Criteria and Evaluation Summary:

requirements validation, industry capability validation, requirements offset capability, and resource availability/management and percent of items with surge coverage. The metrics account for coverage of war reserve requirements, surge testing, and return on investment which is calculated against the offset of unfunded War Reserve Requirements identified by the Services.

The Procurement Technical Assistance Program (PTAP) is monitored and evaluated by quarterly Procurement Technical Assistance (PTA) Cooperative Agreement Performance Reports. Each Procurement Technical Assistance Center (PTAC) submits a quarterly report within 21 calendar days after completion of each quarter and a consolidated final report within 90 calendar days after the end date of the cooperative agreement's performance period. The report tracks the number of Active Clients served by the PTAC, Outreach Events in which the PTAC participated, Initial and Follow-up Counseling Sessions conducted by the PTAC with various categories of Small Business Concerns as well as with other than Small Business Concerns, and the number and dollar value of prime and subcontract awards received by PTAC clients. Report submission validations occur during performance reviews.

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

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IV. Performance Criteria and Evaluation Summary:

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

Logistics Transformation is measured by 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.

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IV. Performance Criteria and Evaluation Summary:

Facilities Sustainment

<u>Funding Levels</u>	<u>FY 2012 Actual</u>	<u>FY 2013 Estimate</u>	<u>FY 2014 Estimate</u>
Operations & Maintenance			
Sustainment	64,080	-	-
Demolition	-	-	-
Subtotal	64,080	-	-
Defense Working Capital Fund			
Sustainment	660,300	572,700	710,200
Restoration and Modernization	-	-	-
Demolition	-	-	-
Subtotal	660,300	572,700	710,200
Total Facilities Sustainment			
Sustainment	724,380	572,700	710,200
Restoration and Modernization	-	-	-
Demolition	-	-	-
Total	724,380	572,700	710,200
Model Requirement	1,096,800	1,138,900	1,175,000
DLA Sustainment Metric	61.1%	52.3%	62.4%
Department Sustainment Goal for DLA	90%	90%	90%

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IV. Performance Criteria and Evaluation Summary:

Other Logistics Programs (OLP)

The Defense Property Accountability System currently supports 2.2 million assets worth \$430 billion. The DPAS is utilized by Military Services and Agencies as solution for tracking Government Furnished Equipment and accountable property in accordance with DoDI 5000.64. The DPAS is an integrated business management system for providing accounting and accountability of DoD 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 provide statistics on several categories such as IUID registry usage and compliance, inventory frequency and compliance with industry standards, and capital asset reporting, as well as having audit capabilities on several life cycle stages.

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

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IV. Performance Criteria and Evaluation Summary:

- Success in institutionalized development and use of performance and Non-Government Standards (NGSS) in the DoD, measured by increased usage of performance and NGSSs, 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.

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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<u>V. Personnel Summary</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	Change FY 2012/ FY 2013	Change FY 2013/ FY 2014
<u>Active Military End Strength (E/S) (Total)</u>	49	68	68	19	0
Officer	13	19	19	6	0
Enlisted	36	49	49	13	0
<u>Civilian End Strength (Total)</u>	209	225	258	16	33
U.S. Direct Hire	209	225	258	16	33
Total Direct Hire	209	225	258	16	33
Memo: Reimbursable Civilians Included	27	37	48	10	11
<u>Active Military Average Strength (A/S)</u>	49	68	68	19	0
(Total)					
Officer	13	19	19	6	0
Enlisted	36	49	49	13	0
<u>Civilian FTEs (Total)</u>	209	225	258	16	33
U.S. Direct Hire	209	225	258	16	33
Total Direct Hire	209	225	258	16	33
Memo: Reimbursable Civilians Included	27	37	48	10	11
Average Annual Civilian Salary (\$ in thousands)	163.3	171.3	169.2	8.0	-2.1
<u>Contractor FTEs (Total)</u>	279	279	279	0	0

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

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2012</u>	<u>FY 2012/FY 2013</u>		<u>FY 2013</u>	<u>FY 2013/FY 2014</u>		<u>FY 2014</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	29,602	71	2,525	32,198	282	3,043	35,523
106 Benefit to Fmr Employees	92	0	-92	0	0	0	0
107 Voluntary Sep Incentives	25	0	-25	0	0	0	0
199 Total Civ Compensation	29,719	71	2,408	32,198	282	3,043	35,523
308 Travel of Persons	2,346	47	1,519	3,912	74	-3,360	626
399 Total Travel	2,346	47	1,519	3,912	74	-3,360	626
416 GSA Supplies & Materials	0	0	0	0	0	113	113
499 Total Supplies & Materials	0	0	0	0	0	113	113
647 DISA Enterprise Computing Centers	1,069	18	276	1,363	46	3,546	4,955
671 DISA DISN Subscription Services (DSS)	9,714	165	-1,256	8,623	354	-8,785	192
679 Cost Reimbursable Purchase	177,667	3,553	48,273	229,493	4,360	-10,572	223,281
695 DFAS Financial Operations (DLA)	2,087	346	2,171	4,604	-3	-286	4,315
699 Total DWCF Purchases	190,537	4,082	49,464	244,083	4,757	-16,097	232,743
771 Commercial Transport	111	2	-45	68	1	-3	66
799 Total Transportation	111	2	-45	68	1	-3	66
912 Rental Payments to GSA (SLUC)	1,134	23	268	1,425	27	34	1,486
913 Purchased Utilities (Non-Fund)	0	0	25	25	0	-25	0
914 Purchased Communications (Non-Fund)	49	1	266	316	6	-195	127
915 Rents (Non-GSA)	0	0	3,037	3,037	58	-549	2,546
917 Postal Services (U.S.P.S)	0	0	25	25	0	-25	0
920 Supplies & Materials (Non-Fund)	191	4	27	222	4	18	244
921 Printing & Reproduction	16	0	9	25	0	11	36
922 Equipment Maintenance By Contract	1,559	31	-890	700	13	-76	637
923 Facilities Sust, Rest, & Mod by Contract	64,080	1,282	-65,362	0	0	0	0
925 Equipment Purchases (Non-Fund)	12	0	1,240	1,252	24	9,188	10,464

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		Change			Change		
	FY 2012	<u>FY 2012/FY 2013</u>		FY 2013	<u>FY 2013/FY 2014</u>		FY 2014
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
932 Mgt Prof Support Svcs	0	0	0	0	0	4,711	4,711
933 Studies, Analysis & Eval	0	0	8,834	8,834	168	-177	8,825
934 Engineering & Tech Svcs	0	0	0	0	0	29,332	29,332
955 Other Costs (Medical Care)	92	4	-96	0	0	0	0
957 Other Costs (Land and Structures)	10	0	-10	0	0	0	0
960 Other Costs (Interest and Dividends)	5	0	1	6	0	-1	5
964 Other Costs (Subsistence and Support of Persons)	20,409	408	-20,817	0	0	25	25
985 Research & Development, Contracts	17,770	0	-17,770	0	0	0	0
987 Other Intra-Govt Purch	78,093	1,562	-5,370	74,285	1,411	5,436	81,132
989 Other Services	61,876	1,238	-2,379	60,735	1,154	-35,582	26,307
990 IT Contract Support Services	6,757	135	-6,147	745	14	26,838	27,597
999 Total Other Purchases	252,053	4,688	-105,109	151,632	2,879	38,963	193,474
Total	474,766	8,890	-51,763	431,893	7,993	22,659	462,545

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Fiscal Year 2014 Budget Estimates
Defense Legal Services Agency (DLSA)



April 2013

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**Defense Legal Services Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates**

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

Budget Activity (BA) 4: Administration and Service-wide Support

	FY 2012 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2013 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2014 <u>Estimate</u>
DLSA	129,577	1,633	-96,073	35,137	346	-5,550	29,933

* The FY 2012 Estimate column includes \$96,001 thousand of FY 2012 Overseas Contingency Operations (OCO) Appropriations funding (P.L.112-74).

* The FY 2013 Estimate column excludes \$102,322 thousand requested in the FY 2013 Defense-Wide OCO Budget Request.

* The FY 2014 Estimate column excludes the FY 2014 Defense-Wide OCO 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. The 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.

The DOHA conducts personal appearances and issues decisions in security clearance cases for DoD civilian employees and military personnel. The DOHA also conducts hearings and issues decisions in cases involving claims for DoD Dependents' School Activity benefits, and TRICARE payment for medical services. The DOHA's claims function includes review of uniformed service and carrier claims for loss or damage of household goods, and review of waiver applications. The DOHA provides support to the Deputy General Counsel (Legal Counsel) and is the point of contact for selection of third party neutrals in the DOHA alternative dispute resolution processes. The DOHA expects more cases requiring due process to result from the referrals of completed industrial security clearance investigations.

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

The 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 2013 to FY 2014: Price change increases total \$348 thousand to accommodate the FY 2014 1.0% pay raise and general inflation. The net program change is a decrease of \$-5,552 thousand which provides for the following Sub-Activity impacts:

- (1) Compensation and Benefits: Functional transfer of 27 full-time equivalent(FTE)s and \$5,201 thousand from the DLSA to the Washington Headquarters Service (WHS) for a DoD-wide Consolidated Adjudication Facility (CAF) that will promote and enhance greater consistency, standardization and efficiency throughout the adjudicative process. Additionally, the CAF will and eliminate redundant administrative, information technology, and management functions.
- (2) Other Legal Administrative Support Costs: Reductions to contract services, software upgrades/maintenance and licensing fees.
- (3) Other Intra-Governmental Purchases: Reduce the number of off-site litigation activities; reduce support agreements to other agencies such as the Department of Justice; and minimize subscription costs for specialized research library portals.
- (4) Printing and Reproduction: Use electronic media vice printed materials.
- (5) Travel: Identify and utilize alternatives to travel such as teleconferencing and web-conferencing.

II. Force Structure Summary:

N/A

Defense Legal Services Agency
Operation and Maintenance, Defense-Wide
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III. Financial Summary (\$ in thousands)

		FY 2013						
			Congressional Action					
	FY 2012	Budget				Current	FY 2014	
A. <u>BA Subactivities</u>	<u>Actual</u>	<u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Estimate</u>	<u>Estimate</u>	
1. DLSA HQ	61,114	9,261				9,261	12,250	
2. DOHA	67,662	25,814				25,814	17,558	
3. Pentagon Reservation	801	62				62	125	
Total	129,577	35,137				35,137	29,933	

* The FY 2012 Estimate column includes \$96,001 thousand of FY 2012 Overseas Contingency Operations (OCO) Appropriations funding (P.L.112-74).

* The FY 2013 Estimate column excludes \$102,322 thousand requested in the FY 2013 Defense-Wide OCO Budget Request.

* The FY 2014 Estimate column excludes the FY 2014 Defense-Wide OCO Budget Request.

Defense Legal Services Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates

III. Financial Summary (\$ in thousands)

	Change <u>FY 2013/FY 2013</u>	Change <u>FY 2013/FY 2014</u>
B. <u>Reconciliation Summary</u>		
Baseline Funding	35,137	35,137
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	35,137	
Fact-of-Life Changes (2013 to 2013 Only)		
Subtotal Baseline Funding	35,137	
Supplemental	102,322	
Reprogrammings		
Price Changes		346
Functional Transfers		-5,201
Program Changes		-349
Current Estimate	137,459	29,933
Less: Wartime Supplemental	-102,322	
Normalized Current Estimate	35,137	

Defense Legal Services Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates

III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2013 President's Budget Request (Amended, if applicable)		35,137
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2013 Appropriated Amount		35,137
2. War-Related and Disaster Supplemental Appropriations		102,322
a. OCO Supplemental Funding		
1) DLSA OCO	102,322	
3. Fact-of-Life Changes		
FY 2013 Baseline Funding		137,459
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2013 Estimate		137,459
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-102,322
FY 2013 Normalized Current Estimate		35,137
6. Price Change		346
7. Functional Transfers		-5,201
a. Transfers In		
b. Transfers Out		
1) DoD Consolidated Adjudication Facility (CAF)	-5,201	
27 FTEs transferred from DLSA to the Washington Headquarters Services (WHS) to consolidate adjudication functions in a single office for the entire Department of Defense (DoD). (FY 2013 Baseline \$31,561 thousand; -27 FTEs)		
8. Program Increases		118
a. Annualization of New FY 2013 Program		
b. One-Time FY 2014 Increases		

Defense Legal Services Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates

III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
c. Program Growth in FY 2014		
1) Pentagon Reservation Maintenance Revolving Fund Increase to Pentagon Reservation Maintenance Revolving Fund reflecting increase to Pentagon Rent for DLSA (FY 2013 Baseline \$62 thousand; 0 FTEs)	60	
2) Changes in Workforce Composition Reflecting changes to workforce composition for the Defense Legal Services Agency (eg., step increases, within-grade increases (WGI), and related personnel actions). (FY 2013 Baseline \$31,561; +0 FTEs)	58	
9. Program Decreases		-467
a. Annualization of FY 2013 Program Decreases		
b. One-Time FY 2013 Increases		
c. Program Decreases in FY 2014		
1) Other Legal Administrative Support Costs Reduces administration costs (supplies and communications) of contract services and eliminates upgrades for application software maintenance and development, and database maintenance (professional support) that is used for tracking treaties with foreign governments; and licensing fees. (FY 2013 Baseline \$1,925 thousand; 0 FTEs)	-256	
2) Other Intra-Governmental Purchases Decreases Non-GSA lending (rents) as a result of efficiencies in reducing the number of off-site litigation activities, and support agreements to assist other governmental agencies (other intra- government purchases), such as the Department of Justice, and minimizing subscription costs for specialized research library portals. (FY 2013	-194	

Defense Legal Services Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates

III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
Baseline \$1,463 thousand; 0 FTEs)		
3) Travel	-11	
DLSA will reduce discretionary travel costs by identifying alternatives to traveling such as teleconferencing and web-conferencing. (FY 2013 Baseline \$80 thousand; 0 FTEs)		
4) Printing and Reproduction Services	-6	
DLSA will reduce printing and reproduction services by using electronic media. (FY 2013 Baseline \$46 thousand; 0 FTEs)		
FY 2014 Budget Request		29,933

**Defense Legal Services Agency
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IV. Performance Criteria and Evaluation Summary:

The DLSA provides legal services to the staff elements of the Office of the Secretary of Defense and the Defense Agencies. The DLSA's activities include providing opinions and counseling on legal compliance issues affecting policy formulation and implementation; participating in developing the Department's legislative program, including drafting legislation and comments; negotiating on behalf of DoD clients with private entities and other Government agencies; ensuring proper use of Government funds and property; adhering to ethical standards; and participating in contractual matters.

The Defense Office of Hearings and Appeals (DOHA): The DOHA provides administrative procedures involving fair and impartial decision making, including, but not limited to: (1) performing legal reviews and approvals of statements of reasons, conducting hearings, and issuing Administrative Judge and appellate decisions in personnel security clearance cases for contractor personnel doing classified work for DOHA-serviced DoD Components and 23 other Federal Agencies and Departments; (2) conducting personal appearance hearings and issuing decisions in security clearance and sensitive national security position cases for DOHA-serviced DoD civilian employees and military personnel serviced by DOHA; (3) performing legal reviews and approvals of statements of reasons, conducting hearings, and issuing decisions in cases under DOHA jurisdiction requiring trustworthiness decisions for contractor performance of sensitive duties; (4) conducting hearings and issuing decisions in cases involving disputes over the provision of special educational services by the DoD Education Activity or the provision of early intervention or related services by the other DoD Components; (5) conducting hearings and issuing decisions in cases involving TRICARE payment for medical services; (6) issuing appeal decisions for claims involving uniformed service member (within and outside of the DoD) pay and allowances, unused leave, transportation, travel, retired pay, survivor's benefits, and other financial claims; (7) issuing initial and appeal decisions granting or denying waivers of collection of overpayments made to, or on behalf of, uniformed service members

**Defense Legal Services Agency
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Fiscal Year (FY) 2014 Budget Estimates**

IV. Performance Criteria and Evaluation Summary:

(within and outside of the DoD) and employees within the DoD; (8) coordinating and monitoring policies and procedures pertaining to DoD alternative dispute resolution (ADR) activities and conflict management within the DoD; and serving as a source of training and obtaining and providing third-party neutrals for ADR; (9) performing such further missions as may be assigned to the DOHA, including, but not limited to, the conduct of hearings and issuance of decisions for revocation of DoD credentials to non-cleared contractors pursuant to Homeland Security Presidential Directive 12 (HSPD-12); and (10) providing legal advice and services for assigned organizations, as deemed necessary and appropriate, through DOHA Department Counsel.

The DOHA has several elements: a Director, a Deputy Director, an Appeal Board, Administrative Judges, Department Counsel, Security Specialists, the Claims Division including the Claims Appeals Board, and Support Staff. The Base Realignment and Closure (BRAC) led to reorganization of DOHA's personnel security adjudicators and other employees to Fort Meade, Maryland and Arlington, Virginia as well as the closure of multiple DOHA field offices. A subsequent reorganization resulted in the transfer of DOHA's personnel security adjudicators from DOHA to a newly-created consolidated DoD Central Adjudication Facility (CAF). The DOHA Director, Deputy Director, Appeal Board, Administrative Judges, Department Counsel, the Claims Division, and Support Staff work in OGC office space in Arlington, Virginia.

The Woodland Hills, California, Columbus, Ohio, and Boston, Massachusetts offices of DOHA have all been closed in compliance with BRAC. DOHA Administrative Judges and Department Counsel formerly assigned to these offices now use remote telework to meet mission requirements for hearings and to save travel costs.

The DLSA is evaluated on the basis of the quality and timeliness of its myriad of

Defense Legal Services Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates

IV. Performance Criteria and Evaluation Summary:

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.

The DoD is the executive agent for the entire federal government's implementation of the National Industrial Security Program (NISP) along with continuing responsibility for implementation of the procedural requirements of Executive Order 10865.

The 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 (DSS). Therefore, the Department uses a three year historical average as the measurement for budgeting ISCR and PA cases.

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IV. Performance Criteria and Evaluation Summary:

Personal Appearance (PA) Program: Executive Order 12968 mandates that the "opportunity to appear personally" shall be part of security clearance due process for all military and civilian clearance applicants. The DoD Regulation 5200.2-R provides for "personal appearances" by military and civilian clearance applicants, which are handled by the same DOHA Administrative Judges who 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. The 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 because of security clearance reinvestigation backlogs being worked.

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). The DoD settles claims involving uniformed service members' pay, allowances, travel, transportation, retired pay, and survivor benefits. Additionally, the DoD settles claims by transportation carriers involving amounts collected from them for loss or damage incurred to property incident to shipments at government expense.

The Department's responsibilities in these areas are not restricted to DoD. The DoD also

**Defense Legal Services Agency
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IV. Performance Criteria and Evaluation Summary:

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 of Defense was given the OMB Director's general claims settlement authority over most activities within DoD, and the bulk of the waiver authority within the Federal government; that is, the Secretary now exercises the former authority of the Comptroller General to consider applications by service members and DoD employees to waive overpayment debts exceeding \$1,500 and upon request advises non-DoD agencies on waiver applications by their civilian employees.

For FY 2013 and 2014, the DOHA Claims Division workload is expected to increase in the coming years due to a steady increase in waiver cases. In FY 2012, the DOHA was informed of several substantial groups of overpayments which will require consideration for waiver by DOHA adjudicators and possibly reconsideration by the DOHA Claims Appeal Board. In addition to this growing workload, the DOHA has an additional unique responsibility. At the request of a Service Secretary, the Director of DOHA may waive, on behalf of the Secretary of Defense, the time limitations imposed by 31 U.S.C. Section 3702 for claims involving a uniformed service member's pay, allowances, or survivor benefits, so long as the claim does not exceed \$25,000.

	FY 2012	FY 2013	FY 2014
Workload	<u>Actuals</u>	<u>Estimates</u>	<u>Estimates</u>
Due Process Cases	2,008	2,008	2,008
Claims and Waiver Cases Reviewed	741	776	811
Mediations/ADR Consultations	99	129	168

Defense Legal Services Agency
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<u>V. Personnel Summary</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>Change FY 2012/ FY 2013</u>	<u>Change FY 2013/ FY 2014</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>158</u>	<u>206</u>	<u>206</u>	<u>48</u>	<u>0</u>
Officer	79	114	114	35	0
Enlisted	79	92	92	13	0
<u>Civilian End Strength (Total)</u>	<u>279</u>	<u>175</u>	<u>148</u>	<u>-104</u>	<u>-27</u>
U.S. Direct Hire	279	175	148	-104	-27
Total Direct Hire	279	175	148	-104	-27
<u>Civilian FTEs (Total)</u>	<u>335</u>	<u>175</u>	<u>148</u>	<u>-160</u>	<u>-27</u>
U.S. Direct Hire	335	175	148	-160	-27
Total Direct Hire	335	175	148	-160	-27
Average Annual Civilian Salary (\$ in thousands)	129.0	180.3	180.4	51.3	.1
 <u>Contractor FTEs (Total)</u>	 <u>11</u>	 <u>11</u>	 <u>11</u>	 <u>0</u>	 <u>0</u>

*Note: FY 2012 Civilian End Strength and Civilian FTEs reflect both Base and OCO resources as reflected in the OP-8 exhibit.

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

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2012</u>	<u>FY 2012/FY 2013</u>		<u>FY 2013</u>	<u>FY 2013/FY 2014</u>		<u>FY 2014</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	43,167	104	-11,710	31,561	276	-5,143	26,694
103 Wage Board	41	0	-41	0	0	0	0
106 Benefit to Fmr Employees	14	0	-14	0	0	0	0
199 Total Civ Compensation	43,222	104	-11,765	31,561	276	-5,143	26,694
308 Travel of Persons	2,283	45	-2,248	80	2	-11	71
399 Total Travel	2,283	45	-2,248	80	2	-11	71
417 Local Purch Supplies & Mat	120	2	-122	0	0	0	0
499 Total Supplies & Materials	120	2	-122	0	0	0	0
672 PRMRF Purchases	801	-85	-654	62	3	60	125
699 Total DWCF Purchases	801	-85	-654	62	3	60	125
771 Commercial Transport	20	0	-20	0	0	0	0
799 Total Transportation	20	0	-20	0	0	0	0
912 Rental Payments to GSA (SLUC)	6,176	123	-6,299	0	0	0	0
913 Purchased Utilities (Non-Fund)	284	6	-290	0	0	0	0
914 Purchased Communications (Non-Fund)	806	16	-750	72	1	-9	64
915 Rents (Non-GSA)	13	0	954	967	18	-128	857
917 Postal Services (U.S.P.S)	35	1	-36	0	0	0	0
920 Supplies & Materials (Non-Fund)	1,702	34	-1,651	85	2	-12	75
921 Printing & Reproduction	0	0	46	46	1	-6	41
922 Equipment Maintenance By Contract	47,575	952	-48,527	0	0	0	0
923 Facilities Sust, Rest, & Mod by Contract	783	16	-799	0	0	0	0
925 Equipment Purchases (Non-Fund)	401	8	-409	0	0	0	0
932 Mgt Prof Support Svcs	14,926	299	-13,457	1,768	34	-235	1,567
934 Engineering & Tech Svcs	9	0	-9	0	0	0	0
951 Other Costs (Special Personal Svc Pay)	4,800	0	-4,800	0	0	0	0
957 Other Costs (Land and Structures)	48	1	-49	0	0	0	0

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		Change			Change		
	FY 2012	FY 2012/FY 2013		FY 2013	FY 2013/FY 2014		FY 2014
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
958 Other Costs (Investments and Loans)	76	0	-76	0	0	0	0
960 Other Costs (Interest and Dividends)	5	0	-5	0	0	0	0
987 Other Intra-Govt Purch	5,117	103	-4,724	496	9	-66	439
989 Other Services	375	8	-383	0	0	0	0
999 Total Other Purchases	83,131	1,567	-81,264	3,434	65	-456	3,043
Total	129,577	1,633	-96,073	35,137	346	-5,550	29,933

* The FY 2012 Estimate column includes \$96,001 thousand of FY 2012 Overseas Contingency Operations (OCO) Appropriations funding (P.L.112-74).

* The FY 2013 Estimate column excludes \$102,322 thousand requested in the FY 2013 Defense-Wide OCO Budget Request.

* The FY 2014 Estimate column excludes the FY 2014 Defense-Wide OCO Budget Request.

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Fiscal Year 2014 Budget Estimates

DEFENSE MEDIA ACTIVITY



April 2013

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**Defense Media Activity
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates**

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

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

	FY 2012 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2013 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2014 <u>Estimate</u>
DMA	270,398	4,227	-50,612	224,013	3,516	-4,550	222,979

* The FY 2012 Actual column includes \$15,457 thousand of the FY 2012 Overseas Contingency Operations (OCO) Appropriations funding (PL 112-74).

* The FY 2013 Estimate column excludes \$10,823 thousand of the FY 2013 Overseas Contingency Operations Budget Request.

* The FY 2014 Estimate column excludes FY 2014 Defense-Wide OCO Budget Request.

I. Description of Operations Financed:

The Defense Media Activity (DMA) is the Department of Defense (DoD) internal news and media production organization. The DMA mission is to support 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. The DMA delivers this information 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 the following programs:

- **Overseas Radio and Television:** American Forces Network (AFN) provides U.S. radio and television news, information, and entertainment programming to active, guard, and reserve military service members, DoD civilians and contract employees, and their families overseas, on board Navy and Coast Guard ships, and to other authorized users.
- **News and Media Information Products:** Includes media and visual information products provided to the internal DoD family (active, guard, and reserve military service members, dependents, retirees, DoD civilians, contract employees) and external audiences through all available media. It includes motion and still imagery; print; radio; television; web and related social media, mobile, and other communication

**Defense Media Activity
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates**

I. Description of Operations Financed (cont.)

technologies. Also includes communication of messages and themes from senior DoD leaders in order to support and improve quality of life and morale, promote situational awareness, provide timely/immediate force protection information, and sustain readiness.

- **Stars and Stripes:** Provides daily newspapers and other products, such as a web site and weekly supplemental publications to internal DoD family (active, guard, and reserve military service members, dependents, retirees, DoD civilians, and contract employees). Provides readers news and information independent of chain of command influence to better enable them to exercise the responsibilities of citizenship. Stars and Stripes use all available media, including print and related emerging internet communication technologies.

- **Defense Information School (DINFOS):** Provides joint-service training to Defense personnel in the career fields of Public Affairs and Visual Information.

Narrative Explanation of Changes: Change in total funding between FY 2013 and FY 2014 of \$3.516 million price growth and -\$4.550 million program reductions, for a total change of -\$1.034 million.

II. Force Structure Summary:

N/A

Defense Media Activity
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates

III. Financial Summary (\$ in thousands)

		FY 2013			Current Estimate	FY 2014 Estimate
		FY 2012 Actual	Budget Request	Congressional Action		
A. <u>BA Subactivities</u>				<u>Amount</u> <u>Percent</u> <u>Appropriated</u>		
1. Defense Media Operations		270,398	224,013		224,013	222,979
Total		270,398	224,013		224,013	222,979

* The FY 2012 Actual column includes \$15,457 thousand of the FY 2012 Overseas Contingency Operations (OCO) Appropriations funding (PL 112-74).

* The FY 2013 Estimate column excludes \$10,823 thousand of the FY 2013 Overseas Contingency Operations Budget Request.

* The FY 2014 Estimate column excludes FY 2014 Defense-Wide OCO Budget Request.

Defense Media Activity
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates

III. Financial Summary (\$ in thousands)

	Change <u>FY 2013/FY 2013</u>	Change <u>FY 2013/FY 2014</u>
B. <u>Reconciliation Summary</u>		
Baseline Funding	224,013	224,013
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	224,013	
Fact-of-Life Changes (2013 to 2013 Only)		
Subtotal Baseline Funding	224,013	
Supplemental		
Reprogrammings		
Price Changes		3,516
Functional Transfers		-981
Program Changes		-3,569
Current Estimate	224,013	222,979
Less: Wartime Supplemental		
Normalized Current Estimate	224,013	

Defense Media Activity
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates

III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2013 President's Budget Request (Amended, if applicable)		224,013
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2013 Appropriated Amount		224,013
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2013 Baseline Funding		224,013
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2013 Estimate		224,013
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2013 Normalized Current Estimate		224,013
6. Price Change		3,516
7. Functional Transfers		-981
a. Transfers In		
b. Transfers Out		
1) Defense Acquisition Workforce Development Fund (DAWDF)	-981	
Transfers 9 civilian FTE and resources from the Defense Media Activity to the Defense Microelectronic Activity (DMEA) corrects the allocated DAWDF civilian FTEs to DMEA. (FY 2013 Baseline \$80.234; -9 FTEs)		
8. Program Increases		
a. Annualization of New FY 2013 Program		
b. One-Time FY 2014 Increases		
c. Program Growth in FY 2014		
9. Program Decreases		-3,569

Defense Media Activity
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates

III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
a. Annualization of FY 2013 Program Decreases		
b. One-Time FY 2013 Increases		
c. Program Decreases in FY 2014		
1) Mission Support	-3,569	
Reduced mission support costs through the consolidation of equipment maintenance contracts and standardized equipment purchases. (FY 2013 Baseline \$25.477; +0 FTEs)		
FY 2014 Budget Request		222,979

**Defense Media Activity
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates**

IV. Performance Criteria and Evaluation Summary:

The Defense Media Activity is a consolidated organization re-aligned during BRAC 2005. As such, the performance measurements were newly established to better align with the missions of the new organization. Previous budget submissions and performance measurements are no longer measured. These new performance measurements have a baseline starting in FY11. These performance measurements will be reassessed during an upcoming baseline review to determine their validity and alignment with the Defense Media Activity Mission. New/revised performance measurements will be evaluated during the FY2015 Budget Estimate Submission.

Overseas Radio and Television

- The American Forces Network (AFN) performance baseline will be to broadcast 210,240 hours of U.S. radio and television news, information, and entertainment programming serving more than a million member audiences in 177 countries, including Afghanistan and Iraq, and 279 ships at sea.
- Defense Media Activity uses the commercial broadcast industry standard of broadcasting for 99.9% of the total hours available as the minimum parameter for mission achievement (**GREEN STOPLIGHT**).
- Lesser availability is considered unsatisfactory performance /mission failure (**RED STOPLIGHT**). There is no (**YELLOW STOPLIGHT**) metric.

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IV. Performance Criteria and Evaluation Summary:

Independent News

- Star & Stripes, is one of the primary sources of independent news available to DoD's internal family, and operates on both appropriated (O&M - Defense-Wide) - and non-appropriated funds.
- The performance baseline will be the percentage the appropriated fund supplement provided to the total Stars and Stripes annual budget.
- As a Category B-Non-Appropriated Funded Instrumentality (NAFI), DoD guidance (DoDI 1015.10) sets the appropriated fund supplement goal at 65% of Stars & Stripes total annual budget.
- Achieving a 55% to 65% appropriated fund supplement of the total annual budget is considered as meeting this goal (**Green Stoplight**) - achievement of 45% to 55% is considered a jeopardy situation (**Yellow Stoplight**) - achievement of less than 45% appropriated fund supplement is considered as unsatisfactory performance (**Red Stoplight**)

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IV. Performance Criteria and Evaluation Summary:

Joint Information and Public Affairs Training

- The Defense Information school (DINFOS) joint-service public affairs and visual information performance baseline is to train 3,620 personnel. This requirement is levied on the school by the supported uniformed services; 2/3 of the student load is entry-level training.

- Achieving 96% to 100% of this baseline will be considered as meeting this goal **(Green Stoplight)** - achievement of 90% to 95% of this baseline will be considered a jeopardy situation **(Yellow Stoplight)** - achievement of less than 90% of this baseline will be considered as unsatisfactory performance **(Red Stoplight)**

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IV. Performance Criteria and Evaluation Summary:

Communications and Information

- DMA operates and maintains information systems and network enclaves on the DoD NIPRNet, SIPRNet and through commercial connectivity. DMA is entirely dependent upon this network and systems capability to perform all of its core missions, as well as to provide all of the support capabilities for the organization. Mission assurance is thus reliant upon sound information assurance in providing the necessary levels of confidentiality, integrity and availability for all DMA systems and networks.
- DMA strives to achieve and maintain full certification and accreditation of all NIPRNet and SIPRNet networks and information systems in accordance with Federal and DoD policies (**Green Stoplight**). Failure to maintain accreditation risks disconnection from the DoD NIPR and SIPRNet by DISA and US CYBER Command. (**Red Stoplight**). There is no Yellow condition.
- Commercially connected systems and networks (Headquarters and Broadcast Center B-Nets, Stars & Stripes Network) must achieve defined best practices standards for secure and assured operation. All DMA commercially connected systems and networks will undergo annual analysis and inspection to determine their level of compliance with defined commercial best practices as established by the DMA CIO. Compliance with all defined standards and correction of any noted deficiencies during the annual analysis and inspection within 30 days is considered meeting this goal (**Green Stoplight**). Correction of any noted deficiencies within 30-60 days will be considered a jeopardy situation (**Yellow Stoplight**). The presence of any uncorrected deficiencies beyond 60 days is considered unsatisfactory performance (**Red Stoplight**).

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<u>V. Personnel Summary</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>Change FY 2012/ FY 2013</u>	<u>Change FY 2013/ FY 2014</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>941</u>	<u>941</u>	<u>933</u>	<u>0</u>	<u>-8</u>
Officer	53	53	53	0	0
Enlisted	888	888	880	0	-8
<u>Reserve Drill Strength (E/S) (Total)</u>	<u>42</u>	<u>42</u>	<u>42</u>	<u>0</u>	<u>0</u>
Officer	10	10	10	0	0
Enlisted	32	32	32	0	0
<u>Civilian End Strength (Total)</u>	<u>756</u>	<u>760</u>	<u>751</u>	<u>4</u>	<u>-9</u>
U.S. Direct Hire	678	682	673	4	-9
Foreign National Direct Hire	33	33	33	0	0
Total Direct Hire	711	715	706	4	-9
Foreign National Indirect Hire	45	45	45	0	0
<u>Active Military Average Strength (A/S) (Total)</u>	<u>941</u>	<u>941</u>	<u>933</u>	<u>0</u>	<u>-8</u>
Officer	53	53	53	0	0
Enlisted	888	888	880	0	-8
<u>Reserve Drill Strength (A/S) (Total)</u>	<u>42</u>	<u>42</u>	<u>42</u>	<u>0</u>	<u>0</u>
Officer	10	10	10	0	0
Enlisted	32	32	32	0	0
<u>Civilian FTEs (Total)</u>	<u>756</u>	<u>760</u>	<u>751</u>	<u>4</u>	<u>-9</u>
U.S. Direct Hire	678	682	673	4	-9
Foreign National Direct Hire	33	33	33	0	0
Total Direct Hire	711	715	706	4	-9
Foreign National Indirect Hire	45	45	45	0	0
Average Annual Civilian Salary (\$ in thousands)	96.1	105.6	106.3	9.5	.7

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<u>V. Personnel Summary</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	Change FY 2012/ FY 2013	Change FY 2013/ FY 2014
<u>Contractor FTEs (Total)</u>	<u>380</u>	<u>340</u>	<u>340</u>	<u>-40</u>	<u>0</u>

Eight enlisted billets returned to Navy from Defense Media Activity.
Nine civilian FTEs transferred to Defense Microelectronic Activity (DMEA) to correct allocated DAWDF exception.

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

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2012</u>	<u>FY 2012/FY 2013</u>		<u>FY 2013</u>	<u>FY 2013/FY 2014</u>		<u>FY 2014</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	69,240	167	6,716	76,123	666	-1,168	75,621
103 Wage Board	134	0	-31	103	1	53	157
104 FN Direct Hire (FNDH)	1,482	4	703	2,189	19	12	2,220
199 Total Civ Compensation	70,856	171	7,388	78,415	686	-1,103	77,998
308 Travel of Persons	3,858	77	-1,244	2,691	51	638	3,380
399 Total Travel	3,858	77	-1,244	2,691	51	638	3,380
672 PRMRF Purchases	274	-29	104	349	18	18	385
696 DFAS Financial Operation (Other Defense Agencies)	942	156	-351	747	97	57	901
699 Total DWCF Purchases	1,216	127	-247	1,096	115	75	1,286
771 Commercial Transport	507	10	-325	192	4	49	245
799 Total Transportation	507	10	-325	192	4	49	245
901 Foreign National Indirect Hire (FNIH)	1,807	4	10	1,821	16	10	1,847
912 Rental Payments to GSA (SLUC)	2,894	58	-2,952	0	0	0	0
913 Purchased Utilities (Non-Fund)	2,930	59	-1,953	1,036	20	869	1,925
914 Purchased Communications (Non-Fund)	42,147	843	-12,318	30,672	583	-314	30,941
915 Rents (Non-GSA)	132	3	111	246	5	-126	125
917 Postal Services (U.S.P.S)	52	1	49	102	2	0	104
920 Supplies & Materials (Non-Fund)	3,461	69	4,643	8,173	155	-896	7,432
921 Printing & Reproduction	359	7	25	391	7	0	398
922 Equipment Maintenance By Contract	8,338	167	-2,215	6,290	120	-1,685	4,725
923 Facilities Sust, Rest, & Mod by Contract	3,570	71	3,937	7,578	144	-892	6,830
925 Equipment Purchases (Non-Fund)	26,469	529	-7,811	19,187	365	-1,964	17,588
957 Other Costs (Land and Structures)	3,796	76	-3,872	0	0	0	0
987 Other Intra-Govt Purch	36,171	723	-27,465	9,429	179	2,970	12,578
989 Other Services	47,756	955	-2,560	46,151	877	-2,239	44,789

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		Change			Change		
	FY 2012	FY 2012/FY 2013		FY 2013	FY 2013/FY 2014		FY 2014
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
990 IT Contract Support Services	13,846	277	-4,301	9,822	187	84	10,093
991 Foreign Currency Variance	233	0	488	721	0	-26	695
999 Total Other Purchases	193,961	3,842	-56,184	141,619	2,660	-4,209	140,070
Total	270,398	4,227	-50,612	224,013	3,516	-4,550	222,979

* The FY 2012 Actual column includes \$15,457 thousand of the FY 2012 Overseas Contingency Operations (OCO) Appropriations funding (PL 112-74).

* The FY 2013 Estimate column excludes \$10,823 thousand of the FY 2013 Overseas Contingency Operations Budget Request.

* The FY 2014 Estimate column excludes FY 2014 Defense-Wide OCO Budget Request.

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Department of Defense Dependents Education (DoDDE)



April 2013

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**DoD Dependents Education
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Operation and Maintenance, Defense-Wide Summary (\$ in thousands)

Budget Activity (BA) 04: Administration and Service-wide Activities

	FY 2012 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2013 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2014 <u>Estimate</u>
DoDDE	2,958,004	44,505	-257,538	2,744,971	47,065	-78,280	2,713,756

* The FY 2012 Actual column includes \$267,088 thousand of the FY 2012 Overseas Contingency Operations (OCO) Appropriations funding (PL 112-74).

* The FY 2013 Estimate column excludes \$139,830 thousand of the FY 2013 OCO Appropriations funding.

* The FY 2014 Estimate column excludes FY 2014 Defense-Wide OCO Budget Request.

I. Description of Operations Financed: (www.dodea.edu) 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 Relocation Assistance Program (RAP).

DoDEA is the Department of Defense 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. The DoDEA schools' diverse curriculum offerings fully support the DoDEA Community Strategic Plan (CSP). The DoDEA schools are an important quality of life issue for military families. 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 Assistant Secretary of Defense for Readiness and Force Management (R&FM). The DoDEA is comprised of the Department of Defense Dependents Schools (DoDDS), the DoD Domestic Dependent Elementary and Secondary Schools (DDESS), the Management Headquarters, the Consolidated School Support, and the Educational Partnership Program (EPP).

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

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I. Description of Operations Financed (cont.)

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 52,720 students in 122 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 7,578 full-time equivalent staff. The DoDDS program also provides funds for 2,924 students enrolled in Non-DoD Schools.

The DoDEA Non-DoD Schools program supports the primary and secondary school education of eligible dependents of active duty U.S. military and DoD civilians assigned to remote overseas areas where DoDEA schools are not available. Eligible dependents must be included upon orders and must meet age requirements. The Non-DoD Schools program oversees funding to provide assistance for tuition and other costs to defray education expenses. Currently, DoDEA funds the cost to educate over 3,379 dependents who attend schools throughout the world in Asia, Africa, Europe, and the Americas. Regulations governing the Non-DoD Schools program includes: Title 20 U.S Code sections 921-932, DoDEA Regulation 1342.13, DoDEA Regulation 1035.1, and the U.S. Department of State Standardized Regulation (DSSR) Section 270.

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 29,705 students in 68 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.

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I. Description of Operations Financed (cont.)

The DDESS program is supported by 4,855 full-time equivalent staff. The DDESS program also provides funds for 455 students enrolled in the Non-DoD Schools Program who's active duty U.S. military and DoD civilians are assigned in Canada, Mexico or South America. The DDESS manages special arrangement contracts for 1,477 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.

A Special Arrangement is an agreement under 10 U.S.C. 2164 between the Secretary of Defense, or designee, and a public Local Educational Agency (LEA) whereby a school or school system operated by the LEA provides educational services to eligible dependent children of military personnel and federally employed civilian personnel. Special Arrangements support a partial or total Federal funding to the LEAs for the educational services provided. Special Arrangement contracts with LEAs that provide full educational services to include transportation for military dependents exist at Hanscom Air Force Base (MA), Dover Air Force Base (DE) and West Point (NY). In 2004, two additional Special Arrangement contracts were established, in order to provide educational services to certain dependents residing in the commuting areas of Ceiba and Ponce, Puerto Rico. These two Special Arrangement contracts were established as a result of the closure of DoD installations in Puerto Rico and the requirement to transport children to English speaking schools.

The **Management Headquarters** is responsible for overseeing, directing and controlling agency activities as well as establishing educational standards, developing agency-wide policy and guidance, monitoring programs and outcomes, providing technical assistance and garnering resources for the DoDEA. The Management Headquarters provides educational

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I. Description of Operations Financed (cont.)

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 for pre-K-12 dependents of service members.

The **Consolidated School Support** (CSS) functions include the streamlined functional area of financial management, logistics, procurement, human resources, education, information technology, internal review, manpower management, and safety and security. These functions directly support specific day to day operations to include (1) resource management personnel who are responsible for area office and district budgets and accounting records, (2) procurement personnel who manage and procure contracts for the area offices, districts, and schools, (3) human resources personnel who process personnel actions for area offices, districts, and school personnel, (4) engineers who coordinate school facility projects, and (5) instructional support specialists who coordinate and conduct assessments, staff development and curriculum reviews in support of the educational programs for grades Pre-K-12.

The **Educational Partnership Program** (EPP) responds to Congressional direction in Section 574(d) of P.L. 109-364, as amended (codified at 20 USC 7703b note) to ease the transition of military dependent students to Local Educational Agencies (LEAs). DoDEA, which has provided military students with an exemplary education for over 60 years, received expanded authority to work collaboratively with the Secretary of Education in an effort to ease the transition of military students and authorized the use of DoD funds to share experience with LEAs who educate military students. By establishing a Partnership

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I. Description of Operations Financed (cont.)

program, DoDEA has the opportunity to enrich and expand partnerships with military-connected communities. The partnership effort complements DoDEA's vision "*Communities Committed to Success for ALL Students*" by expanding its reach to military children wherever they may attend school. It is estimated that 80% of military children in the United States attend public schools. Due to continuous deployments, the intense burden borne by our military families and their 1.2 million school age children, demands more focus, action, and coordination. A significant element of family readiness is an educational system that provides not only a quality education but one that recognizes and responds to the unique needs of children of military families.

The Partnership program's emphasis is on collaboration, the ultimate goal of the program is to ensure that a high quality educational program is provided to all children of military families. The collaboration between DoDEA and the LEAs:

1. Provides information and support to military connected schools to increase understanding of the unique needs of military children. Academic support to improve educational opportunities and outcomes for military children is critically important.
2. Ensures that all military-connected students receive an outstanding education, from "cradle through career".
3. Improves our understanding of military children and the schools they attend. This includes expanding the data about military students at the school level.
4. Extends student learning through online/virtual opportunities.
5. Develops Special education professional development modules to share with military connected LEAs. In addition, DoDEA provides face-to-face trainings in coordination with our partner LEAs.

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I. Description of Operations Financed (cont.)

6. Develops "Students at the Center," a resource guide for Military Commanders, families and the educators that serve them.
7. Provides a contract with American Institutes of Research (AIR), to conduct a study that analyzes:
 - Military-connected EAs compared to non-military-connected LEAs,
 - The educational options available to military children that attend schools in need of improvement within the military-connected LEAs,
 - The challenges military parents face in securing quality schooling options for their children, and
 - The educational attainment and impact of children from military families on LEAs.

In previous years DoDEA has awarded grants that focus on enhancing student learning opportunities, transforming the responsiveness of educators to children of military families and expanding virtual learning options. In FY 2012 DoDEA will maintain a grant Evaluation Technical Assistance Center to provide an infrastructure and process to develop the mechanisms and structures to facilitate the collection, management, and reporting of uniform evaluation data and provides evaluation resources to help grantees design, implement, and report evaluations.

The EPP Initiative offsets the challenges experienced by military personnel and their families and provides military children with a stable and secure environment. Quality education of military children affects enlistment, retention, and morale, and has a role in operational readiness. DoDEA will continue their concerted efforts to build relationships between local communities, military installations, school districts, and

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I. Description of Operations Financed (cont.)

our state and federal partners to address issues that impact the education and well-being of children of the military and their families.

DoDEA Schools: To ensure sustained high levels of student achievement, the DoDEA Community Strategic Plan (CSP) contains goals and benchmarks that drive resources and organizational improvements. The CSP is the catalyst for changing the teaching and learning process; raising the standard of learning to ensure excellence; creating greater local autonomy in devising methods and strategies to meet the standards; creating a common language for communication among all stakeholders; and creating greater accountability for reaching the expected outcomes. The DoDEA CSP unifies the strategic direction for both DoDDS and DDESS, yet provides the flexibility to address each program and community's unique issues and challenges that each program and each community addresses. The plan provides a road map for keeping DoDEA in the forefront in advancing the DoD's agenda for education, and as a leader in the Nation for improving student performance and achievement.

DoDEA's schools are mostly overseas. The DoDEA performs its mission in many unique and demanding circumstances due to geography, U.S. national interests and the current military environment. DoDEA operations continue during this period of heightened security and threat of terrorism. This budget request supports DoDEA's plan to:

1. Strengthen the high school (9-12) program to include advanced studies; support and enrichment in academic courses; enhanced college and career counseling; professional/technical preparation; increased distance learning for student learning; and professional staff development

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I. Description of Operations Financed (cont.)

2. Maintain staffing and provide specialized equipment and furnishings for children with moderate to severe disabilities to comply with the Individuals with Disabilities Education Act (IDEA) and provide professional development and materials for special education staff

3. Infuse technology into the curriculum and assessment implementations and enhance distance learning system capabilities

4. Develop a virtual school curriculum and an enhanced instructional delivery system; the 21st Century Military Child Initiative will provide synchronous and asynchronous learning opportunities aligned with DoDEA's curriculum to address the educational needs of military dependent students in transition via a fully accredited Virtual School program and to create a systemic approach of blended learning via a system of reusable object-based digital resources to support face-to-face instruction and professional development within DoDEA

5. Maintain quality programs with increased academic rigor through thorough data analysis of student performance

6. Focus on continuous professional growth and staff development to provide quality instruction and optimum student achievement

7. Provide students with a uniform curricula and standards that mitigate the stress of frequent moves, unit deployments, redeployments and extensions

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I. Description of Operations Financed (cont.)

8. Implement ambitious strategic goals and performance metrics for optimum student achievement

The DoD global defense posture review and known plans for realignment and closures of domestic base structures are not reflected herein. As restructuring plans progress, the impact on DoDEA budgets will be addressed.

FAMILY ASSISTANCE (FA):

The FA program provides programs and outreach services to include, but are not limited to, the 1-800 Military OneSource (MOS), the Military and Family Life Counseling (MFLC) Program, financial outreach and non-medical counseling, spouse employment and career opportunities, child care services, youth programs, and support to the Guard and Reserve 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 on and off installations with emphasis on the geographically dispersed populations. MOS serves as the single DoD point of contact for the collection of personnel accounting information from the DoD Components (DoDI 3001.02 Personnel Accountability in Conjunction with Natural or Manmade Disasters) and has become the standard in the Department for providing 24/7 assistance to military members and their family members around the world.

The Department is committed to providing support for service members and their families by applying resources to:

1. Provide access to confidential non-medical counseling services world-wide to include readjustment counseling for returning service members, child and youth behavioral issues, stress management, financial counseling, employment counseling for spouses,

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I. Description of Operations Financed (cont.)

- counseling on relationships, communication issues, etc. The Military Family Life Counselors also provide "surge" counseling support for units returning from combat.
2. Provide 24/7/365 days a year assistance and referral service via a toll free phone or internet interactive, on-line chat, Face-to-Face counseling near where Service Members and families live, telephonic/video counseling for those not living near an installation or unable 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 situations that warrant medically related assistance.
 3. Provide military spouse assistance with exploration of career opportunities, obtaining education and licenses, assessing readiness for employment and connections to employers through the Spouse Employment and Career Opportunities (SECO) program. Spouse employment plays a key role in financial and personal well-being of military families. Satisfaction with career development has direct and statistically significant effect on spouse well-being. Two-thirds of married military members report that their decision to reenlist was largely or moderately affected by their spouse's career prospects.
 4. Provide additional support for the DoD Child Development system of quality, affordable child care in child development centers at over 300 locations, as well as child care spaces to Reserve Component families, geographically dispersed Active Duty military families and Active Duty families who are unable to access child care programs on the installations by sustaining Private Partnership Ventures. The DoD Child Development system serves over 200,000 children daily in full-day, part-day, and hourly child care, part-day preschools, and before and after school programs for school-age children. Also provides extended hour care for nights, weekends, and shift workers.
 5. Provide assistance to the youth of the Active Duty, Guard and Reserve and their families for programs and initiatives that support lifelong health and wellness, educational success, exploration of the arts, and character development.
 6. Provide infrastructure and program support to the Guard and Reserve, Active Duty Forces and their families who are geographically dispersed through the Joint Family Support Assistance Program, placing Military One Source Consultants and Military Family Life Consultants in all 50 states, the four territories, and the District of Columbia.

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I. Description of Operations Financed (cont.)

7. Provide support for military families with special needs. The Exceptional Family Member Program provides information and referral, training, non-medical case management, advocacy, enrollment and assignment coordination to ensure that military members are assigned to locations that can meet the needs of their family members with special needs.
8. Provide a DoD Relocation Assistance Program (RAP) to offer military members, and their families, information and services during permanent change of stations or transition.

FAMILY ADVOCACY (FAP):

The FAP funds are sent to each of the Military Services for use in their Family Advocacy Programs to ensure delivery of prevention and clinical intervention programs in the areas of domestic abuse, child abuse and neglect. Funding is distributed to the Military Services for program costs to provide services at 300 installations. The FAP staff of over 1,600 government and contract staff executes the FAP within the Military Department down to the installation level. The FAP program includes the New Parent Support home visitation program to parents who screen as high risk for prevention of child abuse and neglect; and domestic abuse victim advocates who provide confidential safety assessment, information about available military and civilian resources, and ongoing victim support, including support in obtaining civilian and military protection orders for current and former spouses and intimate partners. This budget includes funding for the DoD Family Advocacy Command Assistance Team (FACAT) deployments as needed to respond to allegations of multiple victim child sexual abuse in 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, appropriate command responses to allegations of family violence, and research.

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I. Description of Operations Financed (cont.)

1. Provide comprehensive programs for the prevention, identification, and treatment of child abuse and neglect and domestic abuse of current and former spouses and intimate partners.
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 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. Implement joint-Service FAP standards, including the New Parent Support home-visiting program for prevention of child abuse and neglect and including domestic abuse victim advocacy.

TROOPS TO TEACHERS:

The Troops to Teachers (TTT) program provides military personnel with the opportunity to begin a new career in primary and secondary education. This program was funded and administered by the Department of Education from FY 2001 through FY 2010. The NDAA 2012 authorized the DoD to administer and fund the program during FY 2012. The FY 2013 NDAA permanently and fully transferred the TTT program to the DoD.

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I. Description of Operations Financed (cont.)

1. Provide funds to pay stipends to eligible service members for teaching licenses and certifications, and bonuses to those choosing to teach science, mathematics, special education, or vocational or technical subjects in high needs schools.
2. Provide opportunities for transitioning service members to become teachers and fill positions in eligible schools that are experiencing a shortage of highly qualified teachers.

II. Force Structure Summary:

N/A

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III. Financial Summary (\$ in thousands)

	FY 2013						
			Congressional Action				
	FY 2012	Budget				Current	FY 2014
A. <u>BA Subactivities</u>	<u>Actual</u>	<u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Estimate</u>	<u>Estimate</u>
1. <u>DoDEA</u>	1,960,693	1,933,221				1,933,221	1,926,446
1. Mgt HQ	23,860	22,997				22,997	22,687
2. Consolidated School Support	111,331	91,995				91,995	84,893
3. Educational Partnership Program	58,778	4,953				4,953	7,002
4. DoDDS	1,243,139	1,262,545				1,262,545	1,235,335
5. DDESS	523,585	550,731				550,731	576,529
2. <u>Family Assistance/Family Advocacy Programs</u>	997,311	811,750				811,750	787,310
1. Family Assistance Family Advocacy Program	863,246	676,816				676,816	647,429
2. Spouse Employment and Career Opportunities Program	90,000	89,500				89,500	93,500
3. Troops To Teachers Program	15,000	15,600				15,600	15,896
4. Exceptional Family Member Program	11,000	11,000				11,000	11,300
5. Relocation Assistance Program	18,065	18,834				18,834	19,185
Total	2,958,004	2,744,971				2,744,971	2,713,756

* The FY 2012 Actual column includes \$267,088 thousand of the FY 2012 Overseas Contingency Operations (OCO) Appropriations funding (PL 112-74).

* The FY 2013 Estimate column excludes \$139,830 thousand of the FY 2013 OCO Appropriations funding.

* The FY 2014 Estimate column excludes FY 2014 Defense-Wide OCO Budget Request.

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III. Financial Summary (\$ in thousands)

	Change <u>FY 2013/FY 2013</u>	Change <u>FY 2013/FY 2014</u>
B. <u>Reconciliation Summary</u>		
Baseline Funding	2,744,971	2,744,971
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	2,744,971	
Fact-of-Life Changes (2013 to 2013 Only)		
Subtotal Baseline Funding	2,744,971	
Supplemental	139,830	
Reprogrammings		
Price Changes		47,065
Functional Transfers		
Program Changes		-78,280
Current Estimate	2,884,801	2,713,756
Less: Wartime Supplemental	-139,830	
Normalized Current Estimate	2,744,971	

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2013 President's Budget Request (Amended, if applicable)		2,744,971
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2013 Appropriated Amount		2,744,971
2. War-Related and Disaster Supplemental Appropriations		139,830
a. OCO Supplemental Funding		
1) Overseas Contingency Operations	139,830	
3. Fact-of-Life Changes		
FY 2013 Baseline Funding		2,884,801
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2013 Estimate		2,884,801
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-139,830
FY 2013 Normalized Current Estimate		2,744,971
6. Price Change		47,065
7. Functional Transfers		
8. Program Increases		48,467
a. Annualization of New FY 2013 Program		
b. One-Time FY 2014 Increases		
c. Program Growth in FY 2014		
1) Department of Defense Dependents Schools: Defense Finance and Accounting Services:	88	
Reflects increase in Travel Voucher and Contract Payment processing resulting in increased Direct Billable Hours. (FY 2013 Baseline \$1,262,545; +0 FTEs)		
2) Department of Defense Dependents Schools:	1,112	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
Information Technology (IT) Contract Support Service: Increase in the IT Help Desk contract that provides local and remote technical support. Areas of support can include not only software and hardware, but also onsite and offsite conference support, training, and video teleconferencing. (FY 2013 Baseline \$1,262,545; +0 FTEs)		
3) Department of Defense Dependents Schools: Payroll: Increase staffing to support broaden curriculum at schools in subject areas as Fine Arts, pre- kindergarten through 12th grade in Arts, Music, and 9th grade through 12th grade Drama, Special Education, Early Childhood Education Environment, Four new High School Mathematics courses, Kindergarten through 5th grade Science, IT Learning Management System, Career Work Experience, Kindergarten through 12th grade English Language Learners, Advanced Placement German, Italian, Korean, and Japanese. (FY 2013 Baseline \$1,262,545; +125 FTEs, +136 ES)	11,703	
4) Department of Defense Dependents Schools: Purchased Communications: Reflects cost increase in communication contracts, that support data communication, closed captioning, video conferencing, and telephone services to meet mission requirements. (FY 2013 Baseline \$1,262,545; +0 FTEs)	890	
5) Domestic Dependent Elementary and Secondary Schools: Facility Sustainment, Restoration, and Modernization: School building assessment reports indicate that	1,384	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
buildings continue to require an increase in repair and maintenance projects. (FY 2013 Baseline \$550,731; +0 FTEs)		
6) Domestic Dependent Elementary and Secondary Schools: Payroll:	22,933	
Increase staffing to support broaden curriculum at schools in subject areas as Fine Arts, pre-kindergarten through 12th grade in Arts, Music, and 9th grade through 12th grade Drama, Special Education, Early Childhood Education Environment, Four new High School Mathematics courses, Kindergarten through 5th grade Science, IT Learning Management System, Career Work Experience, Kindergarten through 12th grade English Language Learners, Advanced Placement German, Italian, Korean, and Japanese. (FY 2013 Baseline \$550,731 thousand; +252 FTEs, +363 ES)		
7) Domestic Dependent Elementary and Secondary Schools: Purchased Utilities:	616	
Increase costs to support services for electricity, water, sewage and trash. (FY 2013 Baseline \$550,731 thousand; +0 FTEs)		
8) Domestic Dependent Elementary and Secondary Schools: Rental Payments to GSA (SLUC):	215	
Increased costs for DDESS building Lease located in Peachtree City, GA. (FY 2013 Baseline \$550,731; +0 FTEs)		
9) Educational Partnership Program: Grants:	5,681	
Additional grant funding where DoDEA works on-site collaboratively to share its expertise and experience		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
with local educational agencies that experience large influxes of military dependents resulting from base closures, global rebasing and force restructuring. Through grant vehicles, these Local Educational Agencies are offered a full range of DoDEA educational enhancements and strategies to enable them to develop instructional programs similar to those in DoDEA schools where test scores are consistently above the National average. (FY 2013 Baseline \$4,953 thousand; +0 FTEs)		
10) Family Assistance/Family Advocacy Program: Exceptional Family Member Program (EFMP): Increase is attributable to the new case management system which will support requirements for record keeping, reporting and continuous monitoring. (FY 2013 Baseline \$11,000 thousand; +0 FTEs)	91	
11) Family Assistance/Family Advocacy Program: Spouse Employment and Career Opportunities Program (SECO): Increase is attributable to ensuring sufficient support for the SECO Program which provides military spouses assistance with exploration of career opportunities, scholarships, and other significant services. (FY 2013 Baseline \$89,500 thousand; +0 FTEs)	2,300	
12) Management Headquarters: Payroll: Increase of staff to support the Internal Review Office, Information Technology, and reassignment of Defense Acquisition staff Interns to positions in the Procurement Division. (FY 2013 Baseline \$22,997; +13 FTEs)	1,454	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
9. Program Decreases		-126,747
a. Annualization of FY 2013 Program Decreases		
b. One-Time FY 2013 Increases		
c. Program Decreases in FY 2014		
1) Consolidated School Support: Payroll: The decrease is due the reassignment of 10 FTEs from the Virtual School Program to field offices. (FY 2013 Baseline \$91,995; -10 FTEs, -10 ES)	-1,270	
2) Consolidated School Support: Defense Finance and Accounting Services: Defense Finance and Accounting Services: Reflects reductions in Travel Vouchers and Contract Payment documents processing resulting in reduced Direct Billable Hours. (FY 2013 Baseline \$91,995 thousand; +0 FTEs)	-5,682	
3) Consolidated School Support: Supplies & Materials: DoDEA reduced printer and copier usage by removing individual equipment and creating centralized/grouped printer and copier stations. This conversion complies with efforts to become a "paperless" environment. This resulted in a reduced requirement of materials and supplies. (FY 2013 Baseline \$0; +0 FTEs)	-180	
4) Consolidated School Support: Consolidated School Support Contracts: The reductions to world-wide administrator conferences, staff development contracts, software maintenance contracts, equipment maintenance contracts, and other services are a result of negotiated contract efficiencies. (FY 2013 Baseline	-2,725	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
\$91,995 thousand; +0 FTEs)		
5) Consolidated School Support: Travel: Reduction in travel cost through implementation of virtual technology to reduce the necessity for travel of personnel through the use of video teleconferencing, Defense Connect Online (DCO), webinars, online training modules, and other similar technologies. (FY 2013 Baseline \$91,995 thousand; +0 FTEs)	-97	
6) Department of Defense Dependents Schools: Commercial Transportation Decreased costs associated with the use of ground transportation in lieu of air freight. (FY 2013 Baseline \$1,262,545 thousand; +0 FTEs)	-804	
7) Department of Defense Dependents Schools: Payroll Closures: Payroll closures: Reflects reduced staffing requirements in Europe associated with anticipated school closures and declining enrollment as a result of military service base closures and realignments. (FY 2013 Baseline \$1,262,545 thousand; -380 FTEs, - 501 ES)	-38,389	
8) Department of Defense Dependents Schools: Support Contracts: As a result of negotiated contract efficiencies reflects cost reduction to world-wide administrator conferences, staff development contracts, software maintenance contracts, and other services. (FY 2013 Baseline \$1,262,545 thousand; +0 FTEs)	-7,795	
9) Department of Defense Dependents Schools: Facility,	-3,724	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
Sustainment, Restoration and Modernization (SRM): School building assessment reports indicate that buildings overall did not require as high of investment in repair and maintenance projects in comparison to the prior fiscal year MILCON project investments have caused reduction to repair and maintenance. (FY 2013 Baseline \$1,262,545 thousand; +0 FTEs)		
10) Department of Defense Dependents Schools: School Closures: Reflects reduced funding related to school closures. Costs are decreased for Bus Transportation (-\$1,782); Purchased Utilities (-\$252); Purchased Communications (-\$58); Refuse Collection(-\$356);Custodial Service(-\$614); Ground Maintenance(-\$175); Printing (-\$1) (FY 2013 Baseline \$1,262,545 thousand; +0 FTEs)	-3,238	
11) Department of Defense Dependents Schools: Travel: Reduce travel and use of virtual technologies to meet its mission requirements including monitoring visits, staff assistance visits, staff development, conferences, and meetings. Through the use of video teleconferencing, Defense Connect Online (DCO), webinars, online training modules, and other similar technologies. (FY 2013 Baseline \$1,262,545 thousand; +0 FTEs)	-9,327	
12) Domestic Dependent Elementary and Secondary Schools: Commercial Transportation: Decreased costs associated with the use of ground transportation in lieu of air freight. (FY 2013	-795	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
Baseline \$550,731 thousand; +0 FTEs)		
13) Domestic Dependent Elementary and Secondary Schools: Purchased Communications: Reflects cost reductions as a result of negotiated communications contracts efficiencies, which support data communication, closed captioning, video conferencing, and telephone services. (FY 2013 Baseline \$550,731 thousand; +0 FTEs)	-945	
14) Domestic Dependent Elementary and Secondary Schools: Travel: Decreased costs associated with reduction in employee Travel requirements and cost efficiencies in obtaining airfares. DDESS will use virtual technologies to meet its mission requirements through the use of video teleconferencing, Defense Connect Online technologies, webinars and online training modules. (FY 2013 Baseline \$550,731 thousand; +0 FTEs)	-2,363	
15) Domestic Dependent Elementary and Secondary Schools: Support Contracts: As a result of negotiated contract efficiencies reflects cost reduction to world-wide administrator conferences, staff development contracts, software maintenance contracts, and other services. (FY 2013 Baseline \$550,731 thousand; +0 FTEs)	-1,529	
16) Educational Partnership Program: Grants Reflects reduction in funds necessary to support the grant Evaluation Technical Assistance Center which has developed the mechanisms and structures to facilitate the collection, management, and reporting	-3,718	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
of uniform evaluation data and evaluation resources. (FY 2013 Baseline \$47,953 thousand; +0 FTEs)		
17) Family Assistance/Family Advocacy Program: Pay: Decrease in civilian pay compensation due to the staffing mix replacement of designated higher graded positions with lower graded positions. (FY 2013 Baseline \$811,750 thousand; +0 FTEs)	-160	
18) Family Assistance/Family Advocacy Program: Efficiencies: Reduced Military Life Family Counselors and right- sized staffing in the states based on military population; reduction of travel requirements; information technology savings; streamlined reporting requirements, and improved technical processes. (FY 2013 Baseline \$660,286 thousand; +0 FTEs)	-41,928	
19) Management Headquarters: Contracts: Reflects reductions to world-wide administrator conferences, staff development contracts, software maintenance contracts, and other services. (FY 2013 Baseline \$22,997; +0 FTEs)	-796	
20) Management Headquarters: Purchased Communications: Reflects cost reductions as a result of negotiated communications contracts efficiencies, which support data communication, closed captioning, video conferencing, and telephone services. (FY 2013 Baseline \$22,997; +0 FTEs)	-885	
21) Management Headquarters: Supplies & Materials: DoDEA reduced printer and copier usage by removing individual equipment and creating centralized/grouped printer and copier stations. This conversion	-228	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
complies with efforts to become a "paperless" environment. This resulted in a reduced requirement of materials and supplies. (FY 2013 Baseline \$22,997; +0 FTEs)		
22) Management Headquarters: Travel: Reduction in travel cost through implementation of virtual technology to reduce the necessity for travel of personnel through the use of video teleconferencing, Defense Connect Online (DCO), webinars, online training modules, and other similar technologies. (FY 2013 Baseline \$22,997 thousand; +0 FTEs)	-169	
FY 2014 Budget Request		2,713,756

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IV. Performance Criteria and Evaluation Summary:

Enrollment and Number of Schools:

<u>DoDDE Enrollment:</u>	FY 2012 Actuals	FY 2013 Estimate	FY 2014 Estimate
Special Education	1,401	1,357	1,402
Sure Start	892	867	884
Pre-Kindergarten	2,374	2,309	2,348
Kindergarten	8,863	9,042	8,839
Grades 1 through 12	73,686	71,422	68,952
Non-DoD Schools Program	3,540	3,324	3,379
Special Arrangements	<u>1,418</u>	<u>1,467</u>	<u>1,477</u>
Total DoDDE	92,174	89,788	87,281

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IV. Performance Criteria and Evaluation Summary:

<u>DoDDS Enrollment:</u>	FY 2012 Actuals	FY 2013 Estimate	FY 2014 Estimate
Special Education	717	622	666
Sure Start	892	860	876
Pre-Kindergarten	0	0	0
Kindergarten	5,154	5,208	5,002
Grades 1 through 12	50,247	48,433	46,176
Non-DoD Schools Program	3,076	2,884	2,924
Special Arrangements	<u>0</u>	<u>0</u>	<u>0</u>
Total DoDDS	60,086	58,007	55,644

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IV. Performance Criteria and Evaluation Summary:

<u>DDESS Enrollment:</u>	FY 2012	FY 2013	FY 2014
	Actuals	Estimate	Estimate
Special Education	684	735	736
Sure Start	0	7	8
Pre-Kindergarten	2,374	2,309	2,348
Kindergarten	3,709	3,834	3,837
Grades 1 through 12	23,439	22,989	22,776
Non-DoD Schools Program	464	440	455
Special Arrangements	<u>1,418</u>	<u>1,467</u>	<u>1,477</u>
Total DDESS	32,088	31,781	31,637

Note: Special Education enrollment reflects students enrolled in Pre-school Children with Disabilities and other self-contained special education programs only. Kindergarten through Grade 12 enrollment includes special education students which are educated in the least restrictive age appropriate classroom environment.

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IV. Performance Criteria and Evaluation Summary:

<u>Number of Schools:</u>	FY 2012 Actuals	FY 2013 Estimate	FY 2014 Estimate
DoDDE	194	193	190
DoDDS	125	125	122
DDESS	69	68	68

Department of Defense Dependents Schools:

In FY 2014 Heidelberg MS, Heidelberg HS, Bitburg MS and Patrick Henry ES will close in Germany and Humphrey's ES will close in the Korea. Humphrey's HS and Humphrey's Central ES will open in the Korea.

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IV. Performance Criteria and Evaluation Summary:

	FY 2012	FY 2013	FY 2014
<u>Funding Levels</u>	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
Sustainment	70,311	73,662	75,711
Restoration and Modernization	17,828	45,966	47,862
Demolition			
Total	88,139	119,628	123,573
DoDEA Sustainment Rate	94%	90%	90%
Department Sustainment Goal for DoDEA	90%	90%	90%

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IV. Performance Criteria and Evaluation Summary:

Performance Criterion #1 - Cost and Productivity Metrics: Improve student achievement and education quality. Align proficiency levels to clearly defined program and curricular performance standards.

Goal 1 for FY 2014: Per pupil costs across DoDEA will not increase more than 7 percent over the previous year.

Results: DoDEA's FY 2012 per pupil costs reflected a 2.2 percent increase over the previous year. Management is committed to the realignment of resources to improve student academic achievement.

Goal 2 for FY 2014: The average K-12 pupil to teacher ratio will not be less than 18:1 and not greater than 24:1 during FY 2011-2013.

Results: DoDEA's FY 2012 K-12 pupil to teacher ratio was 20.5:1. 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 2014: 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 2014.

Results: In 2012, the average standardized test scores for DoDEA students on the Terra Nova 3rd Edition Multiple Assessment for DoDEA students increased in thirty-two of the

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IV. Performance Criteria and Evaluation Summary:

forty-five subject area/grade level combinations (5 subject areas; reading, language arts, math, science, and social studies; tested in 9 grades). Five average scores decreased and eight average scores stayed the same. DoDEA's FY 2012 results indicate that 6-10 percent of students fell below the standard, and 67-75 percent of students were at or above the standard. Improvement is evident in both categories. The goal of 75 percent of students performing at or above the standard category was met in social studies, and progress toward the goal is evident in reading, language arts, math, and science. The goal of more than 7 percent of students in the below standard category was met in three subject areas (reading, science, and social studies), and progress is evident in language arts and math.

Goal 4 for FY 2014: In FY 2011-2013, 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 2012, over 99 percent of DoDEA teachers were professionally certified in the subject area and grade level to which they were assigned.

Goal 5 for FY 2014: Of DoDEA schools, 100 percent will receive and maintain accreditation through their regional accreditation agency.

Results: In FY 2012, 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

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IV. Performance Criteria and Evaluation Summary:

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 2014: 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 survey administrations, 2006-2007, 2008-2009, and 2010-2011. The survey results are shared with major DoDEA advisory groups and are also used as one component of the program monitoring components within DoDEA.

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IV. Performance Criteria and Evaluation Summary:

FAMILY ASSISTANCE:

Performance Criterion #1: Provide outreach programs supporting military members and their families that are cost effective, efficient, and focused on outcomes. The planned strategy is as follows: shift program delivery from center-based to virtual and community-based outreach to adapt to the agile military life style and the needs of both the Service members and families living on installations along with those living off installation, with special emphasis on the geographically dispersed and isolated populations.

Goals for FY 2014: To continue to provide Outreach Programs that maximize utilization of innovative technology to provide increased access, improve the quality of lives, and have measurable impact and positive outcomes resulting in improved military readiness and resilience. Establish a case management system which will allow data collection on utilization, demographics, trends, and outcome measures to analyze the impact of outreach programs. Develop program evaluation metrics to enhance the assessment of program effectiveness, efficiency and outcomes. Have results of and access to a completed FY 2013 Needs Assessment. Realization of accreditation of family support services based on jointly developed standards.

Results: Needs Assessment results contributing to well-informed recommendations for continuation, modification/improvement, or termination of existing military family readiness programs and services, as well as, the development or acquisition of new family programs and services. Metrics being applied to family assistance programs which measures consistency, quality and effectiveness and ensures a baseline of support. Web-based access to curricula for high quality training and awareness and use of the

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IV. Performance Criteria and Evaluation Summary:

Personal Finance Assessment System so that military families have a means to assess and improve their financial readiness.

Performance Criterion #2: Diminish negative effects of stigma associated with seeking counseling for issues unique to military life. The planned strategy is as follows: Provide policy and guidance to promote integrated services targeting deployment, reunion, casualty, and other contingency situations and to reduce the incidence and effects of all forms of family stress. Provide non-medical counseling and interventions to create a positive outlet for emotions and other stressors to prevent negative behaviors that are harmful to military members and their families.

Goals for FY 2014: Continue to expand the robust delivery of outreach services for military members and families. Leverage technology to ensure that support is available in times of crisis on a National level as well as to handle personal situations that service members and families face daily or as situations arise. Confidential non-medical counseling, financial counseling, health coaching, and spouse training and education initiatives that will continue to be strong components of the family support outreach platform.

Results: Components of the integrated counseling program are being delivered to support both Active Duty and the Guard and Reserve components and their families to include: 1) MFLCs who provide direct services and outreach on and off active duty installations (in military units, in Child Development Centers, in schools, at summer programs for youth, and "surge" counseling for units returning from combat) as well as at Guard and Reserve weekend drills and family reintegration special events; 2) Personal Financial Counselors

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IV. Performance Criteria and Evaluation Summary:

who provide direct services on and off military installations or by phone to Active Duty and the Guard and Reserves and their families; 3) direct services available via a 1-800-number, audio/video contact, on-line chat, and outreach via MOS website; and 4) health and wellness coaching via MOS to help service members and families gain control in areas such as exercise, nutrition and diet. Utilize the case management system to collect data on utilization, demographics, trends, and outcome measures that identify impact of non-medical counseling services.

Performance Criterion #3: Maintain the current level of child care capacity through both installation-based and community-based delivery systems. The Strategies include: analyzing changes in child demographics to ensure capacity meets the need; analyzing trends in child care capacity shortfalls using data to determine future expansion needs; and assessing state of current capacity to determine capital improvement needs for aging child and youth facilities.

Goal for FY 2014: Use analysis and continuous process improvement to provide the required level of support for the families with children.

Results: Military families will have access to affordable quality child care enabling them to manage the military lifestyle while serving their country.

Performance Criterion #4: Maximize the use of resources and state-of-the-art technology to improve the ability to access and deliver child care services when and where needed. The strategies include: streamline and clarify the request for child care processes coordinating with the military Services to ensure consistency; identify tools and

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IV. Performance Criteria and Evaluation Summary:

resources to support increased efficiencies in providing child care services; and utilize a myriad of delivery systems to include existing child care facilities, schools, recreation and after-school programs, and home-based care.

Goal for FY 2014: Anticipate and prepare to act swiftly in meeting sizeable, sudden and unforeseen child care requirements nation-wide through use of community-based Private Partnership Ventures (PPV) while maintaining current child care capacity.

Results: Military families will be better able to manage their current child care needs and plan for future child care needs.

Performance Criterion #5: Maximize the use of resources and relationships with partner organizations to improve access to programs for the youth of the Guard and Reserve and Active Duty Forces. Strategies include: identify research-based, evidence-informed program and organizations that support positive youth development; identify service delivery systems on and off the installation; support staff recruitment efforts and internship opportunities within child and youth programs to ensure a qualified and reliable labor force; and to support families with children throughout the deployment cycle through a variety of educational programs.

Goals for FY 2014: Provide opportunities for military youth to develop the skills necessary to succeed and to deal with the stresses of military family life.

Results: Provide opportunities for military families to access quality youth programs in their communities. Youth will benefit from available opportunities to develop resiliency skills, experience educational successes, explore the arts, and develop healthy habits.

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IV. Performance Criteria and Evaluation Summary:

Performance Criterion #6: Partnership opportunities to leverage efficiencies in service delivery and ensure common standards and goals. The planning strategy is to engage those involved in or potentially able to provide support to military families within the DoD, other federal, state, and local department and agencies.

Goals for FY 2014: In addition to the aforementioned Needs Assessment and Program Evaluation, an Annual Report on Family Readiness Programs will be generated with input from each of the Services. The Annual Report will provide direct oversight of family readiness services through the regular collection and analysis of fiscal, manpower, facility and program information from the Military Services.

Results: The use of valid and reliable measures (e.g., cost, quality, customer satisfaction, accessibility, and user participation) that are linked to outcomes will align the collection of information about the well being of service members and families across multiple levels and capture emerging needs in a timely manner. Support to Military Service Members and their families through programs, research, and evaluation of the communities in which they reside will lead to new and innovative means to better serve all Americans. Improved efficiencies will be achieved by identifying gaps and limiting duplication of programs and services.

Performance Criterion #6: Maximize the use of resources and state-of-the-art technology to provide smooth relocation for military families. The strategies include: Provide information technology tools and resources to support efficient and effective delivery systems. Leverage resources through on-line training and assistance for military members and their families so they are better able to manage their permanent change of

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IV. Performance Criteria and Evaluation Summary:

station moves in a fiscally responsible manner, reducing the impact of economic issues on their overall quality of life.

Goals for FY 2014: Use technological applications to improve service delivery to service members and their families. Using the eSponsorship application, provide training and resources to support sponsors and relocating military members.

Results: Military members will be enabled to use web-based tools to manage their own permanent change of station moves, as well as, enhance sponsorship of a military member and family arriving at a new duty station.

FAMILY ADVOCACY:

Performance Criterion #1: Utilize the Centers for Disease Control (CDC) National Intimate Partner and Sexual Violence Study (NISVS) Military Report which measures the prevalence of Intimate Partner Violence in comparison with the general population to determine where to target resources and identify the most effective evidenced-based programs to use.

Goal for FY 2014: Reduce the prevalence of reported child abuse and neglect and domestic abuse in active component families. Provide effective treatment to strengthen family functioning in a manner that increases the competency and self-efficacy of military families. Maximize utilization and leverage innovative technology to include T2 and other organizations within Defense Centers of Excellence to provide increased access,

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IV. Performance Criteria and Evaluation Summary:

improve the quality of lives, and have measurable impact and positive outcomes that result in improved military readiness and resilience.

Results: Targeted resources and evidence-based programs will reduce the prevalence of child abuse and neglect and domestic abuse. Continued technological enhancements to include web-sites, blogs, apps to increase access to families and support their healthy family functioning. A collection of data and metrics with which to perform analysis to determine gaps and redundancies. Collaboration with CDC, National Institute of Justice, and DoD Sexual Assault Prevention and Response Office to develop another NISVS military study with the goal of implementation in 2015/2016.

Performance Criterion #2: Utilize evidenced-based practices/programs across the Department for counseling and interventions to reduce the prevalence of reported child abuse and neglect and domestic abuse in military families. Utilize metrics and outcomes to measure effectiveness of the counseling and intervention for Service members and family members. Continue to track incidents of child abuse and neglect and domestic abuse and report the number of total incidents and the number of incidents that "meet criteria" for maltreatment to be included in the Central Registry. Provide annual Fiscal Year statistics and trends to Congress.

Goal for FY 2014: Utilize the Clearinghouse and our Federal Partners to determine the most effective evidenced-based treatment practices and programs to address child maltreatment and domestic abuse in the military environment. Track and report the annual Fiscal Year reports and trends of child abuse and neglect and domestic abuse that "meet criteria" for inclusion in the central registry; and monitor the outcomes and metrics of all treatment programs.

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IV. Performance Criteria and Evaluation Summary:

Results: Treatment and intervention practices will be evidenced-based; tracked with metrics and outcome focused keeping the fidelity of the model. Experts from the Clearinghouse will be used to provide objective evaluative input and processes on the programs and practices provided. Duplicative programs will be eliminated. Metrics will be tracked and reported. Fiscal year reports of FAP data will continue to be released to Congress annually; noting trends and prevention efforts.

Performance Criterion #3: Reduce the prevalence of reported child abuse and neglect in high-risk active component families through the New Parent Support home-visitation program: the percentage of high-risk parents who have substantiated child abuse or neglect reports one year after participating in the New Parent Support home-visiting program should not exceed 15 percent. Utilize the logic model and evaluation of the New Parent Support home-visitation program (NPSP) to inform policy and changes to the NPSP.

Goal for FY 2014: Reduce the prevalence of reported child abuse and neglect in active component families who participated in the New Parent Support home-visiting program for six months in FY 2012 below the FY 2011 level. Revise DoD policy and enhance NPSP based on evaluation of the program and use of the protective factors. Adjust the number of home visitor positions as applicable to meet the needs.

Results: DoD NPSP home-visitation programs have standardized requirements, training, and metrics and increased use of the nationally used protective factors. Of high-risk active component families who participated in the New Parent Support home-visiting program for six months in FY 2012, the FY 2013 prevalence of child abuse and neglect reports that

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IV. Performance Criteria and Evaluation Summary:

meet FAP criteria for entry into the FAP Central Registry is below 15% and below the FY 2011 level.

Performance Criterion #4: Continuous process improvement of FAP to include 1) using research-based Severity Scales which are standardized definitions for severity of child abuse and neglect and domestic abuse incidents across the Department, 2) implementing recommendations made in the DoD annual Fatality Review of deaths related to child abuse and neglect and domestic abuse, and 3) determining the feasibility of certifying Domestic Abuse Victim Advocates (DAVAs) through an accredited national organization.

Goal for FY 2014: DoD will implement research based Severity Scales across the Department and monitor the trends starting in FY 2014. The Severity Scales will be linked to the Incident Determination Committee algorithm that determines whether or not an incident "meets criteria" for maltreatment and inclusion in the Central Registry. DoD FAP will provide web-based training and technical assistance to the staff on the use of the Severity Scales algorithm. DoD will continue to hold an annual Fatality Review Summit and will track implementation of DoD recommendations. DoD will certify DAVAs if it is determined that a professional certification will enhance their skills, capability, and if fiscal requirements can be met by current funding.

Results: Process improvement in FAP. Improvements will be tracked and reported to the HASC/SASC in quarterly meetings and in any required Reports to Congress, and to senior leadership within the Department. The Services will utilize the Severity Scales and standardized definitions beginning in FY 2014. DoD will write an annual DoD Fatality Review report to include the current and implementation of previous recommendations. FAP policy for DAVAs will be revised to include language about certification requirements.

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IV. Performance Criteria and Evaluation Summary:

TROOPS TO TEACHERS:

Performance Criterion #1: Through National, state-level and regional personnel, expand outreach programs to recently retired or separated military veterans and those members who are transitioning from military service to provide information designed to cultivate their interest in teaching as a second career. Program outreach will be provided in a cost effective manner, engaging efficiencies by using technology and focusing on areas with high density of potential candidates. The strategy includes a multi-step approach: using the new Transition Assistance Program to generate names of interested individuals, providing teaching as a second career seminars, individual counseling sessions and use of various social media (e.g. Facebook) to cultivate interest.

Goal for FY 2014: Expand the Troops to Teachers (TTT) number of registrations and participants within the confines and structure permitted by the legislation governing TTT and available funding.

Result: Support those veterans interested and eligible for the TTT program in making decisions about choosing Teaching as a Second Career.

Performance Criterion #2: Expand outreach activities by state and the national offices of state departments of education, school districts and hiring officials of all public schools, bureau schools and public charter schools.

Goal for FY 2014: Expand awareness of the value and benefits of hiring TTT candidates among key stakeholders in educational systems.

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IV. Performance Criteria and Evaluation Summary:

Results: By improving existing and developing new relationships with key personnel, successful TTT candidates will have better opportunities to get hired, especially those in low income school districts and teaching in high demand subject areas (science, mathematics, special education, or vocational and technical subjects).

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<u>V. Personnel Summary</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	Change FY 2012/ FY 2013	Change FY 2013/ FY 2014
<u>Active Military End Strength (E/S) (Total)</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>
Officer	1	1	1	0	0
<u>Civilian End Strength (Total)</u>	<u>14,872</u>	<u>14,888</u>	<u>14,889</u>	<u>16</u>	<u>1</u>
U.S. Direct Hire	14,585	14,597	14,598	12	1
Foreign National Direct Hire	83	83	83	0	0
Total Direct Hire	14,668	14,680	14,681	12	1
Foreign National Indirect Hire	204	208	208	4	0
<u>Civilian FTEs (Total)</u>	<u>12,861</u>	<u>12,901</u>	<u>12,901</u>	<u>40</u>	<u>0</u>
U.S. Direct Hire	12,583	12,622	12,622	39	0
Foreign National Direct Hire	83	83	83	0	0
Total Direct Hire	12,666	12,705	12,705	39	0
Foreign National Indirect Hire	195	196	196	1	0
Average Annual Civilian Salary (\$ in thousands)	100.4	101.4	102.1	1.0	.7
 <u>Contractor FTEs (Total)</u>	 <u>6</u>	 <u>14</u>	 <u>14</u>	 <u>8</u>	 <u>0</u>

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

		Foreign	Change		Foreign	Change	
	FY 2012	Currency	FY 2012/FY 2013	FY 2013	Currency	FY 2013/FY 2014	FY 2014
<u>OP 32 Line</u>	<u>Actual</u>	<u>Rate Diff</u>	<u>Price</u> <u>Program</u>	<u>Estimate</u>	<u>Rate Diff</u>	<u>Price</u> <u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	1,254,737	6,555	3,040 6,388	1,270,720	1,602	11,133 -2,183	1,281,272
103 Wage Board	16,417	0	40 -1,132	15,325	0	134 -1,312	14,147
104 FN Direct Hire (FNDH)	3,781	0	8 -353	3,436	0	30 7	3,473
106 Benefit to Fmr Employees	0	0	0 74	74	0	0 -74	0
107 Voluntary Sep Incentives	97	0	0 -57	40	0	0 6	46
111 Disability Compensation	2,739	0	0 176	2,915	0	0 1	2,916
121 PCS Benefits	5,302	0	0 501	5,803	30	0 -174	5,659
199 Total Civ Compensation	1,283,073	6,555	3,088 5,597	1,298,313	1,632	11,297 -3,729	1,307,513
308 Travel of Persons	108,606	89	2,174 60	110,929	689	2,121 -13,738	100,001
399 Total Travel	108,606	89	2,174 60	110,929	689	2,121 -13,738	100,001
696 DFAS Financial Operation (Other Defense Agencies)	6,662	0	1,104 4,903	12,669	0	1,648 -5,594	8,723
699 Total DWCF Purchases	6,662	0	1,104 4,903	12,669	0	1,648 -5,594	8,723
771 Commercial Transport	21,292	0	426 -1,586	20,132	353	389 -1,599	19,275
799 Total Transportation	21,292	0	426 -1,586	20,132	353	389 -1,599	19,275
901 Foreign National Indirect Hire (FNIH)	8,547	131	20 805	9,503	12	83 0	9,598
912 Rental Payments to GSA (SLUC)	5,599	0	112 773	6,484	0	123 214	6,821
913 Purchased Utilities (Non-Fund)	34,803	91	698 -2,700	32,892	351	632 364	34,239

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	FY 2012	Foreign Currency	Change FY 2012/FY 2013		FY 2013	Foreign Currency	Change FY 2013/FY 2014		FY 2014
<u>OP 32 Line</u>	<u>Actual</u>	<u>Rate Diff</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Rate Diff</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
914 Purchased Communications (Non-Fund)	20,728	76	416	11,596	32,816	174	627	-994	32,623
915 Rents (Non-GSA)	8,396	0	168	117	8,681	245	170	1	9,097
917 Postal Services (U.S.P.S)	302	0	6	0	308	0	6	0	314
920 Supplies & Materials (Non-Fund)	29,610	13	592	12,619	42,834	294	819	-408	43,539
921 Printing & Reproduction	738	0	15	-298	455	0	9	-1	463
922 Equipment Maintenance By Contract	7,375	0	148	-674	6,849	0	130	-214	6,765
923 Facilities Sust, Rest, & Mod by Contract	125,274	0	2,505	34,181	161,960	500	3,087	-3,485	162,062
925 Equipment Purchases (Non-Fund)	47,655	70	955	-197	48,483	175	925	-201	49,382
960 Other Costs (Interest and Dividends)	28	0	1	-29	0	0	0	0	0
987 Other Intra-Govt Purch	992,084	0	19,842	-209,636	802,290	197	15,247	-40,195	777,539
988 Grants	116,266	0	2,325	-102,991	15,600	0	296	5,681	21,577
989 Other Services	131,001	65	2,621	-8,112	125,575	2,249	2,429	-15,494	114,759
990 IT Contract Support Services	9,965	0	199	-1,966	8,198	0	156	1,112	9,466
999 Total Other Purchases	1,538,371	446	30,623	-266,512	1,302,928	4,197	24,739	-53,620	1,278,244
Total	2,958,004	7,090	37,415	-257,538	2,744,971	6,871	40,194	-78,280	2,713,756

* The FY 2012 Actual column includes \$267,088 thousand of the FY 2012 Overseas Contingency Operations (OCO) Appropriations funding (PL 112-74).

* The FY 2013 Estimate column excludes \$139,830 thousand of the FY 2013 OCO Appropriations funding.

* The FY 2014 Estimate column excludes FY 2014 Defense-Wide OCO Budget Request.

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Fiscal Year 2014 Budget Estimates
DEFENSE PRISONER OF WAR/MISSING PERSONNEL OFFICE
(DPMO)



April 2013

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**Defense Prisoner of War/Missing Personnel Office
Operation and Maintenance, Defense-Wide
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Operation and Maintenance, Defense-Wide Summary (\$ in thousands)

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

	FY 2012 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2013 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2014 <u>Estimate</u>
DPMO	19,824	203	1,937	21,964	267	-637	21,594

I. Description of Operations Financed: The Defense Prisoner of War/Missing Personnel Office (DPMO) provides policy, control, and oversight across the Department of Defense (DoD) for the entire process of investigation and recovery related to missing persons. This includes matters related to search, rescue, escape, and evasion; as well as the accounting for missing persons or their remains after hostilities have ceased. The DPMO also coordinates with other departments and agencies of the United States on all matters concerning missing persons.

The Deputy Assistant Secretary of Defense for Prisoners of War/Missing Personnel Affairs (DASD)(POW/MPA)) establishes policies, which apply uniformly throughout the DoD, for:

- personnel recovery (including search, rescue, escape, and evasion);
- personnel accounting (including locating, recovering, and identifying missing persons or their remains after hostilities have ceased); and
- DoD boards of inquiry, and by officials reviewing the reports of such boards

The DPMO also leads the national effort to:

- prepare DoD personnel for possible isolation while pursuing U.S. national objectives abroad;
- establish favorable conditions to recover and reintegrate DoD personnel;

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I. Description of Operations Financed (cont.)

- account for missing personnel from World War II, Korean War, Cold War, Indochina (Vietnam) War, and the Iraqi Theater of Operations by either the person returning alive or by the forensic identification of their remains; and
- achieve the fullest possible accounting for those lost during our Nation's past conflicts.

In FY 2010, the Congress amended Title 10, U.S.C., Section 1509, to direct the DoD to implement a comprehensive, coordinated, integrated, and fully resourced program to account for persons who are unaccounted for from World War II, the Korean War, the Cold War, the Indochina War, and the Persian Gulf War. The amendment requires the DoD to increase the capability and capacity of the Department to account for missing persons so that, beginning with FY 2015, the (POW/MIA) accounting community has sufficient resources to account for 200 missing personnel annually.

The DPMO has a staff of 46 military personnel and 80 civilians. The DPMO staff provides policy and oversight for DoD personnel accounting activities; provides policy and oversight for DoD personnel recovery activities; and conducts family and public outreach on the DoD efforts to return missing persons from past conflicts (alive if possible or, if deceased) to recover and identify their remains.

The DPMO develops DoD policy guidance for personnel accounting and personnel recovery activities worldwide. In addition, the DPMO seeks to determine the fates of those U.S. service members, DoD civilians, and DoD contractors who are unaccounted for from past conflicts. The DPMO supports the rescue of those missing and isolated personnel who still survive, as well as the recovery and identification of the remains of the deceased. The DPMO carries out these operations by acquiring and maintaining comprehensive records, interviewing witnesses, and investigating losses.

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I. Description of Operations Financed (cont.)

The DPMO conducts communications and outreach programs to share information on DoD personnel accounting and recovery activities with Congress, families of missing persons, the military services, veterans' service organizations and the general public. These activities include declassification and transfer of information to the Library of Congress (LOC) and the National Archives for public access.

The DPMO oversees the policies, processes, and programs of DoD organizations that support personnel recovery, remains recovery, and identification in the personnel accounting and personnel recovery communities. These organizations include:

- The U.S. Pacific Command's Joint POW/MIA Accounting Command (JPAC);
- The Armed Forces DNA Identification Laboratory (AFDIL);
- The Air Force's Life Sciences Equipment Laboratory (LSEL);
- The military Services casualty offices;
- Service, COCOM, and other DoD Component personnel recovery offices and activities;
- Service SERE Schools, and
- The Joint Personnel Recovery Agency.

The DPMO leads negotiations and enters into international arrangements to secure foreign nation support for the search and recovery of remains and access to archives and other information to support the personnel accounting mission. The DPMO develops policy related to preparing military, DoD civilians and contractors to survive isolating events, to evade capture and survive in captivity. The DPMO ensures that operational commanders, their staffs, and recovery forces are trained to recover personnel isolated from friendly

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I. Description of Operations Financed (cont.)

control and to oversee repatriation and reintegration activities. The DPMO provides analytical, research, investigative, and logistical support to the United States (U.S.) and Russia Joint Commission on POW/MIAs and monitors activities conducted by other departments and agencies, foreign governments, and non-government organizations (NGOs) related to the issue of the missing. The DPMO will leverage the Department's humanitarian work to encourage other nations to adopt common perspectives and procedures that promote similar values and advance the U.S. government's (USG's) ability to operate in coalitions and cooperate on common security challenges.

Following is a description of DPMO's activities to be completed in FY 2014:

Personnel Recovery Policy - Annex 1 to National Security Presidential Directive 12 (NSPD-12), "United States Policy on Personnel Recovery and the Prevention of U.S. Hostage Taking and Other Isolating Events," signed in December 2008, calls for synchronization of U.S. Government capabilities in response to an event in which personnel become isolated from friendly control. The DPMO has developed a strategy to comply with this guidance and will continue to transform the personnel recovery function into one that leverages interagency capabilities to reduce the consequences of hostage taking and other isolating events. In FY 2014, the DPMO will:

- Update DoD issuances pertaining to strategic communication, personnel recovery training, reintegration, non-conventional assisted recovery, boards of inquiry and DoD support to civil search and rescue.
- Continue to co-chair activities for the Joint Personnel Recovery Interoperability and Technology Working Group (JPRI&TWG) to integrate personnel recovery technologies across the Department, manage engineering change proposals, and pursue new

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I. Description of Operations Financed (cont.)

technologies to enhance report, locate, support, recover and reintegrate capabilities

- Continue to co-chair activities for the Interagency Joint Personnel Recovery Interoperability and Technology Working Group (IA JPRI&TWG) to improve command and control during personnel recovery events when under Chief of Mission authority and to establish and interagency common operating picture for personnel recovery.
- Continue to participate as a key partner in the NSS Counterterrorism Support Group's Hostage and Personnel Recovery Working Group.
- Continue to co-chair the Interagency Personnel Recovery Working Group (IA PR WG) to address other integration and operational issues not addressed in the IA JPRI&TWG.
- Continue supporting operations in Afghanistan with personnel recovery planning and oversight of isolated personnel.
- Support reintegration planning and execution for isolated DoD personnel globally and upon request support isolated American citizens.
- Plan with the accounting community for the transition of forces out of Afghanistan and operations under Chief of Mission authorities.
- Lead the Department's support to civil search and rescue, both nationally and internationally.
- Oversee the Military Departments' compliance with statutory and DoD requirements regarding Boards of Inquiry for missing service personnel.
- Lead the Department's Non-conventional Assisted Recovery (NAR) program, validating, prioritizing and funding Combat Commands (COCOMs) NAR requirements and ensuring compliance with congressional reporting requirements.
- Lead the Departments effort to increase Military Service's Survival, Evasion, and Resistance and Escape training capacity for Military personnel and DoD civilians.

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I. Description of Operations Financed (cont.)

Personnel Accounting Policy, Research, Analysis, and Investigation

The DPMO oversees DoD efforts to recover and account for U.S. service members and DoD-related civilian personnel (or if deceased, their remains), who are unaccounted for from World War II, the Korean War, Cold War, Indochina (Vietnam) War, Persian Gulf War, the Iraq Theater of Operations, and other conflicts or incidents as the Secretary directs. The DPMO is the DoD lead agency for coordinating with other USG agencies and within DoD foreign governments, and NGOs on all matters related to the accounting missions including conducting international negotiations to achieve access to loss sites and/or information that leads to the recovery of missing personnel or their remains; researching and analyzing reports, archival materials, personal histories related to unaccounted-for personnel and deploying investigation teams; and supporting the U.S. side of the U.S.-Russia Joint Commission on POW/MIA affairs.

In FY 2014, in support of Indochina (Vietnam) War recoveries, the DPMO will:

- Continue the multi-year process to enable Laotian and Vietnamese aircraft companies to acquire certifications necessary to carry DoD personnel and cargo and encourage Laos and Vietnam to take steps in the interim that will continue this capability until certified.
- Continue efforts to gain additional access to archival material in Vietnam, China, Russia, and other countries' archives.
- Continue to advocate with Laos to permit more flexibility in operational missions and take steps that will increase the pace of excavations.
- Continue efforts to gain access to remaining restricted sites in Vietnam.

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I. Description of Operations Financed (cont.)

- Build upon opportunities to expand the use of Vietnamese investigation and remains recovery capabilities.
- Continue research and analysis to develop leads for case investigation and support remains identifications.
- Update case summaries for families.

Korean War - In FY 2014, the DPMO will:

- Remain ready to negotiate and resume remains recovery operations in North Korea.
- Continue working with the Chinese Peoples' Liberation Army (PLA) archivists to acquire access to information related to missing U.S. servicemen from the Korean War, to include hosting one joint meeting in Washington, DC.
- Continue to search for and analyze Korean War information from other foreign archives, such as China, South Korea, Russia, and other countries.

Cold War - In FY 2014, the DPMO will:

- Conduct archival research in the U.S., China, and Russia to locate potential witnesses and gather information for analysis.
- Continue working with Chinese PLA, Russian, and Eastern European archivists to locate and analyze documents to find information about missing personnel.

World War II - In FY 2014, the DPMO will:

- Deploy field research teams to the areas of responsibility (AOR) of EUCOM, PACOM and other COCOMs as required.

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I. Description of Operations Financed (cont.)

- Continue to populate an existing WWII database with loss information and loss coordinates by scanning and analyzing historical documents to assemble and create case files.
- Conduct joint investigations with JPAC primarily in the PACOM AOR, and others as required.
- Conduct large scale research projects on geographic loss areas from which multiple personnel are missing.
- Engage with India and Burma to recover the remains of WWII missing in the China-Burma-India Theater.

Iraq Theater of Operations - In FY 2014, the DPMO will:

- Consolidate current and historic intelligence information from all sources into individual case files.
- Review and analyze case files to establish new leads and/or investigate approach strategies.
- Plan with the personnel recovery community for the transition of forces out of Afghanistan and operations under Chief of Mission authorities.

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I. Description of Operations Financed (cont.)

Outreach

The DPMO is responsible for informing the families, Congress, veterans' service organizations, and the general public about missing personnel and ongoing efforts to recover and identify missing personnel. In FY 2014, the DPMO will:

- Host family meetings in seven major cities across the United States to reach approximately 1,700 family members to brief family members on government procedures, processes, and efforts to account for missing servicemen.
- Provide support to the annual meeting for Vietnam War families in conjunction with the National League of Families of American Prisoners and Missing in Southeast Asia with the goal of reaching 300 families.
- Host two annual meetings with veterans and families to update them on the latest efforts, policies, and initiatives regarding DoD accounting efforts.
- Create and distribute the National POW/MIA Recognition Day poster to the Military Services, the Department of Veterans Affairs, the veterans' service organizations, families of the missing organizations, and interested Americans.
- Maintain a website on POW/MIA accounting.

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I. Description of Operations Financed (cont.)
Individual Deceased Personnel Files (IDPFs) Project

The IDPFs are a key source of records used to identify human remains. All investigations begin with the POW/MIA community requesting these files. The files contain paper records and photographs organized in folders by the service member's serial number. During World War II (WWII), the U.S. Army Graves Registration Service compiled IDPFs for each serviceman and woman who died during the war. These records were created for those who died in service stateside and overseas in WWII and in later wars and conflicts. These files are currently located at the Washington National Records Center (WNRC), a NARA pre-archival facility in Suitland, Maryland. The U.S. Army is the owner of these IDPF files which were placed in the facility in 1970. The U.S. Army Adjutant General is the Executive Agent (EA) for the records, but the U.S. Army Records Management and Declassification Agency (RMDA) in Ft. Belvoir, VA is responsible for paying the management, storage, and shipping fees for the records which average \$50 per file. Because of current budget constraints, the RMDA began initiating a permanent accession the records to NARA, which would restrict the Department's access to the files and dramatically increase the costs and timeliness associated with acquiring the files for research and analysis by the personnel accounting community. When the DPMO became aware of this future transfer, a request was made to the U.S. Army Adjutant General to extend the temporary designation of the IDPF files, preventing them from being permanently accessioned to NARA. The Adjutant General approved the extension for five years.

The DoD POW/MIA communities are partnering on this project with the goal of digitizing these files for use among all of the communities of interest. The project will require the release, transport, handling, scanning, and return of approximately 405,000 WWII and 37,000 Korean War IDPFs from the WNRC, each averaging 80 pages per file, and the total equaling approximately 35.4 million pages of various types of aged paper records. The

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I. Description of Operations Financed (cont.)

project will require logistics and production control, labor to support a large-scale production scanning operation, and a quality assurance system to monitor the quality of the scanned documents.

The IDPF scanning project aims to satisfy the requirements placed on the DPMO by the National Security Presidential Directive-12 (NSPD-12) Annex 1 and the National Defense Authorization Act (NDAA) for FY 2010. These documents require the DoD to provide a consolidate database and a personnel file for all isolated and missing persons for which we have information from WWII to today. The Secretary of Defense has designated the DPMO as the implementing authority for this capability. The three-year project to scan all 442,000 IDPF files into an archival data library will provide "at will" access to sustain research and analysis to support the personnel accounting and recovery missions.

Changes from FY 2013 to FY 2014: The price change for the DPMO is \$+267 thousand; and after considering the effects of inflation, the net program change is a decrease of \$-370 thousand. The DPMO's program decrease is accredited to the reductions in printing costs, intra-governmental purchases, travel, and information technology requirements. Additionally, the DPMO reduced by one full-time equivalent (FTE); as such, compensation requirements have been adjusted accordingly for FY 2014.

II. Force Structure Summary:

N/A

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III. Financial Summary (\$ in thousands)

			FY 2013				
			<u>Congressional Action</u>				
	<u>FY 2012</u>	<u>Budget</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Current</u>	<u>FY 2014</u>
	<u>Actual</u>	<u>Request</u>				<u>Estimate</u>	<u>Estimate</u>
A. <u>BA Subactivities</u>							
4. Administrative and	19,824	21,964				21,964	21,594
Service-Wide Activities							
Total	19,824	21,964				21,964	21,594

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III. Financial Summary (\$ in thousands)

	Change <u>FY 2013/FY 2013</u>	Change <u>FY 2013/FY 2014</u>
B. <u>Reconciliation Summary</u>		
Baseline Funding	21,964	21,964
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	21,964	
Fact-of-Life Changes (2013 to 2013 Only)		
Subtotal Baseline Funding	21,964	
Supplemental		
Reprogrammings		
Price Changes		267
Functional Transfers		
Program Changes		-637
Current Estimate	21,964	21,594
Less: Wartime Supplemental		
Normalized Current Estimate	21,964	

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2013 President's Budget Request (Amended, if applicable)		21,964
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2013 Appropriated Amount		21,964
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2013 Baseline Funding		21,964
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2013 Estimate		21,964
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2013 Normalized Current Estimate		21,964
6. Price Change		267
7. Functional Transfers		
8. Program Increases		
a. Annualization of New FY 2013 Program		
b. One-Time FY 2014 Increases		
c. Program Growth in FY 2014		
9. Program Decreases		-637
a. Annualization of FY 2013 Program Decreases		
b. One-Time FY 2013 Increases		
c. Program Decreases in FY 2014		
1) Support Operations	-557	
Program decreases attributed to the reductions in printing costs, travel, intra-governmental purchases, and information technology requirements. (FY 2013 Baseline \$8,754K; +0 FTEs)		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
2) Compensation Costs	-80	
The DPMO reduced by one full-time equivalent (FTE); total compensation requirements have been adjusted accordingly for FY 2014. (FY 2013 Baseline \$12,520K; -1 FTE)		
FY 2014 Budget Request		21,594

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IV. Performance Criteria and Evaluation Summary:

The DPMO has made progress within its means to continue the mission for a comprehensive, coordinated, and integrated program to account for personnel unaccounted for from World War II, the Cold War, the Korean War, the Vietnam conflict, and the Iraqi Theater of Operations. The DPMO has addressed programmatic efficiencies, as directed by the Department, by reducing several tasks within each mission area while maintaining the integrity of the overall effort. The DPMO continues to evaluate its operations and is looking for additional specific tasks for possible reduction or outright elimination.

The DPMO has developed several key metrics to track the performance of operations. Listed below are the key performance metrics.

- Number of coordinated actions regarding requests to disinter unknown remains for identification.

FY 2012 Actual	FY 2013 Planned	FY 2014 Estimate
14	47	78

- Number of leads analyzed, cases, witnesses and documents coordinated and used in field investigations.

FY 2012 Actual	FY 2013 Planned	FY 2014 Estimate
1,605	1,730	1,850

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IV. Performance Criteria and Evaluation Summary:

- Number of investigation site surveys to locate MIAs resulting in excavations and identifications.

FY 2012 Actual	FY 2013 Planned	FY 2014 Estimate
42	46	54

- Number of family member attendees at scheduled events:

FY 2012 Actual	FY 2013 Planned	FY 2014 Estimate
1,554	1,600	1,700

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IV. Performance Criteria and Evaluation Summary:

- Number of IDPFs scanned and available for electronic access:

FY 2012 Actual	FY 2013 Planned	FY 2014 Estimate
7,703	145,000	292,000

- Number of IDPFs that have passed the quality control review:

FY 2012 Actual	FY 2013 Planned	FY 2014 Estimate
2,375	144,000	290,000

- Number of users with electronic access to the IDPFs:

FY 2012 Actual	FY 2013 Planned	FY 2014 Estimate
0	250	1,000

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<u>V. Personnel Summary</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	Change FY 2012/ FY 2013	Change FY 2013/ FY 2014
<u>Civilian End Strength (Total)</u>	<u>81</u>	<u>81</u>	<u>80</u>	<u>0</u>	<u>-1</u>
U.S. Direct Hire	81	81	80	0	-1
Total Direct Hire	81	81	80	0	-1
<u>Active Military Average Strength (A/S)</u>	<u>46</u>	<u>46</u>	<u>46</u>	<u>0</u>	<u>0</u>
(Total)					
Officer	31	31	31	0	0
Enlisted	15	15	15	0	0
<u>Civilian FTEs (Total)</u>	<u>81</u>	<u>81</u>	<u>80</u>	<u>0</u>	<u>-1</u>
U.S. Direct Hire	81	81	80	0	-1
Total Direct Hire	81	81	80	0	-1
Average Annual Civilian Salary (\$ in thousands)	131.9	154.6	156.6	22.7	2.0
 <u>Contractor FTEs (Total)</u>	 <u>5</u>	 <u>5</u>	 <u>5</u>	 <u>0</u>	 <u>0</u>

The DPMO's reduction of one civilian full-time equivalent (FTE) is the result of consolidating legislative affairs functions across the Department to maximize use of DoD resources.

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

<u>OP 32 Line</u>	Change			Change			<u>FY 2014 Estimate</u>	
	<u>FY 2012 Actual</u>	<u>FY 2012/FY 2013</u>		<u>FY 2013 Estimate</u>	<u>FY 2013/FY 2014</u>			
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>		
101 Exec, Gen'l & Spec Scheds	8,394	20	1,418	9,832	86	-140	9,778	
105 Separation Liability (FNDH)	0	0	30	30	0	-30	0	
106 Benefit to Fmr Employees	2,289	0	369	2,658	0	90	2,748	
199 Total Civ Compensation	10,683	20	1,817	12,520	86	-80	12,526	
308 Travel of Persons	533	11	146	690	13	-13	690	
399 Total Travel	533	11	146	690	13	-13	690	
912 Rental Payments to GSA (SLUC)	1,418	28	114	1,560	30	-11	1,579	
914 Purchased Communications (Non-Fund)	182	4	-4	182	3	0	185	
920 Supplies & Materials (Non-Fund)	42	1	94	137	3	-20	120	
921 Printing & Reproduction	64	1	-30	35	1	-26	10	
923 Facilities Sust, Rest, & Mod by Contract	0	0	0	0	0	50	50	
932 Mgt Prof Support Svcs	18	0	-18	0	0	0	0	
987 Other Intra-Govt Purch	4,025	81	-1,289	2,817	54	-225	2,646	
989 Other Services	2,858	57	-2,293	622	12	-46	588	
990 IT Contract Support Services	0	0	3,400	3,400	65	-265	3,200	
998 Other Costs (SOCOM Only)	1	0	0	1	0	-1	0	
999 Total Other Purchases	8,608	172	-26	8,754	168	-544	8,378	
Total	19,824	203	1,937	21,964	267	-637	21,594	

Fiscal Year 2014 Budget Estimates
Defense Security Cooperation Agency (DSCA)



April 2013

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

Budget Activity (BA) 04: Administrative & Service-wide Activities

	FY 2012 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2013 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2014 <u>Estimate</u>
DSCA	2,493,533	49,042	-1,984,658	557,917	10,162	220,310	788,389

* The FY 2012 Actual column includes \$1,986,681 thousand (\$1,518,911 - Coalition Support Fund, \$449,770 - Lift & Sustain) as requested in the FY 2012 Defense-Wide OCO Enactment P.L.112-74.

* The FY 2013 Estimate column excludes \$2,200,000 thousand (\$1,750,000 - Coalition Support Fund, \$450,000 - Lift & Sustain) requested in the FY 2013 Defense-Wide Overseas Contingency Operations Budget Request.

* The FY 2014 Estimate column excludes FY 2014 Defense-Wide OCO Budget Request.

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, Defense Institute of Security Assistance Management, Global Train and Equip Program, Minister of Defense Advisors, Defense Institution Reform Initiative, Increasing Partner Capacity Building in Rule of Law Context, Security Cooperation Assessment Office, Global Theater Security Cooperation Management Information System, Building Partnership Capacity - Yemen and East Africa Authorities, Global Security Contingency Fund, Coalition Support Funds, and Lift and Sustain Support. The DSCA also provides program management and program implementation support to the Humanitarian Assistance, Foreign Disaster Relief, and Humanitarian Mine Action programs, which are funded in a separate appropriation.

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I. Description of Operations Financed (cont.)

Changes from FY 2013 to FY 2014: Price changes are \$10,162 thousand; and after considering the effects of inflation, the net program change is an increase of \$220,310 thousand. The program changes are the result of several DoD building partnership capacity initiatives.

The DSCA's net program funding decrease totaled \$-18,688 thousand and is attributed to a reduction in operational support costs. The size and scope of the following security cooperation programs managed by DSCA decreased:

- Combating Terrorism Fellowship Program (CTFP), \$-911 thousand;
- Defense Institute of Security Assistance Management (DISAM), \$-568 thousand;
- Global Train and Equip, \$-14,135 thousand;
- Defense Institution Reform Initiative (DIRI), \$-191 thousand;
- Increasing Partner Capacity Building in Rule of Law Context (DIILS), \$-109 thousand;
- Security Cooperation Assessment Office (SCAO), \$-2,699 thousand; and
- Regional International Outreach (RIO), \$-75 thousand.

The DSCA's net program increases totaled \$+238,997 thousand. The programs contributing to the increase are as follows:

- Regional Centers, \$+606 thousand;
- Warsaw Initiative Fund/Partnership for Peace Program, \$+2,558 thousand;
- DSCA Headquarters, \$+2,101 thousand;
- Ministry of Defense Advisors Program (MoDA), \$+8,483 thousand;
- Global Security Contingency Fund (GSCF), \$+75,000 thousand;

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I. Description of Operations Financed (cont.)

- Global Theater Security Cooperation Management Information Systems (G-TSCMIS) Program, \$+250 thousand; and
- Building Partnership Capacity - Yemen and East Africa Authorities, \$+150,000 thousand.

The Regional Centers for Security Studies: The Near East South Asia Center for Strategic Studies (NESA), Washington, D.C.; Africa Center for Strategic Studies (ACSS), Washington, D.C.; Asia-Pacific Center for Security Studies (APCSS), Honolulu, Hawaii; 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. Also included in the overall Regional Center funding is the Global Center for Security Cooperation and the Regional Center program management. 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, 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.

The DSCA has been the Executive Agent for the Regional Centers since October 2005. The DSCA's unified management improves the Regional Centers support to overseas contingency

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I. Description of Operations Financed (cont.)

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:

- provides 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;
- funds functionally-focused short courses that build partner capacity in the areas of stability operations, combating terrorism, and homeland defense;
- increases 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;
- facilitates 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;
- conducts 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;
- builds 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; and
- facilitates harmonization of regional center activities with other DoD international partner strategic education activities through the Global Center Regional Center program management.

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I. Description of Operations Financed (cont.)

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 DoD 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. The 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): The CTFP is a security cooperation program permanently authorized in the National Defense Authorization Act of 2004 (10 USC 2249c). This legislation allows the 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 as follows:

- 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;

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I. Description of Operations Financed (cont.)

- contribute to efforts to counter ideological support to terrorism; and
- provide the DoD with a flexible and proactive program that can respond to emerging combating terrorism requirements.

The CTFP is a key tool for Geographic COCOMs to foster regional and global cooperation in the war against terrorism. The CTFP not only complements existing security assistance programs, it fills a void in the U.S. Government's efforts to provide non-lethal combating terrorism assistance. The program has developed mobile and resident institutional courses tailored to the specific need of key regions and countries in order to advance broader U.S. Government combating terrorism objectives. All personnel are thoroughly vetted consistent with legal requirements regarding human rights issues.

DSCA Administrative Operations: The DSCA administrative operations fund salaries and operating expenses of the personnel who provide program and financial management to the DoD-funded security cooperation programs noted above, along with the Humanitarian Assistance, Foreign Disaster Relief, and Mine Action program management costs. In addition, this program funds required support costs for DFAS accounting services and DFAS IT system support.

Regional International Outreach - Partnership for Peace Information Management System (RIO-PIMS): The RIO-PIMS (GlobalNET) program supports the Quadrennial Defense Review (QDR) guidance and is an Under Secretary of Defense (Policy) (USD(P)) 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, Office of the Secretary of Defense (OSD), and other designated DoD educational institutions. The RIO-PIMS outreach, education, and collaboration efforts are directly tied to building

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I. Description of Operations Financed (cont.)

partnership capacity and countering ideological support for terrorism. The RIO-PIMS is a tool that will enable the 30,000+ members of the GlobalNET to share information, collaborate on projects, build international communities of interest, and improve administrative activities resulting in time and manpower savings.

The Defense Institute of Security Assistance Management (DISAM): The DISAM institution is the DoD's only dedicated institution for the education and training of thousands of U.S. and partner country personnel involved in the planning, management, and assessment of security cooperation and partner capacity-building programs-Title 10 and Title 22. The institution is primarily funded via Title 22 authorities, and was not until FY 2012 resourced to support training and education on the integrated planning, management, assessment, and interagency coordination of DoD security cooperation efforts, including many new Title 10 programs. These Title 10 programs are of particular importance to the DoD in meeting the emergent needs of military commanders in support of overseas contingencies as well as furthering U.S. foreign policy goals worldwide. DISAM continues to provide a comprehensive education platform for training U.S. personnel assigned to embassies, headquarters, COCOMS and other security sector establishments on the proper integrated planning, management, assessment, and interagency coordination of security cooperation efforts and Title 10 program execution. DISAM also provides training to partner country personnel who are important in maintaining close ties/security relationships with U.S. counterparts.

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I. Description of Operations Financed (cont.)

Defense Institution Reform Initiative (DIRI): The DIRI is the DoD's primary security cooperation tool for supporting partner nation efforts to develop accountable, effective and efficient defense governance institutions. The DIRI program provides the following:

- supports the establishment and improvement of functional capabilities necessary to organize, train, equip and sustain security forces under civilian control, including:
 - defense policy, strategy and planning;
 - resource management and oversight;
 - human resource management (including professional Military Education (PME) and civilian defense cadre management and development); and
 - logistics and acquisition;
- support in establishing and improving civil-military relations and inter-ministerial coordination; and
- facilitates DoD to MOD engagements that strengthen our relationships with partners and allies.

The DoD's DIRI meets these objectives through a systematic methodology that involves scoping, requirements determination, program development and execution, and progress assessment. The DIRI consults extensively with USG and partner nation stakeholders to identify projects that meet shared strategic priorities. Sustained engagement with partner nations is built on the principle of partner nation ownership of reform. Partner nations should demonstrate high-level buy-in for program objectives, develop working groups to oversee reform efforts, and devote their own resources complete the activities necessary for reform.

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I. Description of Operations Financed (cont.)

Increasing Partner Capacity Building in Rule of Law Context: Effective security cooperation or related defense institution building within Security Sector Reform requires sustained engagement and Rule of Law programming with strategically important international partners. The Defense Institute of International Legal Studies (DIILS) is the lead defense security cooperation resource for professional legal education, training, and rule of law programs for international military and related civilians globally. The DIILS legal capacity-building programs will help achieve the 2010 QDR strategy of promoting an international order that advances U.S. interests by reinforcing the rights and responsibilities of all nations.

The funds requested are essential to cover overhead requirements for DIILS to continue its development and implementation of an effective long-term global strategy for rule of law security cooperation. This funding supports strategic and operational priorities in the GEF and other national strategy directives.

Global Train and Equip (Section 1206): This program 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

The 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

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I. Description of Operations Financed (cont.)

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. The 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; and
- directed toward partner nations that uphold human rights, attendant fundamental freedoms, and the rule of law.

The Global Train and Equip programs allow the COCOM 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 COCOM Commanders consider "global train and equip" authority the DoD's single most important tool to shape the environment and counter terrorism outside Iraq and Afghanistan.

Ministry of Defense Advisors (MoDA) Program: The MoDA program partners senior DoD civilian experts with foreign counterparts to improve ministerial capacity in key areas such as personnel and readiness, acquisition and logistics, strategy and policy, and

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I. Description of Operations Financed (cont.)

financial management. As DoD security cooperation efforts develop partner nation military units, the institutions required to support them with pay, benefits, and equipment must be developed as well. The MoDA program is designed to forge long-term relationships that strengthen a partner nation's defense ministries. Under the MoDA program, the DoD civilian advisors may deploy for up to two years via the Civilian Expeditionary Workforce (CEW).

The MoDA program has four unique aspects, including:

- an extensive 7-week pre-deployment training for advisors;
- temporary backfill for the advisor's parent organization;
- long-term relationships between civilian advisors and their counterparts; and
- a structured defense institution building reach-back mechanism.

The MoDA program supports the Department's priority to prevent and deter conflict. The Secretary of Defense continues to emphasize building the security capacity of partner states as an area of strategic importance. The 2010 QDR cites the MoDA program as a key initiative that would strengthen partner states' ministerial-level capacity. The MoDA advisors build the security capacity of key partners by helping them establish the core competencies of an effective and accountable defense ministry.

Security Cooperation Assessments Office (SCAO): This was a new effort in FY 2011 to assess the substantial investments of time, money, and manpower DoD makes in SC programs intended to build the capacity of our partners to pursue shared national security objectives. Funds for FY 2012 were withheld, while funded for FY 2013; no funding is planned in FY 2014.

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I. Description of Operations Financed (cont.)

Global Theater Security Cooperation Management Information Systems (G-TSCMIS) Program:

The G-TSCMIS is an Office of the Secretary of Defense (OSD) initiative to develop and deploy a common web-based, centrally hosted Management Information System (MIS) that will serve as the information focus point for the Nation's Security Cooperation (SC) efforts by providing decision makers, SC planners and other users with the ability to view, manage, assess, and report SC activities and events. The G-TSCMIS will consolidate, improve upon and is intended to replace all existing TSCMIS solutions hosted at and supporting more than 20 Department of Defense (DoD) Services, Agencies and COCOMs. The system will provide a comprehensive picture of whole-of-government SC activities, and will contribute to planning more effective cooperative security activities to align or meet desired outcomes in support of SC end states. The program is an evolutionary rapid Information Technology (IT) acquisition pilot program, as described in FY2010 National Defense Authorization Act (NDAA) Section 804 that provides users at every user command with greater capability through several iterations and releases that are developed and implemented over time. The Department of Navy (DoN) was assigned acquisition lead for the effort by Deputy Secretary of Defense (DEPSECDEF).

Building Partnership Capacity - Yemen and East Africa Authorities: This program provides transitional authorities to build partner nation capacity in Yemen and East Africa under section 1207(n) of the National Defense Authorization Act for FY 2012. The DSCA will manage these funds similar to method used to manage Train and Equip, commonly referred as the "1206 program."

Global Security Contingency Fund: This authority was established to enhance the capabilities of a country's national military forces, and other national security forces that conduct; border and maritime security, internal defense, and counterterrorism operations, as well as the government agencies responsible for such forces; conduct

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I. Description of Operations Financed (cont.)

border and maritime security, internal defense, and counterterrorism operations; and participate in or support military, stability, or peace support operations consistent with United States foreign policy and national security interests. For the justice sector (including law enforcement and prisons), rule of law programs, and stabilization efforts in a country in cases in which the Secretary of State, in consultation with the Secretary of Defense, determines that conflict or instability in a country or region challenges the existing capability of civilian providers to deliver such assistance.

II. Force Structure Summary:

N/A

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III. Financial Summary (\$ in thousands)

	FY 2013						
			Congressional Action				
	FY 2012	Budget				Current	FY 2014
A. BA Subactivities	Actual	Request	Amount	Percent	Appropriated	Estimate	Estimate
1. Regional Centers	86,642	84,153				84,153	85,899
2. Warsaw Initiative	28,407	30,971				30,971	34,118
Fund/Partnership for Peace							
3. Combating-Terrorism	32,583	35,000				35,000	34,754
Fellowship							
4. DSCA Administrative	12,558	12,498				12,498	14,876
Expense							
5. Regional International	3,118	2,654				2,654	2,629
Outreach							
6. Security Cooperation	3,175	6,697				6,697	6,250
Training and Support							
7. Defense Institution	12,821	11,983				11,983	12,020
Reform Initiative							
8. Increasing Partner	1,737	3,188				3,188	3,134
Capacity Building in Rule							
of Law context							
9. Global Train and	343,811	365,000				365,000	357,800
Equipment (1206)							
10. Security cooperation	0	2,649				2,649	0
Assessment Office (SCAO)							
11. Ministry of Defense	0	3,124				3,124	11,659
Advisors Program							
12. Coalition Support	1,518,911	0				0	0
Funds (X-year)							
13. OCO Lift and Sustain	449,770	0				0	0
14. Global Security	0	0				0	75,000
Cooperation Program							

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III. Financial Summary (\$ in thousands)

			FY 2013				
			Congressional Action				
<u>A. BA Subactivities</u>	<u>FY 2012 Actual</u>	<u>Budget Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Current Estimate</u>	<u>FY 2014 Estimate</u>
15. Global Theater Security Cooperation Management Information System	0	0				0	250
16. Building Partnership Capacity - Yemen and East Africa Authorities	0	0				0	150,000
Total	2,493,533	557,917				557,917	788,389

* The FY 2012 Actual column includes \$1,986,681 thousand (\$1,518,911 - Coalition Support Fund, \$449,770 - Lift & Sustain) as requested in the FY 2012 Defense-Wide OCO Enactment P.L.112-74.

* The FY 2013 Estimate column excludes \$2,200,000 thousand (\$1,750,000 - Coalition Support Fund, \$450,000 - Lift & Sustain) requested in the FY 2013 Defense-Wide Overseas Contingency Operations Budget Request.

* The FY 2014 Estimate column excludes FY 2014 Defense-Wide OCO Budget Request.

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III. Financial Summary (\$ in thousands)

	Change <u>FY 2013/FY 2013</u>	Change <u>FY 2013/FY 2014</u>
B. <u>Reconciliation Summary</u>		
Baseline Funding	557,917	557,917
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	557,917	
Fact-of-Life Changes (2013 to 2013 Only)		
Subtotal Baseline Funding	557,917	
Supplemental		
Reprogrammings		
Price Changes		10,162
Functional Transfers		
Program Changes		220,310
Current Estimate	557,917	788,389
Less: Wartime Supplemental		
Normalized Current Estimate	557,917	

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	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2013 President's Budget Request (Amended, if applicable)		557,917
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2013 Appropriated Amount		557,917
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2013 Baseline Funding		557,917
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2013 Estimate		557,917
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2013 Normalized Current Estimate		557,917
6. Price Change		10,162
7. Functional Transfers		
8. Program Increases		238,998
a. Annualization of New FY 2013 Program		
b. One-Time FY 2014 Increases		
c. Program Growth in FY 2014		
1) Building Partnership Capacity - Yemen and East Africa Authorities	150,000	
To provide transitional authorities to build partner nation capacity in Yemen and East Africa. (FY 2013 Baseline \$0; +0 FTEs)		
2) Global Security Contingency Fund	75,000	
This authority enhances the capabilities of partner nations consistent with United States foreign policy and national security interests. (FY 2013 Baseline		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
\$0; +0 FTEs)		
3) Ministry of Defense Advisors Program This increase continues a shift in the MoDA to a global program whose past funding was mainly Overseas Contingency Operations (OCO). These funds support a small program office as well as the global MoDA effort supporting DoD efforts outside Afghanistan. The majority of these funds will be related to the TDY expense of the MoDA advisors. (FY 2013 Baseline \$3,124K; +0 FTEs)	8,483	
4) Warsaw Initiative Fund This increase reflects the continued emphasis to support countries in the Central Asian and Caucasus regions (FY 2013 Baseline \$30,971; +0 FTEs)	2,558	
5) DSCA Administrative Costs Program increase is attributed to day to day operation support costs to include funding for Financial Improvement and Audit Readiness (FIAR) support. (FY 2013 Baseline \$12,498K; +0 FTEs)	2,101	
6) Regional Centers for Security Studies This increase reflects the Department's decision to shift focus to Asia and an increase to the Asia Pacific Center for Security Studies budget of \$6.2 million. (FY 2013 Baseline \$84,153; +0 FTEs)	606	
7) Global Security Cooperation Management Information System Program office support (FY 2013 Baseline \$0; +0 FTEs)	250	
9. Program Decreases		-18,688
a. Annualization of FY 2013 Program Decreases		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
b. One-Time FY 2013 Increases		
c. Program Decreases in FY 2014		
1) Global Train & Equip Program Reduction in funding accommodates a reduced number of training and equipping of foreign partners for counterterrorism and stability operations. (FY 2013 Baseline \$365,000K; +0 FTEs)	-14,135	
2) Security Cooperation Assessment Office Funding was eliminated from the DSCA portfolio. This program was not supported in the FY12 NDAA. (FY 2013 Baseline \$2,649K; +0 FTEs)	-2,699	
3) Combating Terrorism Fellowship Program The decrease to this program is a reduction in costs identified through efficiencies. (FY 2013 Baseline \$35,000K; +0 FTEs)	-911	
4) Defense Institute of Security Assistance Management The decrease to this program is a reduction in costs identified through efficiencies. (FY 2013 Baseline \$6,697K; +0 FTEs)	-568	
5) Defense Institution Reform Initiative The decrease to this program is a reduction in costs identified through efficiencies. (FY 2013 Baseline \$11,983K; +0 FTEs)	-191	
6) Increasing Partner Capacity Building in Rule of Law Context The decrease to this program is a reduction in costs identified through efficiencies. (FY 2013 Baseline \$3,188K; +0 FTEs)	-109	
7) Regional International Outreach - Partnership for Peace Information Management System	-75	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
The decrease to this program is a reduction in costs identified through efficiencies. (FY 2013 Baseline \$2,654K; +0 FTEs)		
FY 2014 Budget Request		788,389

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IV. Performance Criteria and Evaluation Summary:

Performance Criteria

The DSCA provides program management, financial management and program implementation for the Regional Centers for Security Studies, Warsaw Initiative Fund/Partnership for Peace Program, Combating Terrorism Fellowship Program, Regional International Outreach, Defense Institute of Security Assistance Management, Global Train and Equip Program, Minister of Defense Advisors, Defense Institution Reform Initiative, Increasing Partner Capacity Building in Rule of Law Context, Security Cooperation Assessment Office, Global Theater Security Cooperation Management Information System, Building Partnership Capacity - Yemen and East Africa Authorities, Global Security Contingency Fund, Coalition Support Funds, and Lift and Sustain Support. The DSCA also provides program management and program implementation support to the Humanitarian Assistance, Foreign Disaster Relief, and Humanitarian Mine Action programs, which are funded in a separate appropriation.

The DSCA's performance measures support implementation of DoD's Guidance for the Employment for the Force and COCOMs Theater Security Cooperation Strategies. By focusing on coalition and alliance requirements, Defense Institution Building, Security Sector Reform, planning, training, exercises and education of personnel from allied and friendly nations, and various DoD programs that support access interoperability, and the building of partner capacity to support peacekeeping, search and rescue and humanitarian operations DSCA helps to effectively link DoD's strategic direction with those of allies and friendly nations.

Regional Centers for Security Studies

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IV. Performance Criteria and Evaluation Summary:

The Regional Centers for Security Studies (Regional Centers) serve as international venues for bilateral and multilateral research, communication, and exchange of ideas involving military and civilian participants in support of the U.S. Department of Defense's (DoD) security cooperation objectives.

Fulfilling the Under Secretary of Defense for Policy's (USD (P) guidance, the Regional Centers facilitate engagement with and among foreign participants to:

- enhance regional security through the creation of collaborative communities of interest among military and civilian officials from States of their respective regions, and examine fundamental causes of relevant security challenges and the most effective means to counter them;
- strengthen sustainable institutional capacity at national and transnational levels to enhance national, regional, and international security consistent with the norms of democratic governance and civil-military relations;
- foster defense support to civil authorities in dealing with disasters in a manner consistent with each country's legal, historical, and cultural norms and the proper role of the military in democratic societies; and
- promote critical thinking on global security challenges, as related to the respective specified geographic region of the world.

To meet these objectives, in FY 2012 the Regional Centers conducted a wide array of activities to include: resident executive development programs, in-region conferences, seminars, workshops, research and publications, and alumni outreach. These activities were the result of extensive coordination and planning with the OUSD(P), Geographic

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IV. Performance Criteria and Evaluation Summary:

Combatant Commanders (GCCs), Defense Security Cooperation Agency (DSCA), U.S. Department of State, U.S. Agency for International Development (USAID) and other relevant U.S. agencies, country teams at U.S. Embassies, and host country and regional stakeholders.

FY 2012 Accomplishments:

FY 2012 was an outstanding year for the Regional Centers, where they achieved stakeholder objectives through continued successful programming and activities, affecting the targeted audience in their respective regions. They also presented an increased number of specialized seminars and courses that built partner capacity in the areas of stability operations, combating terrorism, and homeland defense. Through a mix of outreach activities, the Regional Centers made significant enhancements to building and sustaining active security communities, providing access to DoD leaders and critical regional policy feedback. Further capitalizing on these communities, the Regional Centers created 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, increasing cross GCC efforts to combat transnational security threats. In FY 2012, over 7000 foreign military and civilian defense personnel from over 150 different countries attended Regional Center resident and in-country events. Additionally, thousands of Regional Center alumni and other participants attended a wide array of global Regional Center outreach activities.

The following are highlights of the different types of activities the Regional Centers presented in FY 2012 and their impacts:

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IV. Performance Criteria and Evaluation Summary:

- The Africa Center for Strategic Studies (ACSS) executed two Maritime Safety and Security seminars requested by U.S. Africa Command, the Economic Community of West African States (ECOWAS), and the Economic Community of Central African States (ECCAS). The seminars supported United Nations (UN) Resolution 2039 by chartering a way for cooperation between both African communities to provide regional maritime security in the central and western African regions and among member states to combat piracy, robbery at sea, and other illicit activities at sea in the Gulf of Guinea. The event concluded with ECOWAS and ECCAS signing a communiqué agreeing on the submission of the draft Memorandum of Understanding and Operational Agreement to the respective Regional Economic Community Secretariats.
- The Asia-Pacific Center for Strategic Studies (APCSS), as a practical and visible component of the rebalance strategy, has developed capacities in the Asia-Pacific region during FY12 that include implementation of the Lao Security Strategy Master Plan 2020, development of a Timor-Leste regional engagement strategy, and enhanced peace negotiation and conflict prevention skills among two cadres of select women included in APCSS programs under the U.S. Government's Women, Peace, and Security program. These and other developments resulted from projects conceived and planned by program participants and represent a few of the hundreds of projects undertaken in the past year.
- The Center for Hemispheric Defense Studies (CHDS) held a National Security Planning Workshop in Trinidad resulting in the Prime Minister's endorsement of a whole-of-government approach to solving security and defense issue. The CHDS also conducted a National Security Strategy Seminar for the new Guatemalan administration to develop and launch their new National Security Strategy.

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IV. Performance Criteria and Evaluation Summary:

- The George C. Marshall European Center for Security Studies (GCMC) presented its inaugural Counter Illicit Trafficking (CIT) Alumni community of interest workshop for GCMC alumni from Europe, Africa and Asia. Alumni from 48 military and law enforcement agencies shared best practices and fostered additional cooperation for addressing the increasing threat from the convergence of terrorism and transnational organized crime.
- The Near East South Asia Center for Strategic Studies (NESA) continues to work directly with the Senior Representative for Afghanistan and Pakistan Office to develop a policy framework for U.S.-Afghanistan strategic relation and Pakistan. Additionally, the NESA held bilateral seminars with Pakistan and India in conjunction with the University of Ottawa and the Hoover Institute at Stanford University. The NESA also held bilateral seminars with the Governments of Tunisia and Yemen; all these bilateral seminars were designed to enhance each government's capability to conduct national security strategy planning and examine transnational threats.
- Working collaboratively,
 - ACSS, GCMC, CHDS and NESA presented a seminar focused on transnational threats and illicit commons and provided a global forum to engage with colleagues on drug trafficking and transnational organized crime (TOC). Participants agreed-transnational crime is varied and complex, it cannot be managed solely by the

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IV. Performance Criteria and Evaluation Summary:

military and law enforcement; but must include civilian counterparts, strategic communications, and strong economic development.

- GCMC and NESAC presented a Senior Executive Seminar, "Arab Spring - What Next?" for 96 participants representing 44 nations. The seminar fostered an understanding of the root causes of the Arab Spring and discussed options for policy makers that support shared goals for regional stability. The seminar also built networks that will continue address current and future security challenges.

FY 2013 Challenges:

In order to address the challenges of a reduced budget, each center has conducted a strategic review of its business practices, ensuring efficiencies while preserving program quality. The examples are as follows:

- The ACSS has increased stakeholder partnerships to share its investment in strategic capacity building programs on the continent, allowing the center to maintain near steady throughput despite the shrinking budgetary thresholds. The shift to short-term strategic programming has increased the ACSS' ability to re-focus on multi-lateral and bi-lateral topical engagements in the areas of countering violent extremism, illicit commons/maritime security, security sector reform, and the bilateral development of national security strategies via ACSS communities of interest. As a result, the ACSS is able to focus on a higher level of decision-makers and practitioners that otherwise cannot step away from their every day demands to attend semester long courses.

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IV. Performance Criteria and Evaluation Summary:

- The APCSS has put forth a long-standing, concentrated and successful effort to use lean business models and processes to gain efficiencies such as shortening the Advanced Security Cooperation course by 14 days. Further cost savings will need to be implemented that impact the Center's capacity-building efforts, most notably through reduced throughput funding in the crisis management and advanced security cooperation courses. In support of the recent shift in focus on the Asia-Pacific region, U.S. Pacific Command's efforts to identify levers to actualize the rebalance to the Asia-Pacific, the APCSS will be seeking additional funding to support APCSS to leverage ready-to-execute programs and existing capacity in facilities and manpower authorizations.
- The CHDS expanded the use of in-region courses, workshops, and seminars in order to offset of the reduction of resident courses necessitated by funding decreases. For example, the CHDS conducted its first course using a new model - the In-Region Partner Institute Course, in Paraguay with the Institute for Advanced Strategic Studies on the topic of defense policy design.
- The GCMC sustained its transformation campaign and continued to reap efficiencies from digital and on-line seminar material, restricted air-fares, individually billed travel accounts, cash cards for participant costs, use of intermittent on-call personnel and consolidated support functions. A center-wide cost-tracking system enabled more precise forecasting and near real-time tracking, enabling effective fund allocation throughout the year. Partnering with like institutions gained synergy, while rigorous reviews and dialogue with stakeholders produced shortened

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IV. Performance Criteria and Evaluation Summary:

resident courses, enabling a shift to outreach events and an optimal resident-outreach balance.

- The NESAs reshaped its administrative overhead and aggressively expanded programs and support to policy-makers by conducting short duration (1-5 day), cost-effective seminars and workshops, especially with alumni associations, host country ministries, universities and war colleges. The NESAs will continue to utilize electronic and internet-based reproduction and distribution of printed course material and the innovative use of VTC capabilities to deliver seminars.

Budget Year FY 2013 Plans and Objectives:

The Regional Centers will be required to sustain further budget reductions in FY 2013. Each center will continue its efficiency efforts while ensuring they continue to offer activities that respond effectively to OUSD(P) and COCOM goals and requests. For example the Regional Centers will continue to:

- acquire stakeholder investment from COCOMS, and other USG agencies and funding streams (1206, CTFP) as well as increase self-funded participants;
- actively de-conflict programming and initiatives across the RC enterprise in accordance with OSD Policy guidance as well as increase Regional Center collaboration;
- reinforce strategic partnerships that will shape the response to the 2012 U.S. Defense Strategic Guidance and the strategic re-balancing it directs;

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IV. Performance Criteria and Evaluation Summary:

- increase programming by teaming with universities and think tanks to share costs and deliver concrete outcomes to war fighters and policy makers; and
- increase the use of virtual engagement and information management as a cost saving tool. Centers will fully incorporate Global Net into academic and outreach programs as a tool for maintaining a network of alumni and use the Regional Centers Person/Activity Management System (RCPAMS) as the primary online system to capture and report information on programs, activities, participants and alumni to include costs, outcomes, and other relevant information.

Budget Year FY 2014 Plans and Objectives:

Funding reductions in FY 2014 will require the Regional Centers to continue to review business models in order to achieve further efficiencies. While additional reductions will put pressure on the centers, especially in the area of faculty recruitment and meeting increased demand from OUSD(P) and COCOMs with less funding, the Regional Centers will strive to effectively and efficiently meet expectations for priority and high demand programs.

For example, the Regional Centers will:

- continue to employ business cost efficiencies and pursue program efficiencies, expanded partnerships, new business models as well as reducing contract support, to offset and mitigate potential decrements in programs, people and infrastructure;

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IV. Performance Criteria and Evaluation Summary:

- continue maintaining and maximizing strategic partnerships and whole-of-government approaches to supplement external support for programming to include enhanced programming in support of defense sector reform, transnational threats, and strategic research as highlighted by our interagency and partners;
- put greater emphasis on measuring effectiveness and streamlining program execution to support policy priorities and resource allocation;
- streamline and restructure internally so that like activities are bound together more effectively in order to maximize operational efficiency and flexibility, while continuing to provide flexible, tailored activities in locations throughout their respective regions; and
- continue to leverage technology with in-region and virtual presences in their respective regions.

Warsaw Initiative Fund (WIF)/Partnership for Peace Program

The Warsaw Initiative Fund (WIF) is the primary instrument used by DoD to support developing countries in EUCOM and CENTCOM that are members of the North Atlantic Treaty Organization Partnership for Peace (PfP) program. The WIF is a primary funding source for EUCOM and its nine supporting states of Bosnia, Serbia, Montenegro, Macedonia, Ukraine, Azerbaijan, Armenia, Georgia and Moldova and the U.S. Central Command engagement with the five Central Asian States of Kazakhstan, Kyrgyz Republic, Tajikistan, Turkmenistan and Uzbekistan. The WIF is essentially the only resource available to fund CENTCOM's regional engagement plans and, build partner capacity with five Central Asian States. The WIF also plays a large role in the George C. Marshall Out Reach program and

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IV. Performance Criteria and Evaluation Summary:

the Partnership for Consortium. The WIF is designed to provide financial support to partners that without it would be unable to participate in PfP activities and cooperation mechanisms. The WIF primary objectives are to:

- advance defense reform by assisting in the development of effective and efficient defense institutions that reflect the Euro-Atlantic model;
- enhance Partner contributions to coalition operations through the development of capable, ready forces a portion of which can operate with U.S. and NATO forces and be deployed to support allied, coalition and or international operations;
- support Integration and Military Cooperation with the Euro-Atlantic Community and accession to NATO; and
- provide U.S. forces peacetime and contingency access.

By using DoD's January 2012 Strategic Guidance program as a guide, WIF activities are conducted in accordance with regional and country specific priorities established by the Office of the Under Secretary of Defense for Policy and the Combatant Commands. The WIF objectives are implemented through exercises and tailored capacity building activities such as exchanges, seminars and workshops that address critical defense functions.

FY 2012 Accomplishments:

The WIF baseline budget in FY 2012 was \$33.3 million and was used in the support of over 700 activities in 16 countries in Southeastern Europe, Central Asia, and the South Caucasus. These activities included bilateral working groups in which the Combatant Commands worked directly with Partner countries to plan future security cooperation activities; regional and bilateral exercises designed to enhance Partner interoperability

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IV. Performance Criteria and Evaluation Summary:

and enable the U.S. and Partners to prepare for and operate in a coalition environment through exchanges, conferences, seminars and workshops critical for mutual understanding of U.S. and Partner capabilities, needs and political and military perspectives; development of professional military education approaches; and support of Partner country efforts to reform defense institutions as well as advance ministry of defense (MoD) consequence management and emergency preparedness. Two of the highest priorities the WIF program supported in FY 2012 centered on U.S. and coalition interests in Afghanistan and Central Asia. These included Partner preparations for deployed operations as contributors to NATO's International Security Assistance Force (ISAF) mission; and active engagement with Central Asian partners to sustain access and nurture the institutional structures necessary for facilitating unfettered logistics through the Northern Distribution Network (NDN). Workshops and exercises such as LOGEX, COMBINED ENDEAVOR, RAPID TRIDENT, REGIONAL COOPERATION, land forces symposiums and search and rescue exercises were conducted that heavily emphasized combined operations and logistics in the training of command staff officers, increased familiarity of staffs with NATO procedures for operational employment and logistics planning and implementation, enhanced cooperation and coordination among logistics staff elements during combined operations, practiced NATO reporting procedures, and used NATO logistics C4 systems.

FY 2012 WIF funds were effectively applied to the development of Partner country defense education establishments with its Defense Education Enhancement Program (DEEP). This program provides concrete, clear and cost effective reforms in curriculum content and teaching methods. Major examples include the following:

- Armenia continues to move forward. The MOD recently convened a working group to implement restructuring of its human resources management system and NCO development

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IV. Performance Criteria and Evaluation Summary:

as well as launching a pilot Junior Staff Officer Course and development of plans for a senior Course in FY 2013

- Azerbaijan adapted a major PME module to more fully address defense planning and strategy.
- Georgia opened its National Defense Academy to include launching of the Cadet Basic School and Command and General Staff School.
- Kazakhstan established a two year National War College distinct from its National Defense University.
- Moldova launched a revised four year Basic course and a new Senior Course (command and staff level and a Master's degree.

FY 2012 WIF dollars were also effectively used to facilitate Defense Institution Building as follows:

- Georgia continued to progress in development of human resources, enhancement of defense resource processes and development of policy and strategy and staff re-alignments;
- Serbia continued development and refinement of its defense planning, procurement and logistics systems;
- Armenia introduced a modern defense planning/defense allocation and management system; and
- Azerbaijan recently professionalized the newly established j5/MOD Plans and Policy office within the MOD;
- Cooperatively developed DIB plans for Kazakhstan, Kyrgyz Republic, Tajikistan, Turkmenistan and Uzbekistan

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IV. Performance Criteria and Evaluation Summary:

FY 2012 WIF dollars were also leveraged to enhance interoperability between U.S, NATO and Partner Countries. The examples are as follows:

- Sea Breeze 12 brought together countries (Ukraine, Georgia, and Azerbaijan) in a cooperative effort to develop Maritime Security Capability with Black Sea Nations, U.S. and NATO forces.
- Rapid Trident continued the development and monitoring of partner country staffs (Azerbaijan, Georgia and Ukraine) and units on the global war on terrorism.
- Exercise Immediate Response focused on interoperability at the operational level platoon level field exercises. Specific WIF countries involved were Serbia, Montenegro, Macedonia and Bosnia.
- Regional Cooperation 12, a peacekeeping exercise was hosted by the Kyrgyz Republic and brought together representatives from Kazakhstan, Tajikistan, U.S forces as well as a no WIF member Afghanistan and focused on a full spectrum of military responses to attacks against host nations.
- Steppe Eagle 12 was held in Kazakhstan with the U.S. and Tajikistan participating and assisted in the preparation of the Kazak Peacekeeping Battalion for UN Peacekeeping Operations

FY 2013 Challenges:

The challenges in FY 2013 will continue to be the budgetary restriction of one year monies and the inability to plan long term engagements. This is further hampered by the imposition of yearly continuing resolutions which also makes future planning difficult as funds are not available for planning or execution of near term events. Other challenges

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IV. Performance Criteria and Evaluation Summary:

include long-term systemic challenges to DIB within Partner Nations to include limited transparency in budget and decision making processes, ongoing legacy (Soviet and Yugoslav) systems and attitudes; the uncertainty about U.S. Commitment in Central Asia post 2014 (Afghanistan) and the probable undermining the achievement made in Counter Terrorism, Counter Narcotics and Border Security; The uncertainty of the "Pivot to the East" and the commitment of the U. S. to gains made in the Balkans; and Caucasus. China's entry in the security Assistance field in Central along with a resurgent Russia threatens the loss of U.S gains in Central Asia.

FY 2013 will see the resumption of the Army Corps of Engineers managing the WIF portion of Civil Military Emergency Preparedness (CMEP) program activities from the Army Corps of Engineers. This program's effectiveness relies on the close and well-established cooperation of U.S. country teams and emergency preparedness planners in the U.S. The change in management frameworks will allow the re-establishment of old relationships and development of more enhanced CMEP programs and should preclude cancellation of events due to lack of coordination.

FY 2013 Plans and Objectives:

In his June 2012 speech titled "Building Partnerships in the 21st Century," given as a part of the Dean Acheson Lecture Series at the U.S. Institute of Peace, Secretary Panetta made the following points:

- "Building partnership capacity is a key military mission for the future."
- "Building the capacity of defense ministries and other institutions, which have not been a main focus of our efforts, must become more prominent."

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- "I have also directed DoD's senior leadership team to streamline and strengthen those security cooperation procedures that are under our control, and that maximize our use of the highest priority and most effective programs."

This direction built on Secretary Panetta's vision and direction in his August 2011 Defense Planning Guidance that established "Build Partner Capacity" as one of six Defense priorities for the future force.

The WIF is built and developed upon such a foundation, and in FY 2013 the program will continue to further emphasize objectives consistent with Secretary Panetta's guidance, from tactical-level Partner interoperability and capacity up to a sharpened focus on increasing Partner ministerial and joint staff institutional capabilities. The WIF will continue to advance its established record of fully supporting activities and the development and execution of actionable roadmaps that enhance Partner peace and security, promote democratic values and reforms, enhance support for NATO-led operations and missions, improve transparency in governance, prepare interested eligible nations for NATO membership, and advance defense reform, capacity building, education enhancement strategies, and civil-military emergency planning approaches. As Admiral Stavridis Commander United States European Command has said support for the Warsaw Initiative Fund is a critical post ISAF tool and makes geopolitical sense.

The WIF Defense Institution Building (DIB) Management Team will continue to expand its role in facilitating the integration of projects and activities that align themselves with SecDef goals and COCOM objectives in Partner defense institution building, as well as NATO declarations and individual country partnership goals related to systemic defense reform.

New Initiatives will include:

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- Armenia: Support in the areas of defense resources, development and implementation of logistics concepts and defense acquisition and development of educational and human resources.
- Azerbaijan: continued support in the areas of human resource policy, strategy development and development of logistics concepts.
- Bosnia: continued development of logistics concepts,
- Ukraine; continue to be ever vigilant at providing assistance to development of internal joint operational concepts.
- Kazakhstan; continued support with the development of its professional military education system;
- Montenegro: Continue to develop its institutions in preparation for accession into NATO.

The WIF activities in FY 2013 will also focus on building respect for Human Rights and Good Governance, development and participating in exercises that foster interoperability with NATO and U.S. Forces; such as Steppe Eagle, Sea Breeze, Viking 14, and Rapid Trident and Shared Resilience (Europe's only Medical training exercise). Efforts to counteract narcotics, terrorism and enhance Border Security will be undertaken. There will be increased emphasis on CMEP and the cooperative efforts it engenders at the local level.

Also consistent with renewed calls for small footprint, low cost security cooperation programs, the WIF program average cost per event in FY 2013 will remain below \$30,000. The DEEP initiative will continue to be a prime example of providing long term future benefits at a low cost through its reforms in curriculum content and teaching methods and the exposure of western thought to future generations of officers and non-commissioned

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officers. Support to the WIF portfolio of activities will continue to rely on government personnel, seasoned practitioners within the system, The State Partnership Program and volunteer academicians. Fiscal oversight of the WIF program in FY 2013 will remain vigilant. Use limited WIF resources will be optimized by practical use of the Concept Funding Request System by EUCOM and CENTCOM which tracks development, funding and execution of events and where during execution during the year if an event becomes no longer closely tied to valid requirements or subject to sound and accepted business practices, it will not be executed.

FY 2014 Plans and Objectives:

The fiscal environment will continue to drive department-wide budget cuts in FY 2014, and pressures on decreasing WIF resourcing will be no exception. The FY 2014 WIF, as now built, begins a downward glide path, from \$22.5 million programmed in FY15 to \$8.5 million in FY 2018. The rationale behind this reduction in WIF funding is based on EUCOM assertions during the FY 2013 budget review that the WIF requirements in the EUCOM AOR would lessen as ISAF operations trend toward lower levels, and CENTCOM requirements would remain at current levels throughout the FYDP. The Admiral Stavridis EUCOM Commander has since advised the USDP to restore support to the Warsaw Initiative Fund and as it will sustain current and previous investments to our partners, and just makes geopolitical sense.

Regardless of the budgetary bottom lines, the WIF plans and program strategies will seek to optimize program funding, with a primary goal of establishing clearer and closer ties between prioritized requirements and program expenditures, particularly in the area of large-scale exercise support. The WIF program design will also seek to further leverage

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to the maximum extent possible contributions of other countries to Partner engagement, either in lieu of U.S. efforts in specific areas where they may be better suited, or to augment U.S. efforts to reduce the overall U.S. commitment.

The importance of building defense institutional capacity will continue to grow, and the WIF program will remain focused on the most effective and affordable approaches to achieving sustainable defense reform. Increasing DIB requirements will demand increasingly more effective integration of the WIF DIB Management Team, and/or similar management efforts, and the Combatant Commands and OSD Policy. The major undertakings to enhance country defense institution building efforts will include in-country advisory elements, both short-term and long-term, and lessons learned compilation and incorporation at all levels of management best practices and processes best suited to the size and make-up of differing defense establishments and cultures. The WIF program will work to further align activities in the Central Asian states along lines that foster more robust development of MoD objectives that closely complement Civil-Military Emergency Preparedness of both defense and defense-related forces, consistent with U.S. legal limitations on Title 10 expenditures. The WIF program will make more aggressive use of streamlined clearinghouse approaches so as to eliminate duplication and overlap of activities from contributing countries and to ensure that the alignment of activities is in concert with desired and mutually advantageous roadmaps.

Combating Terrorism Fellowship Program (CTFP)

The 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

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provides specialized programs to address individual country and regional needs. Three years ago, CTFP's authorization was increased from \$25 million to \$35 million. This increase has helped to 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 2012 Accomplishments:

In FY 2012, the CTFP continued to be a valuable tool for DoD and continued to support U.S. efforts to provide targeted international combating terrorism education to our partners. Combating terrorism education and training programs continued to prove to be an effective strategic tool in the struggle against violent extremism. The programs plans for FY 2012 maintained the initiatives of previous years and expanded and operationalized the global network of CbT professionals. The CTFP provided approximately 450-500 educational programs which included 38 events in 32 foreign countries in all six Regional Combatant Commands. This continued to include CbT education and training support to emerging regional and sub-regional organizations and alliances.

FY 2012 Challenges:

Challenges to the program included increased operating costs, i.e. increases to course costs, travel (airfare), and administrative costs as well as new/increased staffing requirements for events/programs that exceeded \$100,000.

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Budget Year FY 2013 Plans and Objectives:

In FY 2013, the CTFP will continue to be a valuable tool for DoD and will continue to support U.S. efforts to provide targeted international combating terrorism education to our partners. Combating terrorism education and training programs will continue to prove to be an effective strategic tool in the struggle against violent extremism. The programs plans for FY 2013 will be to maintain the initiatives of previous years and expand and operationalize the global network of CbT professionals. In FY 2013, it is anticipated that there will be an increase in the numbers of foreign military and security officials to attend CTFP-funded programs (~3,000 to ~3,300) because of increased program funding though this may be impacted by increased operating costs. This may be offset with the continued expansion and utilization of virtual education opportunities and programs. It should still provide approximately 450-500 educational programs to include 45 to 50 events in 30 to 35 foreign countries in all six Regional Combatant Commands. This should continue to include CbT education and training support to emerging regional and sub-regional organizations and alliances.

FY 2013 Challenges:

Challenges to the program will continue to include increased operating costs, i.e. increases to course costs, travel (airfare), and administrative costs as well as new/increased staffing requirements for events/programs that exceeded \$100,000. Additionally, the impact of sequestration and travel funding caps to the overall funding of the program is unknown.

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IV. Performance Criteria and Evaluation Summary:

Budget Year FY 2014 Plans and Objectives:

In FY 2014, the CTFP will continue to be a valuable tool for DoD and will continue to support U.S. efforts to provide targeted international combating terrorism education to our partners. Combating terrorism education and training programs will continue to prove to be an effective strategic tool in the struggle against violent extremism. The programs plans for FY 2014 will be to maintain the initiatives of previous years and expand and operationalize the global network of CbT professionals. In FY 2014, it is anticipated that it will be able to maintain the numbers of foreign military and security officials to attend CTFP-funded programs (~3,000 to ~3,300) because of maintained program funding from FY13 though it may be impacted by increased operating costs. This may be offset with the continued expansion and utilization of virtual education opportunities and programs. It should still provide approximately 450-500 educational programs to include 45 to 50 events in 30 to 35 foreign countries in all six Regional Combatant Commands. This should continue to include CbT education and training support to emerging regional and sub-regional organizations and alliances.

FY 2014 Challenges:

Challenges to the program will continue to include increased operating costs, i.e. increases to course costs, travel (airfare), and administrative costs as well as new/increased staffing requirements for events/programs that exceeded \$100,000. Additionally, the impact of sequestration and travel funding caps to the overall funding of the program is unknown.

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IV. Performance Criteria and Evaluation Summary:

Regional International Outreach - Partnership for Peace Information Management System (RIO-PIMS)

FY 2012 Accomplishments:

The following systems operations and maintenance items were accomplished on the Global NET platform, which is comprised of 17 distinct communities supporting the Regional Centers for Security Studies, Partnership for Peace (PfP) associates, and additional DoD educational institutions and building partnership programs - currently with over 36,000 users.

- Provided internet hosting for the Global NET platform including monitoring for intrusions, malware, system performance, and uptime;
- Provided email help desk support for all operational issues for 24/7 support;
- Migrated 17 collaboration instances into a collaboration platform in a commercial cloud hosting facility;
- Provided software changes in response to change requests;
- Provided configuration management support;
- Provided software fixes; delivered patches
- Reviewed application exception logs and user trouble reports
- Performed troubleshooting
- Developed work-arounds and patches for critical problems
- Performed system administration and preventative and corrective maintenance.

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FY 2012 Challenges:

The following challenges were experienced during FY 2012:

- migration of 17 distinct sites onto a platform ensuring content and accounts transferred;
- merging the content and accounts from four similar PfP sites into one having users go to one URL vice four for collaboration;
- identifying and fixing security controls, performance, and usability issues associated with the new platform;
- continued requests to implement changes to the platform while continuing on the track to achieve a fully operational capability;
- modified contract for internet service reducing the number of countries supported; and
- began development of contract for replacement equipment, and support for the partners at SHAPE, NATO, and PfP coordinators.

Budget Year FY 2013 Plans and Objectives:

The RIO-PIMS will begin support of the Regional Center Person/Activity Management System (RCPAMS) operations and maintenance support. The RCPAMS was developed using RIO-PIMS

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research and development funding. The RIO-PIMS will continue to provide the RIO-PIMS platform (17 unique communities with over 36,000 users) operations and maintenance support as follows:

- provide internet hosting for the Global NET platform, and RCPAMS including monitoring for intrusions, malware, system performance, and uptime;
- provide email help desk support for all operational issues for 24/7 support; and
- provide software changes in response to change requests;
- provide configuration management support;
- provide software fixes; deliver patches;
- review application exception logs and user trouble reports; and
- perform troubleshooting.

Budget Year 2014 Plans and objectives:

Continue to provide the systems operations and maintenance support for the Global NET web as detailed follows:

- provide internet hosting for RIO-PIMS system and RCPAMS including monitoring for intrusions, malware, system performance, and uptime;
- provide email help desk support for all operational issues for 24/7 support;
- provide software changes in response to change requests;
- provide configuration management support;
- provide software fixes; deliver patches;
- review application exception logs and user trouble reports; and

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- perform troubleshooting.

Continue to work with CONUS and Europe/Central Asia institutions and partners during courses, seminars, and outreach events.

Provide limited IT equipment and operations support to the Military Cooperation Division (MCD) at the Supreme Headquarters Allied Powers Europe (SHAPE), and equipment for the COCOM coordinators in Eastern and Central Europe.

Support internet service to nine former Soviet states in Central Asia and Eastern Europe.

DSCA Administrative Operations

The DSCA administrative operations fund salaries and operating expenses of the personnel who provide program and financial management for the DoD-funded security cooperation programs, along with the Humanitarian Assistance, Foreign Disaster Relief, and Mine Action program management costs. In addition, this program funds costs for Defense Finance and Accounting Service accounting support and Information Technology systems support.

Defense Institution Reform Initiative

The DIRI is the DoD's primary security cooperation tool for supporting partner nation efforts to develop accountable, effective and efficient defense governance institutions. The DIRI program provides the following:

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- supports the establishment and improvement of functional capabilities necessary to organize, train, equip and sustain security forces under civilian control, including:
 - defense policy, strategy and planning;
 - resource management and oversight;
 - human resource management (including professional Military Education (PME) and civilian defense cadre management and development); and
 - logistics and acquisition;
- support in establishing and improving civil-military relations and inter-ministerial coordination; and
- facilitates DoD to MOD engagements that strengthen our relationships with partners and allies.

The DoD's DIRI meets these objectives through a systematic methodology that involves scoping, requirements determination, program development and execution, and progress assessment. The DIRI consults extensively with USG and partner nation stakeholders to identify projects that meet shared strategic priorities. Sustained engagement with partner nations is built on the principle of partner nation ownership of reform. Partner nations should demonstrate high-level buy-in for program objectives, develop working groups to oversee reform efforts, and devote their own resources complete the activities necessary for reform.

FY 2012 Accomplishments:

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IV. Performance Criteria and Evaluation Summary:

The DIRI engaged with 18 countries in FY 2012 (in approximately 100 highly tailored events). Examples of DIRI support for defense institution building (DIB) efforts follow:

- **Albania.** DIRI supported an 18-month Strategic Defense Review, designed to determine an affordable force structure so that the Albanian Armed Forces could meet their NATO commitments, including support to operations in Afghanistan. Draft recommendations, which included a reduction in the size of the force and increased investments in needed capabilities, were briefed to the Defense Minister and Prime Minister, who provided the necessary political guidance to proceed with implementation plans.
- **Cambodia.** Working with PACOM, DIRI supported the MoD-led development of a National Maritime Security Strategy, approved by the Prime Minister on February 1, 2012. Subsequent work supporting the Cambodians' review of their top defense priorities helped provide fidelity on the peacekeeping mission that was previously lacking and had been preventing GPOI from identifying clear objectives for PKO capacity development and updating the Standby Arrangement Agreement.
- **Colombia.** DIRI has supported Ministry efforts to sustain billions of dollars in US and Colombian investments in the defense sector over the previous decade; to secure internal security gains; and to export security by engaging with its neighbors in the hemisphere. In FY 2012, this effort involved a reorganization of the Ministry of Defense, including the establishment of directorates for Capabilities-Based Planning, Logistics, and Human Capital Development; the revamping of planning and resource management processes, including the establishment of a costing database to support long-run planning on force structure and acquisitions; efforts to improve logistics processes, including the development of a Master Ministerial Development Plan; and support for ministry efforts to revise the Public Forces' lessons learned and training systems

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IV. Performance Criteria and Evaluation Summary:

- **Guatemala.** DIRI (with CHDS support) worked with the Ministry of Defense to develop a National Defense Strategy.
- **Liberia.** Engagements in FY 2012 focused on priority issues identified by the President and Minister of Defense, including development of a draft vehicle readiness policy; housing and facility requirements; and transparent and effective contracting procedures. The DIRI is coordinating with the USEMB and AFRICOM (MARFORAF)'s Operation Onward Liberty 52-strong military advisor team to identify concrete targets and plans for defense sector development prior to the end of the UN mission (and OOL) in 2014.
- **Libya.** DIRI participated in the UNSMIL-Libyan Armed Forces (LAF) White Paper Workshop, contributing language on defense institutions and their role in civilian control. With AMB Stevens' urging, the DIRI conducted two subsequent visits to identify entry points for near term collaborative work, before the attack on the US Consulate in Benghazi postponed DIRI engagement for the rest of the FY.
- **Peru.** Following a US Army evaluation of acquisitions in Peru, the DIRI supported the Peruvian MOD in establishing a Consolidated Acquisition Agency, responsible for all foreign acquisitions, Foreign Military Sales, and items common to the three military services.

In addition to capacity building projects with Partner Nations ministries of defense, the DIRI provided support for the broader defense institution building (DIB) efforts of the Department.

- DIRI supported the global MoDA country nomination and requirements development process.

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- DIRI and MODA coordinated with AFRICOM, EUCOM, PACOM, and SOUTHCOM to determine their DIB priorities.
- DIRI and MoDA coordinated to conduct the initial requirements determination visits for the first set of countries nominated for MoDAs (Libya, Guinea, Philippines, Kosovo, and Montenegro).
- Beyond MoDA, DIRI has been used by OSD-PSO as a resource to respond to USD (P) and GCC DIB-related inquiries.

FY 2013 Plans and Objectives:

The DIRI will continue partner nation engagements with countries that are showing progress and continue to be priorities for the USG. In accordance with OSD policy guidance DIRI will strive to increase engagement in high-priority countries in Northern Africa and Asia. Although identifying opportunities for engagement is often beyond DIRI's control, DIRI will increase its interaction with the Regional Centers, Geographic Combatant Commands (GCCs) and Components to Build a shared understanding of DIB challenges in all GCCs especially in AFRICOM and PACOM.

The DIRI will also focus on developing materials tailored to Security Cooperation Officers (SCOs) and GCC planners to facilitate the meaningful integration of Defense Sector Reform/Defense institution Building into the Theater security cooperation planning and execution process.

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IV. Performance Criteria and Evaluation Summary:

The DIRI will continue to support the global MoDA program in the evaluation of country nominations and development of individual MoDA country requirements. DIRI will also expand its support to MoDA by providing a much needed focus on DIB to the MoDA training program (in support of both Afghan-specific and global deployments) and working with deployed MoDA advisors.

FY 2014 Plans and Objectives:

Partner Nation engagements in FY 2014 will be dependent on FY 2013 development and emerging policy priorities, but it is expected that the PACOM, CENTCOM, and AFRICOM areas of responsibility will be priorities.

As the importance of building defense institutional capacity continues to grow with pressures on the DoD Budget, planners and providers are likely to focus their attention there. Increasing DIB requirements will demand continued or increasing integration of DIRI with policy makers and planners in OSD Policy and the GCCs and other core DIB providers (e.g. the WIF DIB Management Team, MoDA). The DIRI will also support expanding DIB enterprise by working to develop and disseminate DIB lessons learned.

The Defense Institute of Security Assistance Management (DISAM)

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The DISAM institution is the DoD's only dedicated institution for the education and training of thousands of U.S. and partner country personnel involved in the planning, management, and assessment of security cooperation and partner capacity-building programs-Title 10 and Title 22. The institution is primarily funded via Title 22 authorities, and was not until FY 2012 resourced to support training and education on the integrated planning, management, assessment, and interagency coordination of DoD security cooperation efforts, including many new Title 10 programs. These Title 10 programs are of particular importance to the DoD in meeting the emergent needs of military commanders in support of overseas contingencies as well as furthering U.S. foreign policy goals worldwide. DISAM continues to provide a comprehensive education platform for training U.S. personnel assigned to embassies, headquarters, COCOMS and other security sector establishments on the proper integrated planning, management, assessment, and interagency coordination of security cooperation efforts and Title 10 program execution. DISAM also provides training to partner country personnel who are important in maintaining close ties/security relationships with U.S. counterparts.

FY 2012 Accomplishments:

The FY 2012 accomplishments for DISAM are as follows:

- maintained the SC workforce trained at 95% (as of 30 September 2012);
- expanded the SC course to 4 weeks, to meet SC training needs, resulting in more substantial coverage of curriculum in the areas including SC planning, SC programs/funding, and Humanitarian Assistance/Disaster Relief;

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- prototyped the Action Officer On-Site Course (SCM-AO). Made available an opportunity for personnel requiring SCM-AO training to attend Week 1 of SCM-O to meet their training requirement and to educate them on SC roles, funding, and authorities. This provides more timely training and allows accommodation of more personnel for this course as it is taken on-site;
- enhanced online learning opportunities with revised SCM Familiarization and International Programs Security Requirements Course (IPSR) Online Courses;
- trained 2,289 (O&M funded) students via on-line, IPSR, SCM-O, SCM-AO, and SCM-TO courses. Total student throughput among all courses/programs for FY 2012: 8,884; and
- implemented a new Student Database that will better incorporate existing records (over 100,000 previous students) and provide better synergy with student registrations for upcoming course offerings.

Budget Year FY 2013 Plans and Objectives:

- Assist DSCA SC Workforce Manager in facilitating community efforts.
- Continue to work with constituency organizations to monitor and track the SC training requirements of the close to 12,000 members of the SC workforce (3200 in O&M/Other funded billets).
- Continue to educate the SC workforce by resident, online learning and onsite education.
- Coordinate the flow of DISAM and MILDEP internal training in order to synergize the effort and realize potential budget and manpower savings. Additionally better

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leverage MILDEP subject matter experts in reevaluating MILDEP-specific seminar objectives and use of their time in leading those seminars.

- Formalize the SCM-AO course into a "final product" and deliver to a variety of community audiences (per requirement noted by SCRTF). Class has already been conducted for CENTCOM (held in Bahrain in support of component commands) and is scheduled for PACOM, EUCOM, SOUTHCOM, AFRICOM, and the NCR.

FY 2013 Challenges:

- Working with Wright-Patterson Air Force Base (WPAFB) host for building modification to expand our teaching capability.
- Adapting time critical legislative and policy changes to our curriculum to meet real-time processes and procedures.
- Ensuring we are maximizing the resident, on-line and onsite attendance
- Continuing the evolution of IT infrastructure to meet additional training requirements in conjunction with Authorities to Operate meeting system security requirements. This includes the migration to AFNET with WPAFB host base support and in hopes of not degrading service to DISAM faculty/staff and students.
- Maximize the student registration process to ensure equity among constituent organizations served by each course and alleviate unnecessary inputs/data transfer while ensuring priority of the filling of seats in each class offering.

Budget Year FY 2014 Plans and Objectives:

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- Continue to meet the challenges imposed by the SCRTF study and SC Community efforts to improve the education of the SC workforce.
- Add additional on-line and resident courses to meet continually changing requirements.

Increasing Partner Capacity Building in Rule of Law Context

The Defense Institute of International Legal Studies (DIILS), through mobile education teams, resident courses, and other programs, develops and implements programs to support Rule of Law security cooperation objectives, e.g., equitable and accountable security and justice sectors, civilian control of the military, human rights, and democracy, in furtherance of U.S. national security and foreign policy objectives.

FY 12 ACCOMPLISHMENTS:

The DIILS O&M D-W funding indirectly supported the development and implementation of multi-year, phased legal engagement programs aligned with operational priorities in the Defense Strategic Guidance, the Guidance on Employment of the Force (GEF) and the Geographic Combatant Commanders' (GCC) Theater Campaign Plans.

The DIILS' strength continues to be that only a modest investment is required to produce strategically agile, programmatically flexible, timely, sustained legal engagement programs in support of evolving security cooperation priorities. The DIILS leverages Active Duty and Reserve officers as instructors on these programs, at minimal cost (travel and per diem). The DIILS programs, as illustrated below, cost-effectively

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implemented in priority countries, are critical to the department's success in building partner capacity and achieving stability in lieu of engaging U.S. forces.

In Mexico, the DIILS continued to prepare Army and Navy lawyers in a series of five seminars on the Oral Advocacy System. An average of 40 participants attended each seminar. The DIILS also gave a human rights seminar for Mexican Army and Navy lawyers and operators in response to allegations of human rights violations. Mexican forces have used U.S. and British lessons learned from these seminars in their recent operations to combat organized crime.

In the Pacific, the DIILS led a 17-nation discussion on Maritime Law and International Conventions on the Law of the Sea. This workshop set the conditions for Asian nations to achieve a peaceful resolution of territorial claims in the resource-rich South China Sea. The DIILS will coordinate with OSD and PACOM to determine priorities for follow-on seminars with nations in need of engagement on international maritime law. The DIILS also conducted a 21-nation seminar focused on the Pacific Island Nations to promote international cooperation on maritime law enforcement, humanitarian assistance and disaster relief, and fisheries protection.

In India, where the Navy is increasing its role in combating piracy in the Indian Ocean, the DIILS continued a series of Maritime Operational Law seminars for incoming Navy and Coast Guard ship commanders and executive officers. The DIILS subject matter experts and facilitators are also assisting in the curriculum planning for Service Military Justice Institutes.

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In Liberia, the DIILS continued building military justice capacity by engaging with enlisted "advisors" and military commanders, as there is currently no JAG Corps in the Liberian Armed Forces. A second focus area was building a humanitarian assistance/disaster relief capacity and capacity to participate in regional contingency operations.

FY 2012 Challenges:

The DIILS experienced an increase in demand from multiple funding sources, resulting in FY 2012 execution of 130 programs compared to 69 in FY 2008. This mission increase is mainly a result of the requirement to conduct human rights training for countries receiving assistance under the 1206 Global Train and Equip program.

Budget Year FY 2013 Plans and Objectives:

The DIILS plans to continue seminars in Mexico to support military justice system reforms in progress, in addition to continuing efforts to promote human rights in El Salvador, Guatemala, Honduras, and Peru. In the Pacific, the DIILS plans to conduct a follow-on sub-regional seminar to promote cooperation among Pacific Island Nations in maritime law enforcement and in humanitarian assistance/disaster relief operations. The DIILS has also been directed to support the US-Burma human rights dialogue with seminars on civilian control of the military and on international human rights norms. The DIILS will support enhancements to the Indian Army Legal Center of Excellence and the establishment of a Maritime Law Center which will build their judge advocate corps and offer instruction on maritime law and military justice to legal personnel from partner nations

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in their area of influence. The DIILS also plans to continue to support U.S. objectives to promote human rights in the Philippines.

In Africa, the DIILS will continue to focus on military law development in Liberia, Cote D'Ivoire and Guinea, and on enhancing maritime investigation and prosecution capacity regionally in East African coastal states. The DIILS will also conduct a legal needs assessment in Libya if the security situation allows. In order to promote harmonization of best legal practices, DIILS plans to conduct a regional military justice seminar for West African nations. The DIILS plans to conduct a CONUS workshop for senior military justice officials from the Arab Spring countries and other CENTCOM partners, to promote cooperation with the U.S. In the Force Contributing Nations of Central Asia, the DIILS programs will focus on rules of engagement for stability operations, as well as humanitarian assistance and disaster relief.

Budget Year FY 2014 Plans and Objectives:

Funding in FY 2014 provides for the continuation of development and global implementation of legal engagement with a focus on PACOM, CENTCOM, and AFRICOM, fulfilling the need for sustained engagement with international partners that is necessary for the comprehensive implementation of long-term defense institution building within security sector reform. It also addresses the challenges of doctrinally incorporating stability operations within persistent conflicts, with a focus on establishing effective partnerships in support of U.S. national interest and goals.

Global Train and Equip (Section 1206)

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IV. Performance Criteria and Evaluation Summary:

The purpose of the 1206 Program is to build partnership capacity for time-sensitive, "new and emerging" counter-terrorist operations, or to participate in or support military and stability operations in which the US armed forces are a participant. The FY 2006 NDAA provided an annual authority to build the capacity of foreign militaries to conduct counterterrorist operations or participate in or support military and stability operations in which U.S. armed forces are a participant. The FY 2006 NDAA initiated the authority at \$200 million. The FY 2009 NDAA increased the authority to \$350 million and extended the authority to FY 2011. The Congress extended the Program through the end of FY 2013 and intends via the FY 2013 NDAA to extend the Program through the end of FY 2014. The Combatant Commanders and U.S. Ambassadors nominate proposals for funding, SO/LIC-CT provides program oversight and established priorities; the DSCA provides execution and program management with cooperation from the Military Departments.

FY 2012 Accomplishments:

FY 2012 was an outstanding year for the 1206 Program and the DoD used \$348,030,000 of the \$350,000,000 authorized. Due to across the board cuts in DoD, the total amount allocated for FY 2012 Section 1206 programs was \$348,030,000. The Department used the funds available to support 33 separate programs for 26 different countries in four of the Geographic Combatant Commands. The DSCA responsively supported the Department's use of the 1206 appropriation to execute the Section 1207(n) East Africa and Yemen programs; and DSCA made funds available to the Department of State to execute the Counter-Lord's Resistance Army (C-LRA) Section 1206, Uganda program. The DSCA worked closely with the appropriate OSD offices; Congress; the Joint Staff; the Geographic Combatant Commanders; and, the Military Departments to rapidly and effectively translate nascent requirements

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IV. Performance Criteria and Evaluation Summary:

into actionable programs and, in so doing, led the effort to implement 161 Letters of Offer and Acceptance and 73 modifications and amendments. The DSCA concurrently worked with the COCOMs and the Military Departments to rapidly deliver defense articles and services from FY 2012 and prior year programs.

USAFRICOM:

The DSCA executed \$44,376,000 in 1206 programs and \$41,239,000 for the Section 1207(n) East Africa program. There were four USAFRICOM 1206 counterterrorism programs:

- Mauritania Logistics Support Package for Counterterrorism Operation (\$6,950,000). The objective of this program is to enhance the capacity of Mauritanian national military forces to conduct sustainable operations, resupply forward deployed CT companies in remote locations, and establish refit capability before returning to frontier patrols.
- Niger Air Logistics and Communications Enhancement (\$11,746,000). The objective of this program is to enhance the capacity of Niger's national military forces to deliver forces to remote areas, resupply forward operation locations, communicate with forces on the ground and identify and target AQIM forces.
- Tunisia Maritime Security Capacity (\$6,872,000). The objective of this program is to build the capacity of Tunisia's Navy to patrol and secure its territorial waters, helping it to intercept known and suspected terrorist craft.
- Uganda and Burundi CT Support for Deployment to Somalia (\$18,808,000). The objective of this program is to provide training and equipment to Ugandan and Burundian national military forces to enhance their capacity to plan, execute, and sustain

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IV. Performance Criteria and Evaluation Summary:

counterinsurgency operations in support of the African Union Mission in Somalia (AMISOM) deployments against al-Shabaab and al-Qa-ida affiliates in Somalia.

USCENTCOM:

The DSCA executed \$22,500,000 in 1206 programs and \$75,000,000 for the Section 1207(n) Yemen program. There were two USCENTCOM 1206 counterterrorism programs:

- Yemen Fixed-Wing Capability Program (\$23,426,000). The objective of this program is to build the capacity of national military forces to conduct fixed-wing support for direct action CT missions.
- Yemen Special Operations Forces CT Enhancement Program (\$14,000,000). The objective of this program is to build the capacity of national military forces to conduct CT operation by improving the tactical effectiveness and operational reach of YSOF.

USEUCOM:

The DSCA executed \$92,010,047 in 1206 CT and Stability Operations programs. There was one USEUCOM 1206 counterterrorism program and twelve stability operations programs:

- Malta Maritime CT Program (\$4,600,000). The objective of this program is to build the capacity of Maltese maritime forces to conduct CT operations.
- Stability Operations Programs:

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IV. Performance Criteria and Evaluation Summary:

- a. Albania, Bulgaria, Croatia, Estonia, Hungary, Latvia, Lithuania, Poland, Romania, Slovakia, and Slovenia Training for ISAF Deployments (\$11,040,000). The objective of this program is to provide pre-deployment training to support stability operations in Afghanistan to conventional land forces and SOF forces to improve the survivability, mobility, and tactical effectiveness of the national military forces of the countries in the program.
- b. Bulgaria ISAF Deployment Enhancement (\$3,152,000). The objective of this program is to enhance the capacity of Bulgaria's national military forces to conduct or support military and stability operations where U.S. forces are participating in Afghanistan in support of the ISAF mission.
- c. Croatian OMLT Training Capability Enhancement (\$5,180,000). The objective of this program is to improve the capability of Croatian national military forces to prepare for deployment to Afghanistan and participate in OMLTs responsible for training and mentoring Afghan security forces.
- d. Czech Republic C-IED Enhancement for ISAF (\$3,329,781). The objective of this program is to build the capacity of the Czech Republic to prepare explosive ordnance disposal (EOD) units to conduct military and stability operations by improving their survivability and technical capabilities.
- e. Estonia ISAF Deployment Enhancement (\$3,871,264). The objective of this program is to improve the communication and tactical capabilities of Estonia's national military forces to conduct missions in support of ISAF.
- f. Estonia Special Operations Training for ISAF (\$1,754,739). The objective of this program is to improve special operations capabilities of Estonian national military forces to conduct missions in support of ISAF.
- g. Georgia Infantry Battalion Deployment to ISAF (\$3,775,000). The objective of this program is to improve maneuver, communication, and tactical capabilities

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IV. Performance Criteria and Evaluation Summary:

- of the Georgian Defense Force to support the deployment of an infantry battalion with U.S. forces in Afghanistan.
- h. Hungary JTAC Capability for ISAF (\$12,335,100). The objective of this program is to improve the tactical capability of Hungary's national military forces to accurately apply airpower where U.S. forces are participating in Afghanistan in support of the ISAF mission.
 - i. Latvia ISAF Deployment Enhancement (\$2,928,480). The objective of this program is to improve the tactical effectiveness of Latvia's national military forces where U.S. forces are participating in Afghanistan in support of the ISAF mission.
 - j. Lithuania SOF Deployment Enhancement Program (\$12,810,000). The objective of this program is to enhance the tactical capability to conduct operations in Afghanistan in direct support of ISAF objectives.
 - k. Poland ISAF Deployment Enhancement (\$14,030,000). The objective of this program is to enhance the capacity of Poland's national military forces to conduct or support military and stability operations where U.S. forces are participating in Afghanistan in support of the ISAF mission.
 - l. Romania ISAF Deployment Enhancement (\$13,203,683). The objective of this program is to build the capacity of Romania's national military forces where U.S. forces are participating in Afghanistan in support of the ISAF mission.

USPACOM:

The DSCA executed a total of \$22,038,000 in programs: one Stability Operations program and two counterterrorism programs.

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IV. Performance Criteria and Evaluation Summary:

- Malaysia Deployment Enhancement for ISAF (\$218,000). The objective of the Malaysia program is to improve the C-IED capability of the Malaysian Joint Force Command in support of the ISAF mission in Afghanistan.
- Counterterrorism programs:
 - a. Bangladesh MOD - Ministry of Home Affairs (MoHA) Interoperability (\$14,364,000). The objective of this program is to build the capacity of Bangladesh's national military forces to conduct joint counterterrorism operations by developing land and maritime interoperability between MOD forces and MoHA forces.
 - b. Philippines Insertion and Extraction Capability (\$7,456,000). The objective of this program is to increase the ability of the Naval Special Operations Units to conduct CT and interdiction operations in the Southern Philippines, and to integrate fully and operate with the AFP's Joint Special Operations Group as one of the premier Coast Watch South interdiction units.

FY 2013 Challenges:

The DSCA's primary challenge in executing the 1206 Program is the timeliness of Congressional Notifications. The later in the Fiscal Year that the CNs occur, the more difficult it is for the Military Departments to provide defense articles and services. The Military Departments are left with very little time to properly follow the Federal Acquisition Regulation's requirements for procuring defense articles and services.

Budget Year FY 2013 Plans and Objectives:

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IV. Performance Criteria and Evaluation Summary:

The DSCA's objective is to fully obligate the funds available in FY 2013 in support of properly approved and notified programs. The DSCA will also work with all of the Program's participants to efficiently and effectively deliver defense articles and services.

Budget Year FY 2014 Plans and Objectives:

The DSCA plans to fully obligate the funds available in FY 2014 in support of properly approved and notified programs. DSCA will also work with all of the Program's participants to efficiently and effectively deliver defense articles and services.

Ministry of Defense Advisors Program

The Ministry of Defense Advisors (MoDA) Program deploys U.S. Department of Defense (DoD) civilians to help foreign partners improve ministerial defense capabilities, such as personnel and readiness, strategy and policy, and financial management. Following a two year MoDA pilot program in Afghanistan, the FY 2012 NDAA granted DoD temporary global authority to deploy civilian advisors to support ministerial development security cooperation activities worldwide. The authority expires in FY 2014 but OUSD(P) has requested that it be made permanent.

FY 2012 Assessment:

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IV. Performance Criteria and Evaluation Summary:

Overall the MoDA program met expectations in FY 2012 by maintaining support to Afghanistan, initiating the global program, and laying the groundwork for program management transfer to DSCA.

FY 2012 Accomplishments:

In FY 2012, the program successfully recruited, trained, and deployed 51 advisors to Kabul, Afghanistan, in support of NATO Training Mission - Afghanistan (NTM-A) and Combined Security Transition Command - Afghanistan (CSTC-A), while maintaining support for the 48 advisors already deployed.

At the same time, the program initiated the country nomination and requirements development process for the global program. Reconciled nominations from OSD, State, and the COCOMs established the following potential candidate countries: Libya, Guinea, Democratic Republic of the Congo, South Sudan, Botswana, Philippines, Cambodia, Montenegro, Kosovo, Estonia, Czech Republic, Honduras, Guatemala and Peru. Direct coordination was initiated with AFRICOM, EUCOM, PACOM and SOUTHCOM. Initial scoping visits were conducted in Libya, Guinea, Philippines, Kosovo, and Montenegro. An advisor requirement was established for Montenegro and a recruiting action is underway.

FY 2012 Challenges:

The main challenge to the program stems from uncertain funding and the temporary nature of the current authority, making key stakeholders hesitant to commit organizational resources. Additionally, the program faced managerial challenges one would expect of a new start transitioning to a new organization: lack of an established organization,

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IV. Performance Criteria and Evaluation Summary:

unclear lines of authority and coordination, undefined processes and procedures, and inexperienced and insufficient staff.

On the operational level, the primary program challenge centered on the education of security cooperation and country desk officers regarding the program's capabilities and intended uses. The process is gaining traction, and MoDA is beginning to be considered in COCOM and country team security cooperation planning.

Budget Year FY 2013 Plans and Objectives:

In FY 2013, the MoDA program management transfers to DSCA; however, the MoDA program will continue to provide trained advisors in support of NTM-A/CSTC-A, whose current planning establishes an overall requirement for 92 advisors (who will deploy in 4 FY 2012 classes (20-30 advisors) in November 2012, March, June, and September 2013). The classes and deployment preparations will continue to be conducted through the DoD whole of government training support contract for contingency operations, with support from the U.S. Institute for Peace and other organizations. The program team will also adapt and expand the training as necessary to support global advisor requirements.

The MoDA program will continue to evaluate global nominations and develop individual MoDA country requirements, optimally at a rate of two country assessments per month. Beginning with Montenegro, the program will recruit, train, and deploy advisors in support of global requirements with a year-end target of 14 deployed advisors. The current training capability, which is Afghan-centric, will be leveraged to maximize cost efficiency in the training of global advisors.

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IV. Performance Criteria and Evaluation Summary:

Budget Year FY 2014 Plans and Objectives:

In FY 2014, the MoDA program office will reassess management requirements and rebalance the program team, government as well as contractor support, accordingly. The U.S. and NATO planning for Afghan operations post-2014 and FY 2013 global MoDA requirements and operational data will provide a much clearer basis for MoDA program planning.

In accordance with current U.S. and NATO planning for FY14, MoDA will provide up to 125 trained, DoD civilian advisors to support ongoing assistance mission requirements in Afghanistan. The program advisors will be recruited, trained, and deployed in three class cycles, January to March, April to June, and July to September, with 30 to 45 candidates per cycle as required.

Concurrently, Global MoDA will maintain and expand support to building partner capacity missions worldwide. The program will provide administrative and reach-back support to advisors deployed in FY 2013, and expand the program to a target of 30 deployed advisors by the end of FY 2014. The program will balance resources across the COCOMs in accordance with global priorities established by OSD(P) and the absorptive capacity of partner nations. Additionally, as the program expands, the program office will evolve the training program to make greater use of broader Departmental resources such as the Regional Centers.

Global Theater Security Cooperation Management Information Systems (G-TSCMIS) Program

The G-TSCMIS is an Office of the Secretary of Defense (OSD) initiative to develop and deploy a common web-based, centrally hosted Management Information System (MIS) that will

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IV. Performance Criteria and Evaluation Summary:

serve as the information focus point for the Nation's Security Cooperation (SC) efforts by providing decision makers, SC planners and other users with the ability to view, manage, assess, and report SC activities and events. The G-TSCMIS will consolidate, improve upon and is intended to replace all existing TSCMIS solutions hosted at and supporting more than 20 Department of Defense (DoD) Services, Agencies and Combatant Commands (CCDRs). The system will provide a comprehensive picture of whole-of-government SC activities, and will contribute to planning more effective cooperative security activities to align or meet desired outcomes in support of SC end states.

Budget Year FY 2014 Plans and Objectives:

The funding requested provides support to the DSCA program management team.

Building Partnership Capacity - Yemen and East Africa Authorities

This program provides transitional authorities to build partner nation capacity in Yemen and East Africa under section 1207(n) of the National Defense Authorization Act for FY 2012. The DSCA will manage these funds similar to method used to manage Train and Equip, commonly referred as the 1206 program.

Budget Year FY 2014 Plans and Objectives:

The funding was provided for one year to support this initiative. The DSCA plans to fully obligate the funds in support of properly approved and notified programs. The DSCA

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IV. Performance Criteria and Evaluation Summary:

will also work with all of the Program's participants to efficiently and effectively deliver defense articles and services.

Global Security Contingency Fund

This authority was established to enhance the capabilities of a country's national military forces, and other national security forces that conduct; border and maritime security, internal defense, and counterterrorism operations, as well as the government agencies responsible for such forces; conduct border and maritime security, internal defense, and counterterrorism operations; and participate in or support military, stability, or peace support operations consistent with United States foreign policy and national security interests. This fund is for the justice sector (including law enforcement and prisons), rule of law programs, and stabilization efforts in a country in cases in which the Secretary of State, in consultation with the Secretary of Defense, determines that conflict or instability in a country or region challenges the existing capability of civilian providers to deliver such assistance.

Budget Year FY 2014 Plans and Objectives:

The funding appropriated for the GCSF will be maintained by the DSCA until a project or program is approved through the GSCF approval process. Upon approval of a program or project, funds will be transferred to the GSCF Treasury account.

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<u>V. Personnel Summary</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	Change FY 2012/ FY 2013	Change FY 2013/ FY 2014
<u>Civilian End Strength (Total)</u>	427	483	483	56	0
U.S. Direct Hire	396	458	458	62	0
Total Direct Hire	396	458	458	62	0
Foreign National Indirect Hire	31	25	25	-6	0
Memo: Reimbursable Civilians Included	14	14	15	0	1
<u>Civilian FTEs (Total)</u>	420	483	483	63	0
U.S. Direct Hire	389	458	458	69	0
Total Direct Hire	389	458	458	69	0
Foreign National Indirect Hire	31	25	25	-6	0
Memo: Reimbursable Civilians Included	14	14	15	0	1
Average Annual Civilian Salary (\$ in thousands)	131.1	117.4	119.7	-13.7	2.3
 <u>Contractor FTEs (Total)</u>	 <u>120</u>	 <u>108</u>	 <u>111</u>	 <u>-12</u>	 <u>3</u>

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

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2012</u>	<u>FY 2012/FY 2013</u>		<u>FY 2013</u>	<u>FY 2013/FY 2014</u>		<u>FY 2014</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	49,857	120	1,504	51,481	450	691	52,622
199 Total Civ Compensation	49,857	120	1,504	51,481	450	691	52,622
308 Travel of Persons	33,231	665	-5,265	28,631	544	10,852	40,027
399 Total Travel	33,231	665	-5,265	28,631	544	10,852	40,027
696 DFAS Financial Operation (Other Defense Agencies)	737	122	290	1,149	149	-628	670
699 Total DWCF Purchases	737	122	290	1,149	149	-628	670
771 Commercial Transport	646	13	-78	581	11	-23	569
799 Total Transportation	646	13	-78	581	11	-23	569
901 Foreign National Indirect Hire (FNIH)	3,351	8	218	3,577	31	-221	3,387
912 Rental Payments to GSA (SLUC)	2,268	45	-20	2,293	44	-29	2,308
914 Purchased Communications (Non- Fund)	1,042	21	-48	1,015	19	72	1,106
915 Rents (Non-GSA)	1,489	30	-231	1,288	24	1,416	2,728
917 Postal Services (U.S.P.S)	7	0	-7	0	0	0	0
920 Supplies & Materials (Non- Fund)	2,577	52	-206	2,423	46	-58	2,411
921 Printing & Reproduction	200	4	88	292	6	38	336
922 Equipment Maintenance By Contract	822	16	29	867	16	-283	600
923 Facilities Sust, Rest, & Mod by Contract	139	3	-23	119	2	236	357
925 Equipment Purchases (Non-Fund)	1,353	27	-254	1,126	21	230	1,377
926 Other Overseas Purchases	4	0	-4	0	0	0	0
932 Mgt Prof Support Svcs	11,894	238	-943	11,189	213	-1,927	9,475
960 Other Costs (Interest and Dividends)	10	0	-10	0	0	0	0
987 Other Intra-Govt Purch	2,341,553	46,831	-1,972,209	416,175	7,907	214,305	638,387
989 Other Services	42,353	847	-7,489	35,711	679	-4,581	31,809
990 IT Contract Support Services	0	0	0	0	0	220	220
999 Total Other Purchases	2,409,062	48,122	-1,981,109	476,075	9,008	209,418	694,501

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		Change			Change		
<u>OP 32 Line</u>	<u>FY 2012</u>	<u>FY 2012/FY 2013</u>		<u>FY 2013</u>	<u>FY 2013/FY 2014</u>		<u>FY 2014</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
Total	2,493,533	49,042	-1,984,658	557,917	10,162	220,310	788,389

* The FY 2012 Actual column includes \$1,986,681 thousand (\$1,518,911 - Coalition Support Fund, \$449,770 - Lift & Sustain) as requested in the FY 2012 Defense-Wide OCO Enactment P.L.112-74.

* The FY 2013 Estimate column excludes \$2,200,000 thousand (\$1,750,000 - Coalition Support Fund, \$450,000 - Lift & Sustain) requested in the FY 2013 Defense-Wide Overseas Contingency Operations Budget Request.

* The FY 2014 Estimate column excludes FY 2014 Defense-Wide OCO Budget Request.

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Defense Security Services (DSS)



April 2013

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

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

	FY 2012	Price	Program	FY 2013	Price	Program	FY 2014
	<u>Actual</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
DSS	503,091	8,277	-4,706	506,662	8,529	36,182	551,373

I. Description of Operations Financed:

The Defense Security Service (DSS), an agency overseeing the protection of the nation's most critical technological and information assets, administers the National Industrial Security Program (NISP) on behalf of the Department of Defense and 25 other Federal agencies. In this capacity, DSS is responsible for providing security oversight, counterintelligence coverage and support to almost 10,000 cleared companies (comprising over 13,500+ industrial facilities and about 1.2 million cleared contractors), and accreditation of more than 14,000 classified information technology systems in the NISP. DSS also serves as the functional manager responsible for the execution and maintenance of DoD security training. In support of this mission, DSS provides security education, training, and professionalization services for DoD and industry under the NISP. The DSS NISP oversight role includes responsibility for the majority of the cleared contractors in the United States to include determination, issuance, and oversight of facility security clearances and making determinations that contractor employees are eligible for access to classified information. This oversight role includes:

- Conducting required NISP assessments to deter, detect, and identify loss or compromise of classified information and ensure corrective actions;
- Accrediting classified contractor computer systems to allow industry to perform on classified programs;
- Completing 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, and government agencies; and
- Liaison with government Special Access Program (SAP) customers, and increase/improve analysis of SAP security issues.

The DSS mission is comprised of four operational mission areas: Industrial Operations and Policy Program, Personnel Security Investigations for Industry (PSI-I), Center for Development of Security Excellence (CDSE), and Counterintelligence (CI); and the command enabling Management Headquarters Support Activity. These five areas are discussed in detail in the subsequent paragraphs.

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I. Description of Operations Financed (cont.)

a. Industrial Operations and Policy Program:

<u>Dollars in Thousands</u>		
<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
\$110,366	\$119,685	\$125,589

The Industrial Operations and Policy Program consist of two directorates: the Industrial Security Field Operations (ISFO) and the Industrial Policy and Programs Directorate (IP).

The ISFO directorate provides oversight to cleared defense contractors on behalf of the Department of Defense (DoD) and 25 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. In FY 2012 DSS initiated a cyber-incident notification process to companies subjected to cyber intrusions. DSS also commenced action to assume Cyber Command Readiness Inspections (CCRI) of classified SIPRNET nodes in cleared industry. These are an expansion of long-time NISP mission responsibilities to counter the evolving and increasingly complex cyber threat to cleared industry. ISFO's mission essential tasks include:

- Serving as "first responder" to Industry for industrial security matters and providing needed advice and assistance to mitigate security vulnerabilities;
- Ensuring security of cleared Industry's Information Systems processing classified information;
- Enhancing security awareness among external and internal customers;

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I. Description of Operations Financed (cont.)

- Assessing security posture of cleared Industry to detect, deter and mitigate security vulnerabilities;
- Monitoring Foreign Ownership, Control and Influence (FOCI) mitigation instruments to ensure protection of classified and export controlled technology;
- Adjudicating personnel security clearances for cleared industry.

The IP directorate interprets policy and provides guidance for the NISP (the DoD components and 25 non-DoD Agencies); mitigates foreign ownership, control, and influence (FOCI) for U.S. companies with classified contracts; manages the security oversight functions of DSS' direct and indirect support to the Special Access Program community; supports cyber threat sharing by the Defense Industrial Base (DIB) Cyber Security Task Force and the DIBNet communication system; and ensures secure international transfers of classified commercial sales. The IP exercises authority and responsibility for industry personnel security investigation workload projections, tracks program performance for Industry and DoD components, and provides financial analysis and operations research support to DSS and other DoD offices.

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I. Description of Operations Financed (cont.)

b. <u>Personnel Security Investigations for Industry (PSI-I):</u>	<u>Dollars in Thousands</u>		
	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
	<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
	\$252,193	\$241,040	\$278,000

The DSS facilitates security clearance requirements and costs for personnel security clearance investigations for industry personnel in support of all DoD components and 25 other federal agencies participating in the National Industrial Security Program (NISP). The DSS administers requests for initial and periodic reinvestigations for contractor personnel requiring access to classified information to include Single Scope Background Investigations (SSBI) for TOP Secret, National Agency/Local Agency/Credit (NACLC) for Secret and Confidential clearances. Reinvestigations include Top Secret Periodic Investigation (TSPR) and NACLC for Secret/Confidential Investigation. Each of these investigation types may expand as necessary to resolve issues identified in the course of investigation. DSS also has oversight of NISP cleared contractor facilities, which allows private companies to work on classified contracts. Cleared contractor personnel employed on classified projects are in support of multiple Executive Branch Agencies, requiring a need for a centrally funded program to provide economy of scale cost savings for the federal government. PSI-I costs are determined based on total number of PSI by case type, multiplied by the corresponding Office of Personnel Management (OPM) Federal Investigation Notice (FIN) rate on an annual basis and adjusted to include additional costs on a case by case basis for Supplemental Personal Interviews (SPIN) and Request for Supplemental Investigations (RSI).

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I. Description of Operations Financed (cont.)

c. <u>Center for Development of Security Excellence (CDSE):</u>	<u>Dollars in Thousands</u>		
	FY 2012	FY 2013	FY 2014
	<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
	\$25,285	\$29,450	\$30,010

The DSS Center for Development of Security Excellence (CDSE) provides Security Education, Training, and Professionalization to security professionals within the DoD and industrial community. The CDSE has an extensive course catalog that offers over 100 training and education courses, including 12 newly released graduate level courses. In FY 2012, CDSE recorded 324,838 course completions, with a projected increase of 10% each year; estimated to be at 357,322 in FY 2013, and 393,054 in FY 2014. CDSE delivers services using a variety of platforms to include instructor-led courses, online courses, podcasts, videos, and webinars.

As part of the Security Professional Education and Development (SPeD) certification program that was launched in FY 2011, CDSE is responsible for complete development, implementation, and continual maintenance of SPeD certification. The associated tasks consists of defining DoD security skill standards, establishing career maps for DoD security professionals, developing certification diagnostic tools, and managing certification candidates.

CDSE's mission to professionalize the workforce and be the premier provider of security education, training, and certification provides a common, unifying means to prepare security professionals across the DoD and Industry for their significant role in protecting critical assets and National Security information.

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I. Description of Operations Financed (cont.)

d. Counterintelligence Program (CI):

<u>Dollars in Thousands</u>		
<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
\$23,872	\$28,597	\$29,136

The DSS provides CI support to the National Industrial Security Program (NISP). The DSS CI mission is to "identify unlawful penetrators of the cleared Defense Industrial Base (DIB)." That means providing support to 13,500+ cleared facilities that support 1.2 million workers. The DSS CI mission works with a full range of U.S. Government Departments, Military Services and Agencies as follows:

- Identifies known and suspected collectors engaged in illegal or suspicious acts related to defense technology and refers information to federal investigative and operational agencies for exploitation; and educates cleared contractor employees on the threat.
- Identifies vulnerabilities and threats (internal and external to DSS) and facilitates the exchange of security and CI-related information between DSS components.
- Informs cleared DIB and U.S. Government agencies and officials of the Foreign Intelligence Entity (FIE) threats and the U.S. DoD technology in their charge.
- Publishes: Annual Trends; Quarterly Trends; Company Assessments; Technology and Program Assessments; Target Country Assessments; Intelligence Information Reports and analysis based on reports of suspicious contacts.
- Supports federal law enforcement agencies targeting intelligence operators, terrorists and criminals attempting to steal U.S. Defense technology; the Defense Intelligence Agency's Campaign and Castle programs; the U.S. Intelligence Community; the FBI Strategic Partnership Program; the Annual Report to Congress.

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

Operational Support Activities

1. Management HQ Activities:

<u>Dollars in Thousands</u>		
FY 2012	FY 2013	FY 2014
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
\$42,536	\$39,280	\$39,105

The DSS Headquarters enables mission execution through management of strategic priorities common to all initiatives within the agency and ensures direct service support to field operations. These functions provide critical management support devoted to keeping the daily operations of DSS in line with the agency's motto of "mission first, people always". The support consists of financial management, acquisitions and contracting support, human capital management, legal advice and assistance through the general counsel and inspector general, public affairs, security maintenance of facilities, strategic management, logistical and property management.

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I. Description of Operations Financed (cont.)

2. Office of the Chief Information Officer (OCIO):

Dollars in Thousands		
FY 2012	FY 2013	FY 2014
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
\$48,839	\$48,610	\$49,533

The OCIO supports both the Automated Information Systems (AIS) and the communications infrastructure. The OCIO delivers critical mission support services by providing, protecting, and defending DSS information systems, resources and assets. This is accomplished through sustaining mission systems which includes ongoing support and maintenance of legacy systems (i.e., Industrial Security Facilities Database (ISFD), and the Security Training, Education and Professionalization Portal (STEPP) that are integrated components. The OCIO funding provides for IT infrastructure for DSS HQ, 58 field locations nationwide, and mobile workers which include desktops, networks (Joint Worldwide Intelligence Communications System- JWICS, Non-secure Internet Protocol Router Network-NIPR Net, and Secure Internet Protocol Router Network - SIPR NeT), Service Desk operations, and a Call Center that supports the needs of information system end users.

II. Force Structure Summary:

N/A

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III. Financial Summary (\$ in thousands)

			FY 2013				
			<u>Congressional Action</u>				
A. <u>BA Subactivities</u>	<u>FY 2012</u>	<u>Budget</u>				<u>Current</u>	<u>FY 2014</u>
	<u>Actual</u>	<u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Estimate</u>	<u>Estimate</u>
Center for Development of Security Excellence Counterintelligence Program	25,285	29,450				29,450	30,010
Industrial Operations and Policy	23,872	28,597				28,597	29,136
Management HQ Activities	110,366	119,685				119,685	125,589
Office of Chief Information Officer	42,536	39,280				39,280	39,105
PSI for Industry	48,839	48,610				48,610	49,533
Total	252,193	241,040				241,040	278,000
	503,091	506,662				506,662	551,373

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III. Financial Summary (\$ in thousands)

	Change <u>FY 2013/FY 2013</u>	Change <u>FY 2013/FY 2014</u>
B. <u>Reconciliation Summary</u>		
Baseline Funding	506,662	506,662
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	506,662	
Fact-of-Life Changes (2013 to 2013 Only)		
Subtotal Baseline Funding	506,662	
Supplemental		
Reprogrammings		
Price Changes		8,529
Functional Transfers		-6,002
Program Changes		42,184
Current Estimate	506,662	551,373
Less: Wartime Supplemental		
Normalized Current Estimate	506,662	

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2013 President's Budget Request (Amended, if applicable)		506,662
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2013 Appropriated Amount		506,662
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2013 Baseline Funding		506,662
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2013 Estimate		506,662
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2013 Normalized Current Estimate		506,662
6. Price Change		8,529
7. Functional Transfers		-6,002
a. Transfers In		
b. Transfers Out		
1) DoD Central Adjudication Facilities (CAF) Consolidation	-5,874	
Transfer of 76 Full Time Equivalents (FTE) from the Defense Industrial Security Clearance Office (DISCO) to Washington Headquarters Services (WHS) for consolidation of a single DoD Central Adjudication Facility (CAF) (FY 2013 Baseline \$119,685; -76 FTEs)		
2) Legislative Affairs Consolidation	-128	
Transfer one Full Time Equivalent to centralize legislative affairs function within the Office of the Assistant Secretary of Defense for Legislative		

**Defense Security Service
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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases		Amount	Totals
Affairs (OASD/LA) (FY 2013 Baseline \$39,280; -1 FTEs)			
8. Program Increases			42,184
a. Annualization of New FY 2013 Program			
b. One-Time FY 2014 Increases			
c. Program Growth in FY 2014			
1) Personnel Security Investigations for Industry (PSI-I)		37,277	
Increase in funding will support the estimated Office of Personnel & Management (OPM) background investigations of industry personnel initial and periodic checks, national agency checks, single scope inquiries and special background investigations required in order to perform work on classified contracts in support of national security which have increased steadily over the past several years in accordance with Overseas Contingency Operations (OCO) and intelligence reforms mandated by the Intelligence Reform and Terrorism Prevention Act (IRPTA). (FY 2013 Baseline \$241,040; +0 FTEs)			
2) Industrial Operation and Policy Program		4,907	
Increase in funding provides mission directed oversight to meet cleared industry's requirements with regard to persistent classified information vulnerability mitigation and threat countermeasures. Provides Secure Internet Protocol Router Network (SIPRNet) capability to DSS field operating locations nationwide to enable secure mission execution, NISP oversight to safeguard classified information and IT networks across the Defense Industrial Base (DIB). (FY 2013 Baseline \$119,685; +39 FTEs)			

Defense Security Service
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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
9. Program Decreases		
a. Annualization of FY 2013 Program Decreases		
b. One-Time FY 2013 Increases		
c. Program Decreases in FY 2014		
FY 2014 Budget Request		551,373

Defense Security Service
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Fiscal Year (FY) 2014 Budget Estimates

IV. Performance Criteria and Evaluation Summary:

1. National Industrial Security Program (NISP)

NISP Performance Measure #1: Facilities of Interest (FIL) Inspections Completed.

Comments: IFSO provides oversight and support for 13,500+ industry facilities with over 1,000,000 cleared personnel performing on the most sensitive warfighter-critical programs. The 13,500+ cleared facilities are geographically dispersed across the United States and range from small consulting firms with part-time, inexperienced security managers to the largest manufacturing and research and development plants in the United States with large professional security staffs, but possessing large amounts of highly classified information and hugely complex security requirements. The geographic dispersion of the work and widely varying complexity of the cleared industry facilities provides DSS a unique challenge to meet industry's security requirements or provide the required expertise and oversight. ISFO prioritizes its mission responsibilities based on a Facilities of Interest List (FIL) incorporating the value of a contractor's program, seriousness of known threats, and vulnerabilities to security programs. In short, we have focused our workforce on the highest risk facilities.

FY2012 Estimate	FY Assessments Completed	Facilities Overdue Assessments	Facilities Not Overdue Assessments	Total Amount of Facilities	% Assessments Completed/Not Overdue	GOAL	BELOW GOAL
FIL1	1822	54	0	1876	97.1%	100%	2.9%
FIL2	1894	162	399	2455	93.4%	100%	6.6%
FIL3	1298	169	522	1989	91.5%	95%	3.5%
FIL4	3071	664	3480	7215	90.8%	95%	4.2%
Total	8085	1049	4401	13535	92.2%	98%	5.8%

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IV. Performance Criteria and Evaluation Summary:

NISP Performance Measure #2: Average Information System Accreditation Cycle Time.

Comments: This output performance measure displays the average number of days for the DSS to issue an accreditation that enables a contractor information system to process classified information. Accreditation cycle time for each system processed is determined by comparing the date an information system security plan is received by the DSS to the date the DSS issues an accreditation for that system. The actual average number of days it takes to complete an accreditation is calculated by taking the combined number of calendar days it takes to complete all of the accreditations divided by the number of accreditations completed. The agency is currently meeting the monthly goal of 20 days for performance across FY2012.

Average Information System Accreditation (days)	Oct 2011	Nov 2011	Dec 2011	Jan 2011	Feb 2011	Mar 2012	Apr 2012	May 2012	Jun 2012	Jul 2012	Aug 2012	Sep 2012
Monthly Target	20	20	20	20	20	20	20	20	20	20	20	20
Actual Average	18	17	16	12	12	12	14	9	17	16	17	18
# Accredited 45 days	25	9	19	5	9	9	12	2	7	16	17	25

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IV. Performance Criteria and Evaluation Summary:

NISP Performance Measure #3: Percent of Initial Adjudications completed within an average of 20 days. (Functional transfer to WHS in FY 2014)

Comments: This output performance measure for the DSS Personnel Security Clearance Program indicates the total number of initial adjudications processed by the Defense Industrial Security Clearance Office (DISCO) that contribute to a 20 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 20 days.

Initial Adjudications Completed in 20 Days	Oct 2011	Nov 2011	Dec 2011	Jan 2012	Feb 2012	Mar 2012	Apr 2012	May 2012	Jun 2012	Jul 2012	Aug 2012	Sept 2012
Target	20	20	20	20	20	20	20	20	20	20	20	20
Actual (fastest 90%)	12.8	8.0	7.7	14.0	7.6	7.7	8.7	9.7	4.5	4.2	3.4	5.6
# Completed for 20 Day Average (fastest 90%)	10,022	9,436	9,984	11,093	10,080	10,535	7,601	10,157	10,223	8,550	9,606	7,626
Total # Completed	11,136	10,484	11,093	12,326	11,200	11,705	8,445	11,285	11,359	9,500	10,673	8,473

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IV. Performance Criteria and Evaluation Summary:

NISP Performance Measure #4: Percent of Periodic Reinvestigation Adjudications completed within an average 30 days. (Functional transfer to WHS in FY 2014)

Comments: This output performance measure for the DSS Personnel Security Clearance Program indicates the total number of reinvestigation adjudications processed by the Defense Industrial Security Clearance Office (DISCO) that contribute to a 30 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 reinvestigation of personnel security clearance within an average of 30 days.

Reinvestigation Adjudications Completed	Oct 2011	Nov 2011	Dec 2011	Jan 2012	Feb 2012	Mar 2012	Apr 2012	May 2012	Jun 2012	Jul 2012	Aug 2012	Sept 2012
Target	30	30	30	30	30	30	30	30	30	30	30	30
Actual (fastest 90%)	17.0	9.4	10.3	12.0	7.9	4.8	8.6	7.1	17.3	4.1	3.0	5.2
# Completed for 30 Day Average (fastest 90%)	2,238	1,242	1,760	3,026	1,947	2,905	1,467	2,618	3,171	3,368	2,642	2,038
Total # Completed	2,487	1,380	1,955	3,362	2,163	3,228	1,630	2,909	3,523	3,742	2,936	2,264

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IV. Performance Criteria and Evaluation Summary:

2. Center for Development of Security Excellence (CDSE)

CDSE Performance Measure #1: Requested FY 2012 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 available resources.

Requested FY2012 Course Iterations Scheduled	Oct 2011	Nov 2011	Dec 2011	Jan 2012	Feb 2012	Mar 2012	Apr 2012	May 2012	Jun 2012	Jul 2012	Aug 2012	Sep 2012
Cum Monthly Schedule	3	13	18	24	31	41	50	57	67	74	83	87
Requested Total for FY2012	89	92	94	96	98	101	104	105	108	109	110	111

The CDSE program is taking action to increase its capacity to accommodate the needs of the security community, prioritizing courses based on instructor availability and program requests.

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IV. Performance Criteria and Evaluation Summary:

CDSE Performance Measure #2: Required Active Course Inventory.

Comments: This output performance measure provides the actual number of active courses in inventory compared with the total number of active courses required by the security community. In FY 2012, 18 additional courses and 25 condensed WEB courses were developed which included courses required during the annual call and high priority requests.

Required Active Course Inventory FY2012	Oct 2011	Nov 2011	Dec 2011	Jan 2012	Feb 2012	Mar 2012	Apr 2012	May 2012	Jun 2012	Jul 2012	Aug 2012	Sep 2012
Total Actual Active Course Inventory	91	91	92	92	93	94	94	95	96	97	100	104
FY2012 Total Course Inventory Requirement	109	109	109	109	109	109	109	109	109	109	109	109
% of Actual vs. Required Course Inventory	83%	83%	84%	84%	85%	86%	86%	87%	88%	89%	92%	95%

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IV. Performance Criteria and Evaluation Summary:

3. Counterintelligence (CI):

CI Performance Measure #1: Annual Rate of Identification (efficiency/output).

The CI Directorate mission is the identification of known or suspected penetrators of cleared industry and to articulate the threat to cleared industry. Based on data accumulated over the past three fiscal years, DSS assess that approximately 2500 threats occur per year within cleared industry that warrant investigation by a federal law enforcement of intelligence agency or offer opportunities for exploitation against countries of interest targeting cleared industry. Approximately 25% (625) involve potential insider threats described as personnel with a clearance or attempting to gain a clearance displaying potential espionage indicators or potential under the influence or control of a foreign entity. The remaining 75% (1875) are attempts to gain access to sensitive or classified US technologies by foreign entities. DSS CI efficiency measures the success rate to assess and refer to LE/CI organizations actionable referrals leading to suspected or known penetrators. DSS CI's FY2012 efficiency rate goal was 3.0 known or suspected collectors within cleared industry per CI resource.

Comments: The DSS CI mission is to identify known or suspected (k/s) collectors of classified information and technology resident in the cleared U.S Industrial Base in support of the National Industrial Security Program (NISP). The CI Directorate assists cleared industry in recognizing and reporting foreign contacts and collection attempts and in applying threat-appropriate countermeasures; provides threat information to cleared industry; assists DoD Components and 25 other federal agencies with ensuring protection of critical research and technology resident in cleared industry; and refers

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IV. Performance Criteria and Evaluation Summary:

all cases of CI interest to the appropriate DoD or USG investigative or operational department or agency.

	FY 2012				FY2013 - *Projection			
	Dec 2011	Mar 2012	Jun 2012	*Sep 2012	*Dec 2012	*Mar 2013	*Jun 2013	*Sep 2013
Rate of ID per Ave Available CI Resource*	3.58	4.13	4.68	4.94	5.30	5.80	6.20	6.70
Number of k/s Illegal Penetrators Identified (most recent 12-months)	519	581	636	657	752	815	877	939
Number of Illegal Penetrators k/s identified FYTD	114	284	467	657	234	469	704	939
Average Available (FTE) CI Resource	145	141	136	133	140	140	140	140

* Calculating the Rate of Identification: The annual rate of identification is calculated monthly as of the last day of each month. To calculate the rate, divide the k/s collectors identified for the most recent 12-month period (as of the last day of a month) by the "average available" CI resources. "Average available resources" is the average number of FTEs assigned to CI over the same 12-month period.

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<u>V. Personnel Summary</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	Change FY 2012/ FY 2013	Change FY 2013/ FY 2014
<u>Civilian End Strength (Total)</u>	868	918	879	50	-39
U.S. Direct Hire	868	918	879	50	-39
Total Direct Hire	868	918	879	50	-39
<u>Civilian FTEs (Total)</u>	874	918	879	44	-39
U.S. Direct Hire	874	918	879	44	-39
Total Direct Hire	874	918	879	44	-39
Average Annual Civilian Salary (\$ in thousands)	124.3	126.8	127.3	2.5	.5
 <u>Contractor FTEs (Total)</u>	 <u>110</u>	 <u>99</u>	 <u>99</u>	 <u>-11</u>	 <u>0</u>

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

		Change			Change		
OP 32 Line	FY 2012	FY 2012/FY 2013		FY 2013	FY 2013/FY 2014		FY 2014
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	108,604	262	7,446	116,312	1,018	-5,492	111,838
106 Benefit to Fmr Employees	41	0	19	60	0	0	60
199 Total Civ Compensation	108,645	262	7,465	116,372	1,018	-5,492	111,898
308 Travel of Persons	6,175	124	-386	5,913	112	-425	5,600
399 Total Travel	6,175	124	-386	5,913	112	-425	5,600
696 DFAS Financial Operation (Other Defense Agencies)	844	140	-139	845	110	-111	844
699 Total DWCF Purchases	844	140	-139	845	110	-111	844
771 Commercial Transport	997	20	1	1,018	19	0	1,037
799 Total Transportation	997	20	1	1,018	19	0	1,037
912 Rental Payments to GSA (SLUC)	8,828	177	-475	8,530	162	0	8,692
914 Purchased Communications (Non-Fund)	17,780	356	-57	18,079	344	0	18,423
917 Postal Services (U.S.P.S)	343	7	-58	292	6	0	298
920 Supplies & Materials (Non-Fund)	7,781	156	1,406	9,343	178	0	9,521
921 Printing & Reproduction	376	8	-269	115	2	0	117
922 Equipment Maintenance By Contract	10,040	201	-391	9,850	187	0	10,037
923 Facilities Sust, Rest, & Mod by Contract	5,224	104	2,690	8,018	152	0	8,170
925 Equipment Purchases (Non-Fund)	10,275	206	135	10,616	202	0	10,818
932 Mgt Prof Support Svcs	15,514	310	-953	14,871	283	-1,275	13,879
934 Engineering & Tech Svcs	19,446	389	-688	19,147	364	0	19,511
957 Other Costs (Land and Structures)	2,307	46	-2,353	0	0	0	0
959 Other Costs (Insurance Claims/Indmnties)	94	2	-96	0	0	0	0
960 Other Costs (Interest and Dividends)	3	0	-3	0	0	0	0
987 Other Intra-Govt Purch	272,342	5,447	-7,121	270,668	5,143	43,485	319,296
989 Other Services	16,077	322	-3,414	12,985	247	0	13,232
999 Total Other Purchases	386,430	7,731	-11,647	382,514	7,270	42,210	431,994

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		Change			Change		
	FY 2012	<u>FY 2012/FY 2013</u>		FY 2013	<u>FY 2013/FY 2014</u>		FY 2014
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
Total	503,091	8,277	-4,706	506,662	8,529	36,182	551,373

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Fiscal Year 2014 Budget Estimates

Defense Threat Reduction Agency (DTRA)



April 2013

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**Defense Threat Reduction Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates**

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

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

	FY 2012	Price	Program	FY 2013	Price	Program	FY 2014
	<u>Actual</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
DTRA	432,521	6,445	4,416	443,382	7,089	-6,062	444,409

I. Description of Operations Financed: The Defense Threat Reduction Agency's (DTRA) mission is to safeguard the United States and its allies from global weapons of mass destruction (WMD) threats by integrating, synchronizing and providing expertise, technologies, and capabilities across all operating environments.

The threat to the nation's security presented by WMD is immediate, persistent, growing, and evolving. The current National Security Strategy (NSS) states "...there is no greater threat to the American people than weapons of mass destruction." Enhancing the Nation's capabilities to counter the proliferation of WMD is a priority of the New Defense Strategy. The DTRA's mission space is associated with, and supports five of the 11 primary mission areas identified for the United States (U.S.) Armed Forces in the Defense Planning Guidance. Additionally, the last Quadrennial Defense Review (QDR) identifies initiatives to provide an integrated, layered defense network to respond to WMD threats. This ensures the most effective and efficient barriers to WMD are in place to protect the homeland and our key allies/national interests. Countering WMD (CWMD) is in the forefront of national and defense priorities and is the DTRA's sole focus.

The DTRA is the Department of Defense's (DoD) designated Combat Support and Defense Agency for countering WMD. In this role, the DTRA executes national counter WMD (CWMD) missions, while synchronizing interagency and international efforts across the full spectrum of nonproliferation; counterproliferation, and consequence management activities. Additionally, the DTRA's Director leads the United States Strategic Command

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

Center for Combating WMD (SCC-WMD) in a dual-hatted role. The SCC-WMD supports the development of DoD doctrine, organization, training, material, leadership and education, personnel, and facilities solutions to combating WMD (CWMD) challenges. Moreover, SCC-WMD synchronizes DoD components' CWMD-related planning efforts. The DTRA FY 2014 budget request sustains the Department's investment in protecting the nation from WMD threats.

The DTRA's budget request responds to warfighter needs and supports its chartered responsibilities and national commitments. These focus on: support to the Combatant Commands; arms control treaty obligations; international cooperative efforts to interdict WMD; nuclear deterrence support; research and development (R&D) across the chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) spectrum; and support to other US Government (USG) agencies.

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."

Narrative Explanation of Changes:

The FY 2014 budget request reflects an overall increase of \$1.0 million when compared to the FY 2013 current estimate. This net adjustment includes a price adjustment of +\$7.1 million; functional transfers of +\$8.9 million and +\$0.4 million; program increases of +\$4.4 million and program decreases of -\$19.8 million. In FY 2014, the U.S. Army will transfer resources to the DTRA to consolidate nuclear treaty compliance-related resources under the new Nuclear Arms Control Technology Program (NACT) in an effort to improve program integration and execution and the Under Secretary of Defense (Acquisition, Technology & Logistics) will transfer resources to the DTRA for audit readiness acceleration activities.

Defense Threat Reduction Agency
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I. Description of Operations Financed (cont.)

The FY 2014 DTRA budget request reflects reductions in travel, contractor services, printing, and reproduction consistent with Department efficiencies. The Agency remains focused upon the quality of services that we provide to our customers. In the face of rapidly growing and evolving countering WMD requirements, DTRA will continue to work to achieve the right balance across our mission portfolio and ensure support for the highest priorities.

Defense Threat Reduction Agency
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I. Description of Operations Financed (cont.)

A. Nonproliferation Activities:

	<u>\$ in thousands</u>		
	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
New Strategic Arms Reduction Treaty (NST) Missions	8,230	8,954	8,311
Conventional Armed Forces in Europe (CFE) Missions	6,148	7,535	6,226
Chemical Weapons Convention (CWC) Missions	1,380	3,344	3,279
Open Skies (OS) Missions	3,576	4,173	4,102
International Counterproliferation Program (ICP)	9,472	10,239	9,927
Secretary of Defense Support	2,758	2,654	2,667
Defense Treaty Inspection Readiness Program	996	789	723
Regional Security Engagement (RSE) Program	3,462	2,713	2,706
Civilian Personnel Payroll	<u>26,295</u>	<u>29,859</u>	<u>29,377</u>
Total	62,317	70,260	67,318

Note: Civilian payroll costs include personnel support costs for all Nonproliferation Activities to include the Cooperative Threat Reduction Program.

As an integral part of the U.S. national security strategy and an essential element of nonproliferation efforts, arms control activities enhance confidence in treaty and agreement compliance through effective inspection, monitoring, and verification. In addition, arms control activities contribute to a more stable and calculable balance of world power.

The U.S. seeks to reduce the threat from WMD in a number of ways, particularly through treaty and non-treaty efforts to control, safeguard, and eliminate existing weapons. As the focal point for U.S. treaty implementation, the DTRA executes current arms control

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I. Description of Operations Financed (cont.)

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, Balkans, South Asia, Southeast Asia, and Africa). The DTRA arms control mission directly enhances the U.S. security interests.

The three primary objectives of the DTRA arms control activities 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 nonproliferation 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.

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I. Description of Operations Financed (cont.)

The DTRA continues its efforts to carry out the inspection, escort, and monitoring provisions of the New Strategic Arms Reduction Treaty (NST), 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, and experience including the International Counterproliferation Program (ICP); support for the Dayton Peace Accords; Biological Weapons Convention (BWC); the Vienna Document 2011 (VD11) 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 Technical Equipment Inspection Program (TEI); and the Defense Treaty Inspection Readiness Program (DTIRP).

The DTRA budget submission for nonproliferation arms control activities provides support for the full range of treaty implementation requirements and reflects the latest revision to treaty entry-into-force (EIF) dates, as well as the latest assumptions for inspection and compliance requirements.

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I. Description of Operations Financed (cont.)

<u>TREATY/PROGRAM</u>	<u>BUDGET TREATY ASSUMPTIONS</u>	<u>ENTRY-INTO-FORCE</u>
New START Treaty (NST)		EIF 5 Feb 2011
Conventional Armed Forces in Europe (CFE)		EIF 17 Jul 1992
Chemical Weapons Convention (CWC)		EIF 29 April 1997
Open Skies (OS)		EIF 1 Jan 2002
International Counterproliferation Program		EIF 1 Dec 1996
Plutonium Production Reactor Agreement (PPRA)		EIF 23 Sept 1997
Small Arms and Light Weapons (SALW) Program		EIF 1st Qtr FY 2003
Intl Atomic Energy Agency Additional Protocol		EIF January 2009
Regional Security Engagement (RSE) Program		EIF 2 May 2011

1) New Strategic Arms Reduction Treaty (NST) Missions:

The DTRA mission includes inspection 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 New START Treaty (NST) was signed in April 2010, was ratified, and entered into force on 5 February 2011. The DoD has directed the DTRA to implement the on-site inspection and escort provisions of the treaty.

Under the Plutonium Production Reactor Agreement, the DTRA continues to perform inspections and escort missions to monitor U.S. and Russian Shutdown Reactors, as well as

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I. Description of Operations Financed (cont.)

conducting inspections to monitor Russian Plutonium Oxide Storage Facilities. 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.

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. has 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.

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 immediately fulfill its treaty implementation and compliance responsibilities in the event Russia resumes operations. The DTRA inspectors and escorts continue to be fully engaged in inspecting and escorting teams from the remaining 29 State Parties of the Treaty.

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I. Description of Operations Financed (cont.)

This program includes the DTRA support to Confidence and Security Building Measures (CSBM) inspections and evaluations associated with the Vienna Document 2011. 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 nonproliferation 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) and related ordnance are properly secured, managed, and that excess stockpiles are destroyed. The DTRA teams perform assessments of arms, ammunition and explosives, provide technical advice, and present U.S./International best practices through Physical Security and Stockpile Management training.

The CFE program also 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.

Other activities supported by this program include data management functions such as Global Exchange of Military Information (GEMI), United Nations Transparency in Armaments (UNTIA), and the Wassenaar Arrangement.

3) Chemical Weapons Convention (CWC) Missions:

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I. Description of Operations Financed (cont.)

Resources for the CWC are required to accomplish escort activities in support of international inspectors from 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 CWC escort missions to include systematic inspections of DoD chemical weapons storage facilities, the DoD single small scale facility, and the protective purposes facility, short-duration inspections of recovered chemical weapons and miscellaneous CW materials, and training and preparation for support of CWC Challenge Inspections.

Funding for this program includes Technical Equipment Inspections (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.

4) Open Skies (OS) Missions:

The Open Skies missions are part of 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 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.

5) International Counterproliferation Program (ICP):

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I. Description of Operations Financed (cont.)

The DoD International Counterproliferation Program (ICP) is a congressionally mandated program that combines cooperative efforts of the DoD/Federal Bureau of Investigation (FBI) and DoD/Department of Homeland Security, Immigrations and Customs Enforcement (ICE) /Customs and Border Protection (CBP), in which DoD is the lead agency. The ICP's traditional partner nations are located in the Baltics, the Caucasus region, Eastern Europe, the Balkans, and Central Asia. These partners have worked with ICP since 1996 and agreed to work with the U.S. to stem the proliferation of WMD and have been the primary regions of focus for this program. In September 2011, the Secretary of Defense directed ICP to expand its engagement to South Asia, Southeast Asia, and Africa (excluding Egypt). The ICP initiated engagement with 16 partner nations located in Africa and Southeast Asia in FY 2012 and plans to continue this expansion to eventually reach all 63 nations identified in the September 2011 guidance.

The ICP is the primary tool for the Geographic Combatant Commands (GCC) to apply in their theater security cooperation strategy to combat trafficking of WMD and related material. Funding permits ICP to engage partner nations that have made the commitment to work cooperatively with the U.S. by providing specialized training 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 nations 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. The ICP also operates the ICP Resource and Training Portal. This unique Internet resource providing partner nations access to a wealth of ICP training material as well as combating WMD information resources.

6) Secretary of Defense Support:

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I. Description of Operations Financed (cont.)

The DTRA provides technical, analytical, and administrative support to the Office of the Secretary of Defense Treaty Managers.

7) Defense Treaty Inspection Readiness Program (DTIRP):

The DoD has designated the DTRA as the lead agent for the Defense Treaty Inspection Readiness Program (DTIRP). 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 as required and services from DoD and other agencies to provide specially trained personnel, analyses, and educational activities.

8) Regional Security Engagement (RSE) Program:

The Regional Security Engagement (RSE) Program's mission is to create an international Community of Practice made up of national security professionals who share a common understanding and approach to countering weapons of mass destruction (WMD). The RSE Program fosters engagement of national security professionals at the O-5 to O-7 level (and civilian equivalent) through strategic dialogue, information sharing and identification of international best practices. The RSE Program supports Combatant Commander Theater campaign plans for countering WMD.

The RSE Program has established a cost-sharing model combining multiple program sponsors and capabilities to include the Threat Reduction Engagement Program, Combating Terrorism Fellowship Program, Cooperative Defense Initiative, and the Defense Security Cooperation

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I. Description of Operations Financed (cont.)

Agency (DSCA). The RSE Program leverages the Regional Centers (under DSCA and associated with National Defense University) for regional expertise and logistical support.

	<u>\$ in thousands</u>		
	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
B. <u>WMD Combat Support and Operations:</u>	173,435	170,152	180,176

The DTRA provides combat and warfighter support to the Joint Chiefs of Staff (JCS), the Combatant Commanders (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 also supports the DoD for programs that provide oversight for DoD nuclear matters; providing expert and responsive DoD nuclear mission support to the Office of the Secretary of Defense (OSD), Joint Staff, COCOMs, and the Services. The DTRA successfully collaborates with the National Nuclear Security Administration (NNSA) and other interagency partners and programs, supporting the viability and credibility of the US Strategic Deterrent, the forward deployed deterrent, and their transformation into the 21st century. Additionally, the DTRA's operational programs are closely tied with its research, development, test and evaluation programs

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I. Description of Operations Financed (cont.)

that provide technical support to DoD components and other organizations (as appropriate) in areas related to WMD and designated advanced weapons.

Within the WMD Combat Support and Operations budget activity, the prominence of combat and warfighter support to the COCOMs continues to increase because of the continued threat of WMD attacks against the U.S., its partners and interests, and continued U.S. counterterrorism operations. The requirements of the national strategies, Quadrennial Defense Review (QDR), the Guidance for Development of the Force (GDF), the Nuclear Posture Review (NPR), Guidance for the Employment of the Force, and the Unified Command Plan (UCP) continue to be integrated into this sub-activity group. Moreover, the DTRA has placed emphasis on meeting emerging threats and leveraging strategic planning principals to assist in long range planning efforts of the DTRA combat support mission providing a starting point for future operational endeavors. The DTRA is continuing to expand combat support missions to be dual-purposed, synergistic, and closely aligned with joint operational efforts, providing a foundation for transformational initiatives within the WMD arena.

The DTRA executes a number of programs within the WMD Combat Support and Operations sub-activity group. The Balanced Survivability Assessment (BSA) program is executed in accordance with DoD Instruction 3000.08 and under the authority of the Under Secretary of Defense for Acquisition, Technology, and Logistics (USD (AT&L)). The BSA teams conduct mission survivability assessments of critical and vital U.S. and Allied national/theater mission systems, networks, architectures, infrastructures, and assets. The BSAs focus on mission continuity and assess against a broad spectrum of threats including accidents, natural disasters, technological failure, information system attacks, terrorists, radio frequency weapons, sabotage, and weapons of mass destruction (WMD). The BSA teams identify mission vulnerabilities and recommend ways to mitigate or eliminate them. They

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I. Description of Operations Financed (cont.)

also provide senior USG and DoD leaders and managers with a long-term investment strategy for risk management. The BSAs provide an all-hazard assessment capability to support survivability of key systems and facilities that support OSD, COCOMs, and other DoD and Federal Agencies. Examples include support to USSTRATCOM's diverse roles in Global Command and Control; Space Operations; Global Strike; Combating WMD; Integrated Missile Defense; Information Operations, Intelligence, Surveillance and Reconnaissance; and Strategic Deterrence. The BSA teams also provide technical support such as the review of planning activities for new facilities to ensure that mission survivability is considered prior to construction and conducting smaller assessments that focus on specific survivability issues. Additionally, the DTRA supports 2010 Post-Minot Nuclear Surety efforts by providing BSAs on the Nuclear Command and Control System (NCCS), critical communication systems, nuclear weapons storage sites and operational bases, and other nuclear related sites.

The DoD Red Team program performs vulnerability analyses of DoD and non-DoD assets, operations, and facilities. The DoD Red Team provides a unique assessment capability simulating an independent, multidisciplinary adversary and performs all assessments entirely from an adversarial perspective emulating threats ranging from well-funded terrorist organizations to foreign intelligence services. The DoD Red Team program gives our clients a unique assessment as they provide a true "outside looking in" perspective. Unlike other assessments, the DoD Red Team uses no insider information, and only the client's senior leadership and a few trusted agents are aware of the effort. Utilizing the full spectrum of identified adversarial capabilities limited only by legal requirements and restrictions mandated by the client, this level of effort provides a ground truth perspective of the client's protection programs.

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I. Description of Operations Financed (cont.)

The Joint Staff Integrated Vulnerability Assessments (JSIVA) program 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 the DTRA, in its capacity as a Combat Support Agency, to provide direct field support and perform JSIVAs 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/installation vulnerability to terrorist operations and the means of reducing mass casualties and damage to mission-essential resources. These assessments include: (1) Terrorist Operations; (2) Security Operations; (3) Structural Engineering (4) Infrastructure Engineering; (5) Emergency Management-CBRNE and (6) Information Operations. The JSIVA teams examine specific installations and provide the installation commander with realistic judgments regarding vulnerabilities to terrorist actions. Suggestions for both procedural and technical options to mitigate those vulnerabilities are also provided. In addition, support includes providing mobile training teams in support of J3 DDAT/HD to train COCOM, Service, and Defense Agency personnel on antiterrorism, emergency management, CBRNE, and critical infrastructure protection 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 for issues related to antiterrorism, and develops semi-annual common observation presentations to assist the JCS in gauging the implementation of DoD policies.

The NIMBLE ELDER program provides the COCOMs with Technical Support Groups (TSGs) who are either forward deployed or rapidly deploy across the globe to provide the COCOMs and other U.S. Government Agencies with the capability to counter WMD threats. The TSGs provide equipment, training, scientific (on-site Subject Matter Expertise (SME)), technical, and operational support to COCOM designated, search forces and, if necessary,

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I. Description of Operations Financed (cont.)

can assist their personnel in operations. In FY 2011, the program was expanded to begin fielding and manning two new TSGs with the intent they are fully equipped and manned by the end of FY 2014. The TSGs bring a 24/7 reachback capability through the DTRA Operations Center (DTRA/OC) with a linkage to numerous U.S. Government Laboratories (additional SMEs).

The DTRA provides pre-incident site characteristic packages through its Contingency Response Survey program to COCOMs to aid in a crisis response to recapture critical infrastructure, or to support consequence management planning. A Chairman, Joint Chiefs of Staff (CJCS) Concept Plan (classified) directs this program. By conducting these surveys, DTRA monitors requirements, tracks suspenses, and receives feedback from customers by way of exercise or tabletop reviews to improve the packages. The DTRA standard is to provide timely and accurate survey analysis and products tailored to customer needs within 90 to 180 days of collecting survey data, depending on product scope. These surveys are detailed tactical planning tools, which include: 3-D modeling; in-depth narrative descriptions; imagery; architectural blueprints, facility photos; mission specific infiltration and exfiltration information (air and ground); critical routes; positions for site exploitation; and breaching data. In FY 2012, eight Contingency Response Surveys were completed and eight Contingency Response Surveys will be completed each year in FY 2013 and FY 2014 respectively.

The DTRA's Nuclear Logistics Operations Support program 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. This program also provides OSD, Joint Staff, COCOMs, Services, Department of Energy (DOE), and the National Nuclear Security Administration (NNSA) with nuclear weapons experts in the area of maintenance,

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I. Description of Operations Financed (cont.)

safety, Joint Nuclear Weapon Publications, logistics, policy, and technical subject-matter expertise.

The Nuclear Surety program provides support to DoD by providing expertise related to nuclear policy, security, planning, studies and reports. It also supports the DTRA efforts to support specific nuclear physical security RDT&E and Use Control efforts. The program also enables the execution of force-on-force exercises (i.e., MIGHTY GUARDIAN) to appropriately evaluate OSD policies to ensure the nuclear stockpile's security.

The Defense Threat Reduction University (DTRU) program supports the operations of the Defense Nuclear Weapons School (DNWS) to develop and orchestrate the delivery of essential WMD training and knowledge management efforts for DoD. It also executes courses that familiarize the U.S. nuclear community with the national nuclear weapons stockpile and the nuclear weapons program. Additionally, the DNWS provides training to the global nuclear community in nuclear weapons accident and incident response procedures. The DNWS maintains the only DoD radioactive field training sites, as well as both an extensive classified and unclassified nuclear weapons instructional museum to enhance the comprehensive training. The DNWS trains students from all levels of the 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.

The Defense Threat Reduction Information Analysis Center (DTRIAC) program supports the archiving of all scientific and technical (STINFO) information related to nuclear test programs, and acquiring, digesting, analyzing, evaluating, synthesizing, storing, publishing and disseminating scientific and technical data pertaining to all of DTRA's

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I. Description of Operations Financed (cont.)

mission areas to support other DoD and government agencies, the military Services and DoD contractors.

The Defense Nuclear Surety Inspection program enables the DTRA to provide independent assessments of nuclear capable Air Force and Navy units to ensure that nuclear missions are conducted in a safe, secure and reliable manner. It also supports the DTRA's efforts to provide Personnel Reliability Program (PRP) Staff Assistance Visits (SAVs) as well as training and development for a wide array of customer needs.

The WMD Combat Support and Operations sub-activity group also supports the 24 hour/7 day Technical Reachback and Joint Operations Center capability. Technical Reachback is a core group of specialized CBRNE-trained 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. The SME personnel coordinate with the DTRA Joint Operations Center and remote continuity of operations (COOP) sites to provide direct responses to the majority of Requests for Information (RFIs) coming into the DTRA. Most of these requests require modeling a variety of operational and exercise scenarios related to WMD.

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 exercises that prepare the Geographic Combatant Commanders (GCCs) to respond to a foreign WMD attack or accidental release. The training effort focuses primarily on three scenarios: 1) mitigating the effects of a WMD attack or accidental release that impacts U.S. Forces or installations overseas; or 2) providing assistance to

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I. Description of Operations Financed (cont.)

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 DTRA provides on-call, world-wide deployable Consequence Management Advisory Teams (CMAT) to provide on-site technical and scientific subject-matter experts, planners, and hazard prediction modeling support to Combatant Commanders responding to catastrophic incidents involving weapons of mass destruction. A CMAT team consists of a two-man core of Consequence Management WMD response advisors that is augmented as the situation dictates from other assets within the Agency. These assets include, but are not limited to, Public Affairs and General Counsel legal advisors. The DTRA has a standing Inter-Service Support Agreement with the Armed Forces Radiobiology Research Institute (AFRRI) to provide radiation health physicists and radiation physicians to the CMAT when required. The CMAT members deploy with their own support equipment consisting of military gear, weapons, computers, and communications packages.

The Consequence Management Assistance Program (CMAP) recognizes that time, distance, and process, create a critical gap in a COCOM's response capability during the first 96 hours of a CBRNE incident. Accordingly, CMAP directly improves the capabilities of partner nations during the early phases of an incident through a robust Building Partnership Capacity strategy. Through engagements, workshops, and exercises the CMAP improves the capabilities of partner nations to effectively respond to CBRNE incidents. The CMAP coordinates with the Combatant Commands and the Department of State to assess and identify key partner nations with which to engage.

Further, the 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

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I. Description of Operations Financed (cont.)

exposures of DoD personnel in U.S. atmospheric nuclear testing (1945-1962) and the post-war occupation of Hiroshima and Nagasaki, Japan.

	<u>\$ in thousands</u>		
	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
C. <u>U.S. Strategic Command (USSTRATCOM) Center for Combating Weapons of Mass Destruction</u>	12,009	12,126	11,791

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 providing Combating WMD CBRNE SMEs, 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 training, assessing and exercising capabilities to combat WMD.

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I. Description of Operations Financed (cont.)

Efforts that focus on enhancing combating WMD (CWMD) include: planning synchronization, training and exercises, 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 CWMD expertise critical for deliberate strategic and contingency planning, operational support, facilitates the integration of DTRA-unique capabilities, and provides situational awareness for integrating and synchronizing efforts across the Department to support national CWMD objectives.

\$ in thousands

D. Core Mission Sustainment:

<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
184,760	190,844	185,124

The DTRA Core Mission Sustainment 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 (spanning five appropriations/\$3.0B portfolio). The strong enabling functions, which comprise the Core Mission Sustainment Activities program, are the foundation of everything the DTRA does to safeguard America and its allies from WMD by reducing the present threat and preparing for future threats. Functions include: information management; resource management; security and asset protection; acquisition and logistics management; strategic planning; and providing the safety, security, and efficiency necessary for mission success. Activities funded in this budget subactivity group also provide for the essential management, planning, administration of management headquarters functions, and operational and administrative support to all the DTRA functional organizations.

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I. Description of Operations Financed (cont.)

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.

II. Force Structure Summary:

Not Applicable

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III. Financial Summary (\$ in thousands)

	FY 2013						
			Congressional Action				
	FY 2012	Budget				Current	FY 2014
A. <u>BA Subactivities</u>	<u>Actual</u>	<u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Estimate</u>	<u>Estimate</u>
1. Nonproliferation Activities	62,317	70,260				70,260	67,318
2. Weapons of Mass Destruction Combat Support & Operations	173,435	170,152				170,152	180,176
3. USSTRATCOM Center for Combating WMD	12,009	12,126				12,126	11,791
4. Core Mission Sustainment	184,760	190,844				190,844	185,124
Total	432,521	443,382				443,382	444,409

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III. Financial Summary (\$ in thousands)

	Change <u>FY 2013/FY 2013</u>	Change <u>FY 2013/FY 2014</u>
B. <u>Reconciliation Summary</u>		
Baseline Funding	443,382	443,382
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	443,382	
Fact-of-Life Changes (2013 to 2013 Only)		
Subtotal Baseline Funding	443,382	
Supplemental		
Reprogrammings		
Price Changes		7,089
Functional Transfers		8,900
Program Changes		-14,962
Current Estimate	443,382	444,409
Less: Wartime Supplemental		
Normalized Current Estimate	443,382	

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2013 President's Budget Request (Amended, if applicable)		443,382
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2013 Appropriated Amount		443,382
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2013 Baseline Funding		443,382
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2013 Estimate		443,382
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2013 Normalized Current Estimate		443,382
6. Price Change		7,089
7. Functional Transfers		8,900
a. Transfers In		
1) Nuclear Arms Control Technology Program (NACT)	8,900	
In FY 2014, the U.S. Army will transfer resources to the DTRA to consolidate nuclear treaty compliance- related resources under the Nuclear Arms Control Technology Program (NACT) in an effort to improve program integration and execution. This transfer reflects an increase of \$8.9 million and 5 civilian FTE's. (FY 2013 Baseline \$0; +5 FTEs)		
8. Program Increases		4,845
a. Annualization of New FY 2013 Program		
b. One-Time FY 2014 Increases		
c. Program Growth in FY 2014		

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C. Reconciliation of Increases and Decreases	Amount	Totals
1) Civilian Payroll This increase reflects the net adjustment of +32 FTEs in FY 2014 for the Defense Acquisition Workforce Development Fund positions transferring to the DTRA civilian manpower program, offset by a reduction of -3 FTEs to support the Department's consolidation of all legislative affairs function within the Office of the Assistant Secretary of Defense for Legislative Affairs. (FY 2013 Baseline \$156,051; +29 FTEs)	3,791	
2) Threat Intelligence & Assessments This increase provides funding to support the Situational Awareness Program through continuous situational awareness of State, non-State and emerging WMD capabilities worldwide. This program increase supports activities related to situational awareness/technical intelligence information and subject matter experts to develop timely, tailored products aiding identification, characterization, and tracking of existing and emerging WMD threats worldwide. (FY 2013 Baseline \$2,269; +0 FTE)	654	
3) Audit Readiness Acceleration Activities In FY 2014, the Under Secretary of Defense (Acquisition, Technology & Logistics) will transfer resources to the DTRA for audit readiness acceleration activities. This transfer reflects an increase of \$0.4 million. (FY 2013 Baseline \$0; +0 FTEs)	400	
9. Program Decreases		-19,807
a. Annualization of FY 2013 Program Decreases		
b. One-Time FY 2013 Increases		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
1) Information Technology Modernization This decrease reflects adjustments for a one-time life cycle replacement equipment purchase programmed in FY 2013 in support of DTRA's Enterprise Computing Environment. The FY 2014 program reflects the appropriate sustainment level. The consolidation of two infrastructure development projects via planned efficiency initiatives in the Mission Enclave Support have been completed; the transition from the Fort Belvoir supported phone service to Voice-Over-Internet-Protocol phone service will be phased in during FY 2014. (FY 2013 Baseline \$12,673; +0 FTE)	-4,825	
2) Nimble Elder The Nimble Elder program provides the COCOMS with Technical Support Groups (TSGs) who are either forward deployed or rapidly deployed across the globe to provide the COCOMs and other U.S. Government Agencies with the capability to counter WMD threats. In FY 2011, the program was expanded to begin fielding two new TSGs (Centcom TSG and Africom TSG) with the intent that they would be fully equipped and manned by FY 2014. This program decrease represents a one time adjustment to bring the program to a steady state level. (FY 2013 Baseline \$15,881; +0 FTE)	-2,696	
3) Financial Management Support In FY 2012, the Agency transitioned to a new financial system, the Defense Agencies Initiative (DAI). FY 2012 and FY 2013 funding supported the anticipated surge required for implementation of DAI. This decrease represents an adjustment to reflect the	-668	

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C. Reconciliation of Increases and Decreases	Amount	Totals
Agency's transition to a level, sustained program beginning in FY 2014. (FY 2013 Baseline \$8,373; +0 FTE)		
c. Program Decreases in FY 2014		
1) Civilian Workload Analysis	-3,842	
This reduction of -28 civilian full-time equivalents (FTEs) is consistent with the Department's overall intent to reduce its workforce structure. DTRA's civilian FTE reduction reflects an analytically based workforce-to-workload review, designed to preserve mission essential skills and capabilities to support the warfighter. (FY 2013 Baseline \$156,051; -28 FTEs)		
2) Arms Control Activities	-3,247	
This reduction reflects a decrease of contract support for the Small Arms Light Weapons program, which impacts the number of planned missions for FY 2014. Reductions were made in the areas of language and technical training, the number of required Department of Energy training courses, and contract support for short notice, urgent taskings and requirements. (FY 2013 Baseline \$70,260; +0 FTE)		
3) Core Mission Sustainment	-1,763	
This decrease represents a reduction in contractor services costs to core mission sustainment activities associated with efforts related to the Department's efficiencies guidance. (FY 2013 Baseline \$3,066; +0 FTE)		
4) Classified Programs	-1,587	
This adjustment reflects a decrease in contract support to the Insider Threat Mission. Further		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
details associated with this program are classified.		
5) Nuclear Surety Program	-1,179	
This program provides support to the DoD by providing subject matter expertise related to nuclear policy, security, planning, studies and reports. It also enables the execution of force-on-force exercises to appropriately evaluate OSD policies to ensure nuclear stockpile security. This decrease reflects a reduction in the number of Mighty Guardian Force-on-Force Exercises from one every year to one every other year. The number of Nuclear Surety Enhancement Program projects also decreases from 15 to 14 total. (FY 2013 Baseline \$2,362; +0 FTE)		
FY 2014 Budget Request		444,409

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IV. Performance Criteria and Evaluation Summary:

A. Nonproliferation Activities:

<u>Type of Mission</u>	<u>Number of Missions</u>		
	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
New Strategic Arms Reduction Treaty			
Inspection Activity	18	18	18
Escort Activity	21	21	19
Mock Missions	6	6	4
Plutonium Production Reactor Agreement			
Inspection Activity	6	7	7
Escort Activity	2	2	2
Mock Missions	0	0	0
Conventional Armed Forces In Europe Treaty/1*			
Inspection Activity	24	28	28
Escort Activity	10	30	30
Mock Missions	11	12	12
Chemical Weapons Convention/2			
Escort Activity	12	7	7
Mock Missions	6	7	7
Open Skies Treaty			
Inspection Activity	17	17	19
Escort Activity	6	10	15
Mock Missions	4	7	7
International Counterproliferation Program/3	38	35	40
International Atomic Energy Agency	12	14	14
Small Arms and Light Weapons Program/4	46	36	25
Regional Security Engagement Program/5	5	9	9

*There is not a direct correlation between CFE dollars and workload. See note 1.

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IV. Performance Criteria and Evaluation Summary:

1) Conventional Armed Forces in Europe (CFE) Treaty - The Russian Federation suspended CFE activities in 2007. The Russian Federation has the legal right to resume and continue treaty verification operations at any time, so the DTRA must plan on that possibility. FY 2012 workload was lower than originally planned due to the continuing Russian moratorium. Ukraine, all other non-NATO former Warsaw Pact countries, and countries that were once Soviet Union Republics are still active participants in the CFE regime. Projected FY 2013 and FY 2014 workload takes into account the possibility of resuming the full level of CFE activities should the Russian Federation lift its suspension. While the DTRA is required to plan for this possible resumption of activities to the full level allowed by the treaty, the DTRA has assumed some risk where prudent by not entirely budgeting for the full level of Russian Federation CFE activities. The DTRA is committed to fully executing treaty requirements in the event the Russian Federation lifts its suspension in CFE activities. The DTRA inspectors and escorts continue to be fully engaged in inspecting and escorting teams from the remaining 29 State Parties of the Treaty. The projected workload also accounts for the Vienna Document 2011 (VD11) inspections and escorts which have active Russian participation, Dayton Peace Accord activities that the USG is required to conduct, as well as training for inspectors and USEUCOM components that will face inspections from other treaty and VD11 signatories. Inspection and escort activities are determined by quota allocation meetings that are held shortly before the beginning of each treaty year.

2) Chemical Weapons (CW) Convention - The destruction of nearly 90 percent of the United States Government chemical weapons stockpile was achieved in FY 2012. Chemical weapons storage, Schedule 1, preparation for Challenge Inspection, and other missions continue in the interim. However, training operations will need to intensify to maintain deployment mission readiness and proficiency with the reduced frequency of real world missions and to prepare for future continuous destruction monitoring operations.

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IV. Performance Criteria and Evaluation Summary:

3) International Counterproliferation Program (ICP) - The Secretary of Defense directed ICP to expand outside its traditional area of engagement in the former Soviet Union, Eastern Europe, the Baltics, the Caucasus region, and the Balkans to begin ancillary engagement in Southeast Asia, and Africa (excluding Egypt) in September 2011. The ICP further anticipates incorporating cost-saving efficiency measures such as shifting from bilateral to regional engagement and increasing combined missions (accomplishing policy meetings, assessments, and training during the same trip). The program is undergoing a full curriculum review which is anticipated to result in a significant reduction in the amount (and cost) of equipment provided to partner nations by ICP. Future years will witness a systematic expansion into the new regions with a corresponding reduction of events in the traditional ICP partner nations.

4) Small Arms and Light Weapons (SALW) program - Reduces proliferation by assisting foreign governments with improving the security, safety and management of state-controlled stockpiles of man-portable air defense systems (MANPADS), other small arms and light weapons, and conventional ammunition. Teams of SALW experts provide foreign governments with assessments and technical advice as well as orientation seminars on international best practices for physical security and stockpile management (PSSM). By securing and managing these assets, DTRA/SALW efforts diminish the availability of arms, ammunition, and explosives to terrorists and insurgents, reduce regional exposure to destabilizing cross-border weapons transfers, and minimize the risk of catastrophic ammunition accidents.

5) Regional Security Engagement (RSE) Program - This program includes two types of events: Regional Combating Weapons of Mass Destruction Symposiums and seminars on

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IV. Performance Criteria and Evaluation Summary:

Combating Weapons of Mass Destruction and Terrorism. The RSE events are structured as multi-lateral strategic dialogues among national security professionals representing anywhere from 13-29 nations. The goal of the program is to raise awareness of threats and discuss best practices, in a collaborative and professional environment, and to develop a community of interest of national security professionals who can reach across agency, ministerial, and international boundaries to cooperatively address critical global security issues related to CWMD. The RSE program conducted pilot events in December 2010 and April 2011, and five events in FY 2012. Nine events (three seminars and six symposia) are scheduled for FY 2013 to include the first in-region symposium, held in the Kingdom of Saudi Arabia. The increase in workload reflects the growth of the program to full capacity. The RSE program developed a collaborative cost and labor sharing model with the Regional Centers associated with National Defense University, which allows RSE to deliver quality engagement events at a minimal cost. The RSE has also developed funding partnerships with the DTRA Cooperative Threat Reduction (CTR) Engagement Program, the Office of the Secretary of Defense Combating Terrorism Fellowship Program and the Cooperative Defense Initiative Program as executed by the Geographic Combatant Commands. The planned workload for FY 2014 is nine events in every Geographic Combatant Command.

B. WMD Combat Support and Operations:

Number of Missions

	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
1) Inspection of Nuclear-Capable Units	17	17	18

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IV. Performance Criteria and Evaluation Summary:

Provides OSD and Joint Staff with independent assessments of nuclear weapon capable units and assurances that missions are safely, securely and reliably conducted. Provides 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 worldwide by COCOMs and Services. This includes monitoring the status of weapons, weapon issues, and components; 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, the importance of which 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 using the Defense Integration and Management of Nuclear Data Services (DIAMONDS) in order to track and account for nuclear weapons stockpile status and develop a system for units to account for, track, and inventory Nuclear Weapons Related Material (NWRM). DIAMONDS is provided to decision makers at the Joint Staff, COCOMs, MAJCOMS, DOE, OSD, and the Deputy Assistant for the Secretary of Defense for Nuclear Matters (DASD NM) to access information on nuclear weapons stockpiles. The DTRA manages the Joint Nuclear Weapons Publication System (JNWPS) for DoD and DOE which provides technical and policy guidance, and processes/procedures for all nuclear weapons and weapon systems. The DTRA provides experts in the area of nuclear weapons sustainment; nuclear weapons policy and procedures; maintenance; safety; JNWPS technical procedures; logistics; material acquisition support and procurement; cataloging; and disposal and dismantlement for the day-to-day sustainment of the nuclear deterrent.

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IV. Performance Criteria and Evaluation Summary:

3) Nuclear Policy - The DTRA 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, National Security Presidential Directive NSPD-28, Committee of Principals, others) and oversight committees in sustaining and modernizing the nuclear deterrent force and countering the nuclear threat. These continuing 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) to support policy and other decision makers in the maintenance of the U.S. and NATO nuclear deterrent and extended deterrence including implementation. Additionally, the DTRA functions as the 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 nuclear and radiological incident preparedness planning, training, and national-level exercises, with other Federal and international agencies where the potential exists for a radiological accident/incident, as directed by DoD Directives 3150.08 and 5105.62, Under Secretary of Defense letter, and Chairman, Joint Chiefs of Staff (CJCS) tasking through yearly JCS worldwide exercise schedules. Exercise costs are training objective/location dependent, (e.g., MIDNIGHT CHALLENGE exercises or CONUS Field Training Exercises (FTX), could involve approximately 125 participants compared to large exercises such as Nuclear Weapons Accident Incident Exercise 2011 (NUWAIX '11) involving up to 1,800 participants. The DTRA assists in Federal, State, and local responses to radiological emergencies as outlined in applicable DoD Directives, and will continue its assistance in accordance with the National Response Framework. The DTRA has worked diligently to strengthen the CONUS nuclear weapon incident response capability and will

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IV. Performance Criteria and Evaluation Summary:

continue to maintain it while providing additional emphasis on EUCOM nuclear weapon response capabilities in accordance with applicable directives and instructions. Additionally, 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 Foreign Consequence Management (FCM) 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 and United States Pacific Command to plan, design, and conduct consequence management exercises with domestic scenarios. The DTRA assists in Federal, State, and local responses to CBRNE emergencies as outlined in applicable DoD Directives and US Northern Command and US Pacific Command plans. The DTRA assists foreign governments in building 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 and size dependent. As directed by DOD Directive 5105.62, the DTRA maintains, trains, and equips deployable Consequence Management (CM) advisory teams to assist COCOM's CM operations, by providing technical expertise in CM planning, hazard prediction modeling, and support.

6) Consequence Management Assistance Program (CMAP) recognizes that time, distance, and process creates a critical gap in a COCOM's response capability during the first 96 hours of a CBRN incident. Accordingly, CMAP directly improves the capabilities of partner nations during the early phases of an incident through a robust Building Partnership Capacity strategy. Through engagements, workshops, and exercises the CMAP improves the capabilities of partner nations to effectively respond to CBRN incidents. The CMAP

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IV. Performance Criteria and Evaluation Summary:

coordinates with the Combatant Commands and the Department of State to assess and identify key partner nations with which to engage. In FY 2013 CMAP will initiate regional activities in AFRICOM (Uganda and Kenya) while building on its prior year engagements in the Philippines, South Korea, Thailand, Malaysia, and Indonesia for the Pacific Command (PACOM) and in Bahrain, Jordan, Kuwait, Qatar, and the United Arab Emirates for the Central Command (CENTCOM). Many of the CENTCOM CMAP events will be conducted in conjunction with Cooperative Threat Reduction (CTR) program activities, particularly those consequence management activities and skills which are not covered by CTR. In this way the two programs will complement their efforts in this volatile region.

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IV. Performance Criteria and Evaluation Summary:

7) The measurable criteria of planned exercises are:

	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
a) Number of Nuclear Weapons Accident/Incident Exercises:			
1. Field Training Exercises (FTX)	3	3	3
2. Command Post Exercises (CPX)	3	3	3
3. Table Top Exercise (TTX)	16	16	20
4. Leadership Orientation Seminars (SEM)	10	16	13
b) Number of Consequence Management Exercises:			
1. Field Training Exercise (FTX)	5	7	9
2. Command Post Exercises (CPX)	7	7	8
3. Table Top Exercise (TTX)	24	27	29
4. Leadership Orientation Seminars (SEM)	10	11	13
c) Number of Special Exercises:			
1. Field Training Exercise (FTX)	10	12	14
2. Foreign, Service, and Agency Exercises	3	7	7
3. Leadership Orientation Seminars (SEM)	3	2	2
d) Number of Consequence Management Assistance Program (CMAP)Activities:			
1. CM Assessment Visits	12	3	6
2. CM Capability Improvement Seminars (CIS)	6	29	29
3. CM Table Top Exercise (TTX)	3	9	12

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IV. Performance Criteria and Evaluation Summary:

	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
4. CM Leadership Orientation Seminars (SEM)	4	3	6

8) Joint Staff Integrated Vulnerability Assessments (JSIVA) teams conduct independent anti-terrorism-specific vulnerability assessments of DoD installations and sites. These teams 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 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
<u>JSIVA Sites Visited</u>			
EUCOM	11	8	9
NORTHCOM	44	65	48
PACOM	8	2	9
CENTCOM	6	6	8
SOUTHCOM	0	4	2
JFCOM	0	0	0
TRANSCOM	0	0	0
STRATCOM	0	0	0
AFRICOM	<u>3</u>	<u>2</u>	<u>4</u>
Total Visits Conducted	72	87	80
 COCOM AT Program Reviews	 2	 0	 0
Mobile Training Team	11	10	10

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IV. Performance Criteria and Evaluation Summary:

The 72 assessments in FY 2012 equated to 83 assessment weeks. This is due to the size of some installations that necessitate multiple week assessments. For example, the USAG Japan consists of ten installations and facilities combined under one command for Force Protection purposes. The JSIVA duration was extended to accommodate the increase in scope. The planning for FY 2013 includes 87 assessments (95 assessment weeks); for FY 2014 the JSIVA schedule includes 80 assessments, however, the number of weeks involved will not be determined until the COCOMs have finalized their nominations.

9) The DTRA conducts Balanced Survivability Assessments (BSA) of U.S. and Allied systems focusing on vital and critical national/theater mission systems and recommends mitigation techniques for mission vulnerabilities. The BSAs are typically two weeks in length, but can vary depending on the size and complexity of the system being assessed. In FY 2012, 13 BSAs were conducted; and in FY 2013, 13 BSAs are scheduled to be conducted. For planning purposes, 13 BSAs will be conducted in FY 2014.

In FY 2013, the DoD Red Team performance expanded from four major assessment programs to five full time programs and began establishing requirements and plans for a sixth full time program. In FY 2013, funding supports a Priority 1 customer, two COCOM assessment programs, and two DoD Agency Programs. In FY 2014, five major DoD Red Team assessments will be performed.

10) Defense Threat Reduction University (DTRU):

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IV. Performance Criteria and Evaluation Summary:

The DTRU develops and orchestrates the delivery of essential WMD training and knowledge management efforts for DoD. The DTRU is composed of the DNWS and the 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 DoD and other federal, state, and local agencies. In FY 2013 and FY 2014, the DNWS will teach approximately 130 in-residence courses, 30 Partnership Training & Education Program (PTEP) courses (100 modules) and other presentations, 12 Distance Learning (DL) courses (2,500 classes) and 20 Mobile Training Team (MTT) visits each year. The DNWS will also host 6 courses conducted by other Joint Directorate. Approximately 175 Nuclear Weapons Instructional Museum (NWIM) tours, both classified and unclassified, will be conducted. The DNWS is partnered with the Joint Knowledge Development and Distribution Capability (JKDDC), who currently hosts four DNWS courses on the Joint Knowledge Online (JKO) website. During FY 2013 and FY 2014, the DNWS will continue development and refinement of web-based Nuclear Enterprise 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 tasked with the Homeland Defense. The DNWS is accredited by the American Council on Education (ACE), which has granted college credit for 10 of the school's courses. In FY 2013 and FY 2014, the DNWS will consider DNWS college partnerships in other geographic educational regions, and explore the possibility of DNWS courses becoming part of other colleges' degree and certificate programs.

The DTRIAC is the key DoD source of information and analysis on DTRA-related topics - specifically nuclear weapons effects and conventional weapons testing. The DTRIAC

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IV. Performance Criteria and Evaluation Summary:

maintains a specialized nuclear knowledge library which is of key importance to the Research and Development community. 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, weapons test, technical, scientific, and other information collected throughout the world vital to the CBRNE community.

The DTRIAC collection, located on Kirtland Air Force Base, Albuquerque, NM, has over 3,000,000 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, other types of records dating from 1944 to present, and are irreplaceable due to treaty-based restrictions on nuclear weapons testing. A major DTRIAC initiative is the Scientific and Technical Information Archival and Retrieval System (STARS) upgrade to the Next Generation STARS. This new system will allow for metadata and full-text searching of documents contained in the DTRIAC collection and will be able to link with the databases of other agencies such as the Defense Technical Information Center (DTIC) and its Information Analysis Centers (IACs) and the Department of Energy's Office of Scientific and Technical Information (OSTI). Also, the DTRIAC expects to conduct over 12,000 on-line inquiries, respond to over 10 FOIAs, support 1,400 telephonic and email inquiries, and conduct tours of the document and film areas in support of visitors in the scientific community. In FY 2014, the DTRIAC expects to reduce workload in document cataloging and digitization due to continued investment in advanced automation efforts.

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IV. Performance Criteria and Evaluation Summary:

Defense Nuclear Weapons School:

<u>Student Projections</u>	<u>Combatant Commands</u>			<u>Non-Combatant Commands</u>		
	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
USA Active	475	482	489	18	19	20
USA Reserve	25	26	26	0	0	0
USA Guard	121	123	125	0	0	0
USAF Active	860	873	866	23	24	25
USAF Reserve	30	31	32	0	0	0
USAF Guard	73	74	75	0	0	0
USN Active	288	292	296	4	3	3
USN Reserve	0	0	0	0	0	0
USMC Active	369	375	381	0	0	0
USMC Reserve	0	0	0	0	0	0
Other DoD	49	50	51	543	551	559
Non-DoD	<u>82</u>	<u>84</u>	<u>85</u>	<u>514</u>	<u>522</u>	<u>530</u>
Total	2,372	2,410	2,426	1,102	1,119	1,137
Combatant Commands	2,372	2,410	2,426			
Non-Combatant Commands	<u>1,102</u>	<u>1,119</u>	<u>1,137</u>			
GRAND TOTAL by Year	3,474	3,529	3,563			

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IV. Performance Criteria and Evaluation Summary:

Defense Nuclear Weapons School:

Student Projection by Number of Contact Hours

	<u>Combatant Commands</u>			<u>Non-Combatant Commands</u>		
	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
USA Active	14,720	14,941	15,165	188	191	194
USA Reserve	770	782	794	0	0	0
USA Guard	4,387	4,453	520	0	0	0
USAF Active	25,261	25,640	26,025	350	355	360
USAF Reserve	255	259	263	0	0	0
USAF Guard	2,865	2,908	2,952	0	0	0
USN Active	9,309	9,449	9,591	80	81	82
USN Reserve	0	0	0	0	0	0
USMC Active	11,687	11,862	12,040	0	0	0
USMC Reserve	0	0	0	0	0	0
Other DoD	241	245	249	2,568	2,607	2,646
Non-DoD	<u>1,791</u>	<u>818</u>	<u>1,845</u>	<u>10,811</u>	<u>10,973</u>	<u>11,138</u>
Total	71,286	71,357	69,444	13,997	14,207	14,420
Combatant Commands	71,286	71,357	69,444			
Non-Combatant Commands	<u>13,997</u>	<u>14,207</u>	<u>14,420</u>			
GRAND TOTAL by Year	85,283	85,564	83,864			

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IV. Performance Criteria and Evaluation Summary:

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 Office of the Secretary of Defense, the Department of Veterans Affairs (VA), the Department of Justice (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 493,000 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 2400 per year),

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IV. Performance Criteria and Evaluation Summary:

4. Level of effort to support outreach activities (approximately 2,500 outgoing phone calls per year),
5. Level of effort to support the VBDR, and
6. Number of cases pending. As a result of public outreach efforts, the number of cases pending increased from 131 in FY 2011 to 1,021 in FY 2012. The number of pending cases at the end of FY 2013 is projected to be 200, returning the VBDR program to an optimal steady state.

The primary performance criteria are:

1. Case processing time of less than 6 months (FY 2011 average: 41 days); due to an increase of 679% for pending cases, the FY 2012 average increased to 65 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).

12) Technical Reachback and Joint Operations Center - 24/7 CWMD Command and Control and Technical Support Area have transferred to the WMD Combat Support and Operations subactivity group for appropriate program execution. The DTRA supports SCC-WMD, COCOMs and other mission partners with situational awareness/technical intelligence information and SMEs available through a 24/7 technical support center for Reachback and the Joint Operations Center. The DTRA fuses all-source intelligence with information from

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IV. Performance Criteria and Evaluation Summary:

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. Technical Reachback and Joint Operations Center products include:

- Monitoring and participating in CWMD exercises and real-world missions, focusing on capturing and incorporating lessons learned
- 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
- Net-centric capabilities utilizing High Performance Computers will continue to allow Technical Reachback to provide decision support for pandemic influenza scenarios for DoD customers.

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IV. Performance Criteria and Evaluation Summary:

The table below captures the number of technical support requests expected through FY 2014 for the support described above.

	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
EUCOM	51	58	60
NORTHCOM	135	80	80
PACOM	132	160	175
CENTCOM	113	60	60
SOUTHCOM	2	5	6
TRANSCOM	3	5	6
STRATCOM	277	225	250
SOCOM	24	32	36
AFRICOM	2	4	5
Intelligence Community	23	35	40
National Guard	166	160	165
DHS	5	20	25
Joint Staff	21	15	16
OSD	21	20	22
HHS	4	15	20
Air Force	76	65	70
Navy	116	135	140
Marines	33	45	50
Army	40	45	50
Others	<u>119</u>	<u>190</u>	<u>200</u>
Total	1,363	1,374	1,476

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IV. Performance Criteria and Evaluation Summary:

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 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, Combatant Commanders 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, and
4. Providing situational awareness, finished intelligence information and technical support.

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.

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IV. Performance Criteria and Evaluation Summary:

Planning, Capability Based Assessments and Interagency Coordination: This area supports the SCC-WMD and the COCOMs with CWMD-related deliberate and crisis action planning efforts.

Planning: The DTRA provides CWMD planning expertise to the Combatant Commanders (COCOMs), Joint Staff (JS), Office of the Secretary of Defense (OSD), DoD components, and Interagency in the formulation/execution of CWMD policy, doctrine, and global, regional, theater campaign, contingency, and crisis action planning efforts. The DTRA supports USSTRATCOM and SCC-WMD in synchronizing planning for DoD CWMD in coordination with other COCOMs, the Services, and as directed, appropriate U.S. Government organizations. Specifically, the DTRA provides continuous and deployment capable planning support to:

- COCOMs in developing/reviewing/revising:
 - Theater Strategies and Theater Campaign Plans
 - Theater-wide regional CWMD and other Global functional campaign plans
 - CWMD portions of SECDEF and CJCS directed contingency plans
- USSTRATCOM for development/refinement of DoD Global CWMD Concept Plan
- SECDEF directed DTRA Campaign Support Plans
- OSD and JS in policy and doctrine development
- OSD and JS by developing DTRA/SCC-WMD Continuity of Operations plans
- 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

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IV. Performance Criteria and Evaluation Summary:

The DTRA's more tailored planning support includes:

- Full-spectrum, dynamic CWMD planning functions to conduct an analysis of existing plans and assist COCOMs in creating new WMD-related plans/annexes/appendices
- Three deployable Plans Teams with unique capabilities to support COCOMs and other designated organizations during contingency/crisis action planning

Capability Based Assessments: Advocate for desired materiel and non-materiel CWMD solutions for the warfighter by assessing current and future CWMD requirements and making recommendations on aligning resources with prioritized DoD requirements and acquisition needs. Responsible for development of CWMD-related Joint Capabilities Integration and Development System (JCIDS) documents and subsequent staffing through associated JCIDS processes. FY 2014 products include:

- Developing various Initial Capabilities Documents (ICDs)
- Refinement and continued development of the CWMD Advocacy Support Tool (CAST), providing an integrated view of the validated Warfighter Requirements and/or identified CWMD needs and providing visual linkages to CWMD-related Programs of Record, R&D/S&T activities, and other source documentation
- Developing Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities (DOTMLPF) analyses and associated Change Recommendations (DCRs)
- Manage and chair the DTRA Services Working Group (DSWG) increasing interface between DTRA/SCC-WMD and the CWMD Community of Interest (COI) within the Services

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IV. Performance Criteria and Evaluation Summary:

Interagency Coordination and Collaboration: The DTRA supports the SCC-WMD within DoD, across the U.S. Government (USG) and internationally in support of the USSTRATCOM Combating WMD (CWMD) mission. These efforts enhance and inform CWMD and CWMD-Terrorism operations where DoD has either a lead or supporting role. Operational Support further improves the whole-of-government CWMD approach by enabling close coordination with key USG Departments and Agencies. Activities include supporting WMD Counterproliferation-Interdiction planning, the Proliferation Security Initiative (PSI), DoD Consequence Management planning support to Civil Authorities, WMD elimination activities, and CWMD National Air and Maritime domain awareness threat response planning. These interagency and international efforts directly enhance capabilities. Types of support include:

- Supporting USG interagency processes for global WMD counterproliferation interdiction;
- Developing and supporting COCOMs CWMD strategies, operations, exercises and activities;
- Proliferation Security Initiative activities to build, enhance, and exercise whole of government WMD Counterproliferation-interdiction capabilities globally;
- Supporting DoD-USG CWMD synchronization efforts, USG Interagency Coordination Groups, and multi-lateral international activities;
- Developing and operating DoD-USG CWMD planning and training support tools such as the Interagency CWMD Database of Responsibilities, Authorities, and Capabilities (INDRAC) System.

Situational Awareness: This program provides:

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IV. Performance Criteria and Evaluation Summary:

- Continuous situational awareness of State, non-State and emerging WMD capabilities worldwide
- Daily Executive Intelligence Summaries
- Situational Reports (provided near real time as events occur)
- State program assessments to aid program and policy CWMD engagement strategies
- Emerging WMD Threat Assessments

D. DTRA Core Mission Sustainment:

The DTRA core mission sustainment activities include the full-range of essential operational support functions to sustain approximately 2,000 civilian and military personnel, operating from eight sites within the U.S. and 12 sites overseas, as they pursue worldwide missions in 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, transportation, shipping, equipment and material management to include physical plant equipment, facilities management, and civil engineering-related functions, and visual information support to the DTRA missions worldwide;

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IV. Performance Criteria and Evaluation Summary:

- Financial Management for approximately \$3.0 billion per fiscal year from five Defense-wide appropriations, using \$1.5 billion of the DTRA obligation authority and \$1.5 billion from the DoD Chemical-Biological Defense Program funding;
- Human resources management including the full range of personnel services for approximately 765 military and 1,303 civilian employees;
- Information Technology (IT) Support providing operational requirements and maintenance of the Local Area Network (LAN), the day-to-day operation of automation and equipment for approximately 2,000 government employees at 20 sites worldwide, and operating the telecommunications center to provide secure and non-secure communications worldwide;
- Environment, Safety and Occupational Health providing approximately 960 medical consultations and 1,500 medical record reviews annually, 250 radiation source shipments and 110 radiation source surveys, facility inspections, investigation of accidents, management of environmental remediation at the Nevada Test Site, and Agency-wide environmental stewardship efforts;
- Comprehensive Contract support and Acquisition Management to meet mission requirements, management of the DTRA's Small Business and Competition Programs, and manage, train and support the DTRA's Acquisition workforce;
- Security and other classified programs aimed at neutralizing the insider, terrorist, and threats directed against DTRA personnel;
- Activities, information, facilities, and cyberspace and a classified program that provides timely support tailored to DTRA requirements;
- As a result of the Legislative Affairs Consolidation Implementation approved by the Deputy Secretary of Defense on May 2, 2012, three civilian FTEs were withdrawn from

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IV. Performance Criteria and Evaluation Summary:

the DTRA and centralized within the Office of the Assistant Secretary of Defense for Legislative Affairs (OASD(LA)).

- 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, forms development/management, and administrative policies and procedures.
- Strategic Planning helps guide the workforce toward a common purpose, Agency vision, and mission, values and goals; applicable Strategic Management performance measurement reviews keep the Agency moving forward toward its strategic goals; assessment of the Agency's budget against its strategic criteria and provides Senior Leadership the information necessary to determine resource allocation decisions.

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<u>V. Personnel Summary</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>Change FY 2012/ FY 2013</u>	<u>Change FY 2013/ FY 2014</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>679</u>	<u>767</u>	<u>765</u>	<u>88</u>	<u>-2</u>
Officer	422	476	471	54	-5
Enlisted	257	291	294	34	3
<u>Reserve Drill Strength (E/S) (Total)</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>
Officer	1	1	1	0	0
<u>Civilian End Strength (Total)</u>	<u>1,273</u>	<u>1,297</u>	<u>1,303</u>	<u>24</u>	<u>6</u>
U.S. Direct Hire	1,273	1,297	1,303	24	6
Total Direct Hire	1,273	1,297	1,303	24	6
Memo: Reimbursable Civilians Included	99	134	134	35	0
<u>Active Military Average Strength (A/S) (Total)</u>	<u>679</u>	<u>679</u>	<u>678</u>	<u>0</u>	<u>-1</u>
Officer	422	422	418	0	-4
Enlisted	257	257	260	0	3
<u>Reserve Drill Strength (A/S) (Total)</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>
Officer	1	1	1	0	0
<u>Civilian FTEs (Total)</u>	<u>1,200</u>	<u>1,270</u>	<u>1,276</u>	<u>70</u>	<u>6</u>
U.S. Direct Hire	1,200	1,270	1,276	70	6
Total Direct Hire	1,200	1,270	1,276	70	6
Memo: Reimbursable Civilians Included	101	127	127	26	0
Average Annual Civilian Salary (\$ in thousands)	139.2	136.5	137.7	-2.7	1.2
 <u>Contractor FTEs (Total)</u>	 <u>500</u>	 <u>524</u>	 <u>512</u>	 <u>24</u>	 <u>-12</u>

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The DTRA has initiated a phased approach in FY 2013 to modify contracts as new contracts are issued or bilateral modifications are made to existing contracts. These modifications will direct private sector firms including sub-contractors to report actual direct labor hours and direct labor costs on all service contracts. The statement of work modification will require that direct labor hours/costs be reported into the Enterprise-wide Contractor Manpower Reporting Application (eCMRA). The DTRA will ensure that all contract services procured will be executed in accordance with the DoD requirements.

The net increase of +6 FTEs reflected in DTRA's civilian manpower program from FY 2013 to FY 2014 is the result of the following factors:

- +32 FTEs to support the Defense Acquisition Workforce Development Fund positions transferring to the DTRA civilian manpower program.
- +5 FTEs to support the transfer of the Nuclear Arms Control Technology Program from the Army.
- -28 FTEs in support of the Department's reduced workforce structure implementation.
- -3 FTEs in support of the Department's consolidation of all legislative affairs functions within the Office of the Assistant Secretary of Defense for Legislative Affairs.

The decrease of -2 military end strength billets from FY 2013 to FY 2014 is the result of agreements between the Army and DTRA to return 2 unfilled General Officer billets. Also, beginning in FY 2014, the Air Force and DTRA agreed to adjust the officer and enlisted end strength totals to match the Unit Manning Document.

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

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2012</u>	<u>FY 2012/FY 2013</u>		<u>FY 2013</u>	<u>FY 2013/FY 2014</u>		<u>FY 2014</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	152,253	367	3,431	156,051	1,365	849	158,265
107 Voluntary Sep Incentives	213	0	-213	0	0	0	0
121 PCS Benefits	549	0	-549	0	0	0	0
199 Total Civ Compensation	153,015	367	2,669	156,051	1,365	849	158,265
308 Travel of Persons	13,894	278	-884	13,288	252	166	13,706
399 Total Travel	13,894	278	-884	13,288	252	166	13,706
696 DFAS Financial Operation (Other Defense Agencies)	1,649	273	588	2,510	327	190	3,027
699 Total DWCF Purchases	1,649	273	588	2,510	327	190	3,027
702 AMC SAAM (fund)	3,747	262	238	4,247	115	145	4,507
771 Commercial Transport	826	17	-282	561	11	48	620
799 Total Transportation	4,573	279	-44	4,808	126	193	5,127
912 Rental Payments to GSA (SLUC)	527	11	-41	497	9	-173	333
913 Purchased Utilities (Non-Fund)	407	8	365	780	15	129	924
914 Purchased Communications (Non-Fund)	5,321	106	-1,204	4,223	80	-687	3,616
915 Rents (Non-GSA)	10,910	218	2,432	13,560	258	464	14,282
917 Postal Services (U.S.P.S)	109	2	33	144	3	7	154
920 Supplies & Materials (Non-Fund)	2,381	48	1,154	3,583	68	60	3,711
921 Printing & Reproduction	174	3	62	239	5	21	265
922 Equipment Maintenance By Contract	4,093	82	5,992	10,167	193	1,312	11,672
923 Facilities Sust, Rest, & Mod by Contract	5,643	113	-2,582	3,174	60	273	3,507
924 Pharmaceutical Drugs	6	0	8	14	1	2	17
925 Equipment Purchases (Non-Fund)	19,993	400	-5,949	14,444	274	-2,630	12,088
932 Mgt Prof Support Svcs	3,544	71	3,854	7,469	142	142	7,753
933 Studies, Analysis & Eval	24,688	494	-7,798	17,384	330	907	18,621
934 Engineering & Tech Svcs	0	0	2,911	2,911	55	392	3,358
937 Locally Purchased Fuel (Non-Fund)	926	78	23	1,027	-30	36	1,033

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		Change			Change		
	FY 2012	<u>FY 2012/FY 2013</u>		FY 2013	<u>FY 2013/FY 2014</u>		FY 2014
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
957 Other Costs (Land and Structures)	4,925	99	-5,024	0	0	0	0
960 Other Costs (Interest and Dividends)	67	1	-1	67	1	-30	38
964 Other Costs (Subsistence and Support of Persons)	8	0	21	29	1	-1	29
986 Medical Care Contracts	22	1	64	87	3	3	93
987 Other Intra-Govt Purch	13,412	268	4,241	17,921	340	4,748	23,009
989 Other Services	117,638	2,353	18,086	138,077	2,623	-7,549	133,151
990 IT Contract Support Services	44,596	892	-14,560	30,928	588	-4,886	26,630
999 Total Other Purchases	259,390	5,248	2,087	266,725	5,019	-7,460	264,284
Total	432,521	6,445	4,416	443,382	7,089	-6,062	444,409

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DEFENSE TECHNOLOGY SECURITY ADMINISTRATION



April 2013

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

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

	FY 2012	Price	Program	FY 2013	Price	Program	FY 2014
	<u>Actual</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
DTSA	33,611	310	1,398	35,319	468	-636	35,151

FY 2012 to FY 2013 Changes: Program changes include increase in Mark Center rent which was reduced by 50 percent in FY 2012 due to BRAC move. Civilian compensation - includes price change of \$310 thousand and program growth of \$1,398 thousand. The program growth includes the salary adjustment due to the hiring lag in FY 2012 to get to estimated cost for full civilian compensation for FY 2013.

FY 2013 to FY 2014 Changes: Reflects price change of \$468 thousand and program change of negative \$636 thousand. This reduction reflects the civilian pay raise rates, adjustment to management support contracts and reduction in operational cost.

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 friends and Allies. The DTSA's 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). Dual use technology facilitates development of legitimate commercial products, improving the overall defense industrial base of a country. The performance of these activities assists in setting policies and regulations to help achieve the DTSA goals to:

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I. Description of Operations Financed (cont.)

- 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.
- Facilitate the health of the U.S. industrial base.
- Align and utilize resources to support DTSA's mission.

For more information visit: <http://www.dtsa.mil>

In August 2011, the Secretary of Defense emphasized a key challenge facing the Department of Defense in reducing defense spending and improving controls over financial reporting. The DTSA implemented the Defense Agency Initiatives (DAI) to improve its financial reporting information, which resulted in realigning the presentation of the DTSA Directorates from its previous FY 2012 President's Budget Justification Estimates. The descriptions of operations financed reflect the realigned/renamed DTSA Directorates and their respective FY 2012 - FY 2014 Estimates.

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I. Description of Operations Financed (cont.)

Executive Operations:	FY 2012 <u>Actuals</u>	FY 2013 <u>Estimate</u>	FY 2014 <u>Estimate</u>
	1,461	1,530	1,555

The DTSA Director shall administer the development and implementation of DoD technology security policies on international transfers of defense-related goods, services, and technologies to ensure the following:

- critical U.S. military technological advantages are preserved;
- transfers that could prove detrimental to U.S. security interests are controlled and limited;
- proliferation of weapons of mass destruction and their means of delivery is prevented;
- diversion of defense-related goods to terrorists is prevented;
- legitimate defense cooperation with foreign friends and allies is supported; and
- the health of the defense industrial base is assured.

The Technology Security and Foreign Disclosure Office (TSFDO) falls under the Executive Directorate. In December 2010, the Deputy Secretary of Defense directed the establishment of the Technology Security and Foreign Disclosure Office (TSFDO) to harmonize and streamline top level and high level decisions for U.S. technology release requests. In accordance with this decision, DTSA is hosting, managing, and supporting the TSFDO to include providing partial manning, office space, security and logistical support. In order to accomplish its mission, TSFDO will consult with and provide guidance to DoD Technology Security and Foreign Disclosure (TS&FD) authorities; implement improved manual and automated procedures; coordinate and direct actions; conduct

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I. Description of Operations Financed (cont.)

screening and triage for prioritized requests; develop consolidated policy documents; frame issues for senior-level adjudication, appeal and decision; coordinate analyses for prioritized TS&FD issues; and conduct TS&FD policy and process outreach across the TS&FD community.

Technology Security Policy:	FY 2012	FY 2013	FY 2014
	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
	4,386	4,580	4,661

The Technology Security Policy (TSP) is operated under Policy Directorate (PD). This Directorate is organized into three divisions, focusing on: regional issues; multilateral negotiations and intra/extra-governmental liaison to partners in government and industry; and strategic issues (including intelligence assessments). The Directorate's personnel support, lead, develop, implement, and monitor implementation of DoD and U.S. Government (USG) technology security policies for assigned activities. These activities ensure that technology security concerns and objectives are integrated into DoD policy decisions and broader USG national security policies. The TSP Directorate is responsible for conveying interagency technology security decisions to the DoD policy community and ensuring policy considerations are presented to DTSA technical and licensing staffs. Examples of these activities are:

- The development of individually tailored programs to ensure that allies and partners, receiving cutting-edge U.S. technology have the capacity to protect it. Such programs can require intensive negotiation/instruction and consultation.
- Development of policies, practices, and procedures to protect critical U.S. technology in support of broader U.S. and Departmental strategies. The President's Strategic

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I. Description of Operations Financed (cont.)

Guidance, issued in 2012, places a renewed emphasis on sharing the international defense burden with allies and coalition partners. There is a continuing and evolving need to ensure that technology security policies support this guidance.

- The Wassenaar Arrangement (WA) - DTSA is the DoD lead for the development and implementation of policy positions relating to the WA. Representatives from TSP and other DoD offices send representatives to express DoD's viewpoint and preserve the Department's equities by promoting transparency and greater responsibility in transfers of conventional arms and dual-use goods and technologies, thus preventing destabilizing accumulations. The WA is a critical component of the U.S. nonproliferation and export control strategy. 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.
- Export Control Reform (ECR) - The TSP Directorate is the lead for development of DoD's export control reform efforts as part of the Administration's ECR initiative. TSP ensures that revised policies, new legislation, and new controls are consistent with the Secretary of Defense's ECR objectives of protecting critical military and intelligence-related technology while at the same time facilitating exports to Allies and close partners.
- Trade Security Controls (TSC) Program - The TSC program's objective is to prevent 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 include items, technology, and services controlled on the U.S. Munitions List (USML) and the Commerce Control List (CCL). The TSP maintains the policy guidance and chairs a Working Group to review policies, monitor implementation, and address and resolve issues raised by DoD components.

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I. Description of Operations Financed (cont.)

- Sanctions on Foreign Governments and Entities - The TSP Directorate is the DoD lead for coordinating - activities with regard to sanctions on foreign governments or entities for transfer of conventional arms and other export controlled items and technologies to countries of national security and proliferation concern.
- Committee on Foreign Investment in the United States (CFIUS) - Beginning in FY 2012, the Department's CFIUS function transferred to the Office of the Under Secretary of Defense, Acquisition, Technology and Logistics by the direction of the Secretary of Defense Efficiency Initiatives. However, with a significantly reduced staff, DTSA serves as the Office of the Under Secretary of Defense, Policy's (OUSD/P) primary agency for evaluating the potential effects on the sale of military goods, equipment, or technology to countries that support terrorism, missile technology proliferation, and the proliferation of chemical or biological weapons. The DTSA must consider the potential effects of CFIUS 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 TSP Directorate serves as the OUSD/P, point of contact to this international arms transparency effort that supports openness in the import and export of conventional weapons.
- Arms Trade Treaty under the auspices of the United Nations (UN) First Committee - The United Nations began conducting consultations in 2008, intended to lead to the negotiation of a legally-binding treaty on trade in conventional arms in 2012. The UN has revised the timeline for these negotiations into 2013. Implementation of the resulting treaty is expected to continue indefinitely. TSP represents DoD interests within the interagency and serves on the delegations to negotiations. Once the treaty is adopted, TSP will coordinate DoD's implementation efforts.

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I. Description of Operations Financed (cont.)

- TSP represents DoD interests within the interagency and serves on the delegations to negotiations.
- Bilateral Outreach - The TSP Directorate 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 TSP's education program increases interaction with DTSA's partner's understanding of technology security requirements as well as partner willingness to properly protect the technology they acquire.
- Other duties - The TSP Directorate represents 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 TSP Directorate also drafts specific control or technology security policies for specific technologies and commodities.

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I. Description of Operations Financed (cont.)

Technology Engineering Operations:	FY 2012	FY 2013	FY 2014
	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
	7,953	8,174	8,303

The Technology Engineering Operations (TEO) is operated under Technology Directorate (TD). TEO is the primary source of advice on technical matters pertaining to international transfers of defense-related commodities and technologies. The TEO's primary responsibility is defining the point at which technology becomes critical from a national security perspective, reviewing international transfers of military technology, defense articles, and/or dual-use items consistent with DoD technology security objectives, and recommending viable technical solutions that maintain the U.S. and allied warfighter's edge while mitigating risks when national security goals make transfer and imperative or preferred option. The TEO staffs apply relevant engineering and scientific knowledge and defense related technical expertise to the evaluation of international technology transfers and the shaping of technology security policy. The TEO staff provides technical evaluations and recommendations of international technology transfers consistent with U.S. national security interests and DoD technology security objectives. The TEO 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.

- During FY 2012 the TEO Directorate provided technical evaluations and recommendations for international transfers of defense-related commodities and technologies as follows:
 - o 16,698 export license applications
 - o 1,274 public release security reviews

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I. Description of Operations Financed (cont.)

- o 105 Committee on Foreign Investment in the U.S. filings
 - o 86 Exception to National Disclosure Policy requests
 - o 155 international agreement reviews
- Technology transfer evaluation includes identifying all militarily critical technologies, validating the viability of the stated end use, and identifying relevant foreign availability. The purpose of the technical evaluation is to assess 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 TEO Directorate ensures the scientific and technical quality of DoD proposals submitted by the USG 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 establishes a technical negotiating strategy that advances DoD technology security interests in both the USG interagency and international negotiations. The TEO Directorate ensures that technically robust arguments are prepared to negotiate new and updated export controls with both USG interagency and international technical experts, to ensure that DoD equities are satisfied and effectively implemented in international export control.
- The TEO Directorate 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 TEO Directorate 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.

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I. Description of Operations Financed (cont.)

Export Control Operations:	FY 2012 <u>Actuals</u>	FY 2013 <u>Estimate</u>	FY 2014 <u>Estimate</u>
	5,573	6,012	6,118

The Export Control Operations (ECO) is operated under Licensing Directorate (LD). ECO is the DoD entry and exit point for all DoD actions related to the USG's licensing of export controlled goods, technology and services via direct commercial sales. The ECO is DoD's principle source of advice on licensing and regulatory issues pertaining to international transfers of defense-related commodities and technologies. The ECO's critical role is identifying national security concerns related to exports of sensitive technology; developing and adjudicating DoD positions that effectively protect and mitigate these concerns while assuring that exports of military technology, defense articles, defense services, and/or dual-use commodities and technology facilitate the U.S. industrial base and increase interoperability of U.S. allies and partners.

- The ECO coordinates, develops and adjudicates the DoD position on export licenses, commodity jurisdiction determinations, export violation and pre-trial disclosures, export rules and regulations received from the Departments of Commerce (DoC) and Department of State (DoS). The DoD's recommendations address technology security policies, warfighter protection, prevent the diversion of sensitive technology and the proliferation of technology related to the development or production of Weapons of Mass Destruction which could be detrimental to U.S. national security. The ECO is responsible for providing the coordinated DoD response on such requests with regard to DoD national security, technology security transfer, and export control policies.

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I. Description of Operations Financed (cont.)

- The DTSA continues to work with the National Security Staff and other executive branch agencies and departments on the Presidential directive to reform the United States s current Export Control system. The ECO Directorate is the DoD lead for ECR regulatory review of current International Traffic and Arms Regulation (ITAR) and Export Administration Regulation (EAR) control language. This systematic review, based on the impact the reform would have on U.S. national security, will analyze the current export control requirements and identify the appropriate technology and articles that require license authorization from the USG. It is anticipated that, upon completion of the full proposed export reform effort, the result will be an efficiency increase in licensing operations under both the DoS and DoC export licensing systems. Under the current licensing system DoD export license review requirements are anticipated to grow 2 to 3 percent per year in the near future, although the full implementation of export control reform proposals may lead to steady or probable drops in these requirements.
- The ECO's two divisions analyze either DoS Munitions licenses or DoC Dual-Use export cases.
 - Munitions - The Munitions Division reviewed and adjudicated 43,002 munitions export license applications, commodity jurisdiction determinations requests, and export violation reviews received from the DoS in FY 2012. This was an increase in the number of cases from FY 2011. Over the past 11 years, the number of export licenses from DoS has steadily increased from 14,235 in 1999 to 43,002 in 2011. Additionally, DTSA supports DOS export compliance officials, and DHS and FBI law enforcement officials by identifying the national security impact when

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I. Description of Operations Financed (cont.)

- the rules and regulations of the Arms Export Control Act (AECA) have been violated. 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 by mandates directed by National Security Presidential Directive (NSPD) 56. As the final arbitrator of the DoD position, DTSA's role in this process is absolutely critical. DoD license recommendations developed by DTSA/ECO support the national security interests of vital DoD major weapon systems and defense programs (e.g., Joint Strike Fighter and Missile Defense).
- Dual-Use - The Dual-Use Division reviewed and adjudicated 19,971 dual-use export license requests received from the DOC in FY 2012. This was a decrease in the number of cases from FY 2011 and represents a status quo continuation of licenses since 1999. Initial implementation of ECR could lead to a 50 percent increase in dual use export reviews by the DoD in FY 2013 and beyond. To mitigate any national security concerns raised by dual use export transactions, exports requiring the review of pertinent DoD military departments and support agencies are staffed out by DTSA for the appropriate technical evaluation, policy review and intelligence analysis. The final DoD recommended position must be staffed, reviewed, analyzed and adjudicated within a 30 day timeline mandated by Executive Order (EO) 12981 for consistency with U.S. national security objectives and the DoD technology security policies. The review process is governed by the Export Administration Act (EAA) and Export Administration Regulations (EAR) implemented by the Department of Commerce Bureau of Industry and Security (DoC/BIS). Although the EAA expired on August 20, 2001, 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 (IEEPA). In December 1995,

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I. Description of Operations Financed (cont.)

EO 12981 outlined procedures for interagency coordination and adjudication of dual-use export license applications submitted to the DoC.

International Security Operations:	FY 2012	FY 2013	FY 2014
	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
	1,528	1,577	1,585

The International Security Operations (ISO) is operated under International Security Directorate (ISD). ISO carries out the responsibilities of the Secretary of Defense for the U.S. national policy governing the disclosure of classified military information and material to foreign governments and international organizations. The Directorate is responsible for the security aspects of all international cooperative programs for the DoD. The Directorate serves as the United States Security Authority for NATO Affairs (USSAN) and is responsible for issuing U.S. Government policies and procedures for protecting and safeguarding NATO classified information. The Directorate is responsible for providing U.S. participation at NATO in the formulation of NATO security policies and procedures. The Directorate establishes DoD policy on visits and assignments of Foreign Nationals to the DoD. The Directorate's functions are established pursuant to U.S. law, treaty, and international agreements and are in direct support of the Arms Export Control Act, Executive Order 13526, National Security Decision Memorandum 119, the National Disclosure Policy (NDP-1) and Presidential Directive on Information Sharing with Australia, Canada, the United Kingdom, and New Zealand.

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I. Description of Operations Financed (cont.)

- ISO is responsible for the operation and administration of the interagency National Disclosure Policy Committee (NDPC) charged with the responsibility for developing and promulgating national policy governing the disclosure of classified military information and material to foreign governments and international organizations (National Disclosure Policy (NDP-1)).
- ISO is the OSD staff element responsible for establishing and promulgating DoD security policies, procedures and standards necessary for effective implementation of NDP-1 throughout the DoD.
- ISO is the OSD staff element responsible to the OUSD/P for the formulation, implementation and oversight of the security aspects of all international bilateral and multilateral cooperative programs to ensure that U.S. security interests are protected.
- ISO prepares for and negotiates General Security Agreements (GSAs) and Industrial Security Agreements per Presidential and National Security Council directive.
- ISO arranges and conducts on-site security assessments of foreign governments' security programs to ascertain and monitor the capability of foreign governments which the United States has established bilateral GSAs to protect U.S. classified information.
- The Directorate prepares for and hosts foreign government security officials in the conduct of reciprocal security assessments.
- ISO serves as the DoD Designated Security Authority for international cooperative programs.

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I. Description of Operations Financed (cont.)

- ISO serves as the U.S. Security Authority to NATO and represents the United States on the NATO Security Committee and its working groups and develops the interagency coordinated U.S. position on NATO security matters.
- ISO is the OSD staff element responsible for establishing and promulgating DoD policies for the Defense Personnel Exchange Program (DPEP), the Foreign Liaison Officer (FLO) Program, the Cooperative Personnel Program, and the Foreign Visits Program.
- ISO represents the United States on the Multinational Industrial Security Working Group (MISWG).
- ISO develops and provides policy oversight of international security training programs for the DoD and Defense industry.

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I. Description of Operations Financed (cont.)

Space Monitoring Non-Reimbursable:	FY 2012	FY 2013	FY 2014
	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
	92	175	175

The Space Monitoring (SM) Directorate is responsible for providing non-reimbursable monitoring services to industry in accordance with State Department licenses and the International Traffic in Arms Regulations (ITAR). This funding supports 1 direct full time equivalent (FTE) that administers SM Directorate monitoring, which includes the review and approval prior to release of technical data to foreign parties and the monitoring of technical assistance and defense services between U.S. and foreign persons at technical meetings and launch campaigns. The SM Directorate monitors rocket and satellite programs that present sufficient risk of inadvertent technology transfer that may merit monitoring. This monitoring is allowed under the ITAR, but DoD bears the full cost for this monitoring.

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I. Description of Operations Financed (cont.)

Space Monitoring Reimbursable:	FY 2012	FY 2013	FY 2014
	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
	2,357	2,500	2,800

The Space Monitoring (SM) Directorate is responsible for providing reimbursable monitoring services to industry in accordance with State Department licenses and the International Traffic in Arms Regulations (ITAR). The SM Directorate monitoring consists of the review and approval prior to release of technical data to foreign parties and the monitoring of technical assistance and defense services between U.S. and foreign persons at technical meetings and launch campaigns. The SM is a reimbursable program per Public Law 105-261 for all technical data reviews and defense service monitoring associated with the launching of U.S. commercial communication satellites aboard foreign non-NATO or non-major ally launch vehicles.

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I. Description of Operations Financed (cont.)

Enterprise Operations Support:	FY 2012	FY 2013	FY 2014
	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
	5,667	7,581	7,484

The Enterprise Operations Support (EOS) is operated under Management Directorate (MD). EOS 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 DTSA fulfills its technology security mission and meets its strategic goals.

The EOS responsibilities include oversight of personnel and manpower (military and civilian); financial execution; Defense Travel System (DTS) utilization; acquisition and contract administration; personnel security; information security; information technology network and operations mission systems; facilities management; property accountability; internal management control programs; and strategic planning.

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I. Description of Operations Financed (cont.)

Security Policy Automation Network (SPAN)	FY 2012	FY 2013	FY 2014
	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
	6,951	5,690	5,270

The SPAN is a group of systems and applications that automates many of the technology security actions. The primary 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 from 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.

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I. Description of Operations Financed (cont.)

- Export Licensing Information System Advisor (ELISA) - Provides an electronic mechanism for industry to obtain the current status on dual-use and munitions license applications.
- The DoD Patent Application Review System - Provides case management and workflow tracking of U.S. patent applications and secrecy order recommendations.

The SPAN is currently supported by contractors in the areas of software 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 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.

In response to the President's directive for export control reform (ECR), it was determined that USXPORTS offers greatest potential to evolve into a single interagency electronic export licensing system. Efforts to modernize and homogenize interagency automation have progressed with the DoS and DoC towards this end. USXPORTS is undergoing additional enhancements to support DoS and DoC export licensing processes.

II. Force Structure Summary:

Not Applicable.

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III. Financial Summary (\$ in thousands)

		FY 2013						
			Congressional Action					
	FY 2012	Budget				Current	FY 2014	
A. BA Subactivities	Actual	Request	Amount	Percent	Appropriated	Estimate	Estimate	
Operations and Maintenance	33,611	35,319				35,319	35,151	
Total	33,611	35,319				35,319	35,151	

FY 2012 to FY 2013 Changes: Program changes include increase in Mark Center rent which was reduced by 50 percent in FY 2012 due to BRAC move. Civilian compensation - includes price change of \$310 thousand and program growth of \$1,398 thousand. The program growth includes the salary adjustment due to the hiring lag in FY 2012 to get to estimated cost for full civilian compensation for FY 2013.

FY 2013 to FY 2014 Changes: Reflects price change of \$468 thousand and program change of negative \$636 thousand. This reduction reflects the civilian pay raise rates, adjustment to management support contracts and reduction in operational cost.

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III. Financial Summary (\$ in thousands)

	Change <u>FY 2013/FY 2013</u>	Change <u>FY 2013/FY 2014</u>
B. <u>Reconciliation Summary</u>		
Baseline Funding	35,319	35,319
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	35,319	
Fact-of-Life Changes (2013 to 2013 Only)		
Subtotal Baseline Funding	35,319	
Supplemental		
Reprogrammings		
Price Changes		468
Functional Transfers		
Program Changes		-636
Current Estimate	35,319	35,151
Less: Wartime Supplemental		
Normalized Current Estimate	35,319	

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2013 President's Budget Request (Amended, if applicable)		35,319
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2013 Appropriated Amount		35,319
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2013 Baseline Funding		35,319
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2013 Estimate		35,319
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2013 Normalized Current Estimate		35,319
6. Price Change		468
7. Functional Transfers		
8. Program Increases		
a. Annualization of New FY 2013 Program		
b. One-Time FY 2014 Increases		
c. Program Growth in FY 2014		
9. Program Decreases		-636
a. Annualization of FY 2013 Program Decreases		
b. One-Time FY 2013 Increases		
c. Program Decreases in FY 2014		
1) Operational Cost	-636	
Efficiency Reduction: Reflects reduction in civilian pay travel, Defense Finance Accounting Services, purchased communications, management professional		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
services, other contract and information contract support services. This reduction applies to management support contracts and is in compliance with Executive Orders (#13576 and #13589) on efficient spending on contracted services limitations directed in section 808 of the National Defense Authorization Act for FY 2012. (FY 2013 Baseline \$10,696)		
FY 2014 Budget Request		35,151

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IV. Performance Criteria and Evaluation Summary:

Technology Security Actions (TSAs) represent work accomplished by the DTSA. A typical TSA represents a unit of work, which allows for the tracking and analysis of our business activity. On average DTSA process 140,000 actions annually, 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.

Percent of Munitions and Dual-Use Licenses referred back to regulatory agencies within statutory timelines. In FY 2013 and FY 2014, DTSA will adjudicate 100% of Munitions and Dual-Use export license applications received from the Department of State and Commerce within prescribed statutory timelines.

FY 2012	FY 2013	FY 2014
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
100%	100%	100%

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<u>V. Personnel Summary</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	Change FY 2012/ FY 2013	Change FY 2013/ FY 2014
<u>Active Military End Strength (E/S) (Total)</u>	<u>9</u>	<u>9</u>	<u>9</u>	<u>0</u>	<u>0</u>
Officer	9	9	9	0	0
<u>Reserve Drill Strength (E/S) (Total)</u>	<u>38</u>	<u>38</u>	<u>38</u>	<u>0</u>	<u>0</u>
Officer	30	30	30	0	0
Enlisted	8	8	8	0	0
<u>Civilian End Strength (Total)</u>	<u>131</u>	<u>131</u>	<u>131</u>	<u>0</u>	<u>0</u>
U.S. Direct Hire	131	131	131	0	0
Total Direct Hire	131	131	131	0	0
Memo: Reimbursable Civilians Included	7	10	7	3	-3
<u>Civilian FTEs (Total)</u>	<u>138</u>	<u>141</u>	<u>138</u>	<u>3</u>	<u>-3</u>
U.S. Direct Hire	138	141	138	3	-3
Total Direct Hire	138	141	138	3	-3
Average Annual Civilian Salary (\$ in thousands)	159.3	167.2	171.4	7.9	4.2
 <u>Contractor FTEs (Total)</u>	 <u>42</u>	 <u>36</u>	 <u>36</u>	 <u>-6</u>	 <u>0</u>

Average Annual Civilian Salary: The change from FY 2012 to FY 2013 includes the program and price growth. The program growth reflects one extra compensable day between FY 2012 to FY 2013, hazard pay for personnel travelling to hazard zone areas -- danger pay, holiday pay, travel compensation time, Sunday premium and other related cost. Additionally, due to delay in transfer for the Committee on Foreign Investment in the United States (CFIUS) program to AT&L, DTSA paid for three full time equivalents salaries for one pay-period.

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Changes from FY 2012 to FY 2013: SECDEF Efficiency Initiatives. Changes in Contractor FTEs (Total) -DTSA was directed to reduce its Service Support Contract - As directed by SECDEF, in FY 2011 DTSA reduced its service support contracts by 10 percent per year over next 3 years to FY 2010 level. In DTSA's Administrative Support Services contract was reduced by 3 FTE's in September 2010 due to efficiency reduction. In FY 2012, DTSA further reduced the Administrative Support Services contract from 8 FTE's to 4 FTE's. DTSA Management determined that the reduction has caused a significant backlog of cases associated with Export Control Reform; therefore the contract was increased by 5 FTE's in September 2012 - to the new total of 9 FTE's.

Changes from FY 2013 to FY 2014: The change reflects the civilian pay raise rates and adjustments to the high grade salary. In FY 2014, civilian workforce for DTSA reimbursable program reduced by 3 FTEs (from 10 FTEs to 7 FTEs).

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

OP 32 Line	Change			Change			FY 2014
	FY 2012	FY 2012/FY 2013		FY 2013	FY 2013/FY 2014		
	Actual	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	21,979	53	1,548	23,580	206	-128	23,658
199 Total Civ Compensation	21,979	53	1,548	23,580	206	-128	23,658
308 Travel of Persons	774	15	-111	678	13	-13	678
399 Total Travel	774	15	-111	678	13	-13	678
696 DFAS Financial Operation (Other Defense Agencies)	170	28	167	365	47	-66	346
699 Total DWCF Purchases	170	28	167	365	47	-66	346
914 Purchased Communications (Non-Fund)	151	3	-30	124	2	-2	124
915 Rents (Non-GSA)	1,344	27	1,481	2,852	54	0	2,906
917 Postal Services (U.S.P.S)	1	0	0	1	0	0	1
920 Supplies & Materials (Non-Fund)	317	6	12	335	6	44	385
932 Mgt Prof Support Svcs	128	3	0	131	2	-2	131
959 Other Costs (Insurance Claims/Indmnties)	1	0	0	1	0	0	1
960 Other Costs (Interest and Dividends)	1	0	0	1	0	0	1
987 Other Intra-Govt Purch	701	14	1	716	14	75	805
989 Other Services	1,093	22	-270	845	16	-16	845
990 IT Contract Support Services	6,951	139	-1,400	5,690	108	-528	5,270
999 Total Other Purchases	10,688	214	-206	10,696	202	-429	10,469
Total	33,611	310	1,398	35,319	468	-636	35,151

FY 2012 to FY 2013 Changes: Program changes include increase in Mark Center rent which was reduced by 50 percent in FY 2012 due to BRAC move. Civilian compensation - includes price change of \$310 thousand and program growth of \$1,398 thousand. The program growth includes the salary adjustment due to the hiring lag in FY 2012 to get to estimated cost for full civilian compensation for FY 2013.

FY 2013 to FY 2014 Changes: Reflects price change of \$468 thousand and program change of negative \$636 thousand. This reduction reflects the civilian pay raise rates, adjustment to management support contracts and reduction in operational cost.

Fiscal Year 2014 Budget Estimates

Missile Defense Agency (MDA)



April 2013

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

Budget Activity (BA) 1: Operating Forces

Subactivity Group 11A

	FY 2012	Price	Program	FY 2013	Price	Program	FY 2014
	<u>Actual</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
MDA	201,733	4,226	54,016	259,975	4,940	-8,714	256,201

I. Description of Operations Financed: A. Terminal High Altitude Area Defense (THAAD).

As described in the BMDS Transition and Transfer (T2) Annex, as well as the DEPSECDEF Funding Memorandum, the MDA is responsible for the sustainment of the missile defense unique or developmental items and the U.S. Army is responsible for the sustainment of the common items. MDA funding accomplishes the following efforts: Provides field and sustainment level maintenance for all THAAD deployed equipment for missile defense unique equipment only. Provides spares, repair parts, and maintenance capability at the location of the deployed THAAD batteries. Spares and repair parts include the contractor transportation, packaging and handling of Line Replaceable Units (LRUs) and inventory control and storage of repair parts, LRUs, and spares. Provides engineering support for the THAAD missile defense unique equipment. Provides missile transportation and handling from the missile storage location to the site of the THAAD launchers. Updates logistical data information of the Interactive Electronic Technical Manual (IETM) with the most current data and provide software user's guide up-dates and certify each revision of the software. Provides maintenance and upkeep for all THAAD training devices. Provides maintenance support to the missile defense unique equipment in the THAAD Fire Battery, for all New Equipment Training and any replacement training required due to design changes for replacement soldiers. Ensures THAAD assets are properly maintained and the crews are trained and certified to meet Combatant Commanders needs. Beginning in FY 2015, training for THAAD will transition from MDA to the Army.

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

B. Ballistic Missile Defense System (BMDS) Radars. This funding provides for the Upgraded Early Warning Radar (UEWR)/Cobra Dane Radar Software Sustainment unique to the Missile Defense mission. The Air Force is responsible for the day to day operations and maintenance of the UEWRs and Cobra Dane Radar.

C. Aegis Ballistic Missile Defense (BMD). Aegis BMD funding will support a wide range of activities in support of the SM-3 Blk IA including Vertical Launch System (VLS) canister spares, fleet introduction and support, initial round transportation; re-certification of the SM-3 Blk IA at 4 year mid-life, and round surveillance.

II. Force Structure Summary:

A. Terminal High Altitude Area Defense (THAAD). Army force structure for THAAD is currently set at six batteries with six launchers operated by ninety-nine soldiers and documented on Modified Table of Organization and Equipment (MTOE) number 44693G000. The battery is organized to conduct 120-day deployments (forty-five days of entry operations and seventy-five days of 17-hour/day combat operations). This operational tempo can be increased with appropriate attachments and support. The battery requires support from the Army for communications, security, common supplies, and services. THAAD missile defense unique supplies are routed to a non-theater contractor supply and specialized maintenance chain. To this end, the battery brings with it a twelve-person contractor support team with its own complement of equipment. The contractor team will be

**Missile Defense Agency
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II. Force Structure Summary (cont.)

documented on an Army Table of Distribution and Allowances (TDA) to facilitate movement into a war zone with the battery. Interceptors are not considered part of battery force structure and are allocated by commanders in accordance with the mission and threat. Batteries will be doctrinally assigned to the theater Army Air and Missile Defense Command. Engagements will be coordinated through the theater Air Operations Center. With the provision of specialized communications and radar software, the battery will be able to communicate directly with the Ballistic Missile Defense System Command and Control Battle Management and Communications (C2BMC) system making it capable of performing surveillance and tracking missions in addition to its normal active defense engagement mission.

The increase in FY 2014 is due to maintaining two additional batteries and the provisioning of the Army Hybrid Cell. MDA functions for the Army Hybrid Cell was funded in FY 2013 with RDT&E and will be funded in FY 2014 with O&M. The Hybrid Cell is composed of MDA and Army personnel providing Doctrine, Training, Leadership, Organization, Materiel, Soldier (DTLOMS) support for the THAAD system. The Hybrid Cell provides technical guidance, financial management, cost and schedule performance analysis, cost estimation and analysis, integration activities, and sub-contract management to ensure effective use of appropriated resources for Program Support Items activity. In FY 2013, THAAD will maintain three batteries and in FY 2014 THAAD will maintain a total of five batteries. MDA is responsible for interoperability and integration efforts into BMDS.

B. Ballistic Missile Defense System (BMDS) Radars. This funding provides for the Upgraded Early Warning Radar (UEWR)/Cobra Dane Radar Software Sustainment unique to the Missile Defense mission. The Air Force is responsible for the day to day operations and Maintenance of the UEWRs and Cobra Dane Radar. The FY 2014 funding provides for the daily operation and sustainment of nine Army Navy/Transportable Radar Surveillance and Control-

**Missile Defense Agency
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II. Force Structure Summary (cont.)

2 (AN/TPY-2) radars, five forward-based radars (1 U.S., 4 OCONUS), and four Terminal High Altitude Area Defense battery radars (3 U.S., 1 OCONUS). These services are furnished through Centralized Contractor Logistics Support (CLS) contracts. The force structure and operational tempo are documented in the AN/TPY-2 Cost Analysis Requirements Description dated January 2012.

The decrease in FY 2014 is due to the Army assuming responsibility for site support operations (i.e. fuel) and providing support to perform operator/maintainer tasks on forward-based radars as documented in the AN/TPY-2 Forward Based Mode Annex dated 25 January 2012.

C. Aegis Ballistic Missile Defense (BMD). The Aegis Ballistic Missile Defense (Aegis BMD) mission is to deliver an enduring, operationally effective and supportable Ballistic Missile Defense capability to defend the nation, deployed forces, friends and allies. The Aegis BMD element of the BMDS capitalizes upon and evolves from the existing United States Navy Aegis Weapons System (AWS) and Standard Missile (SM) infrastructures. Aegis BMD provides a forward-deployable, mobile capability to detect and track Ballistic Missiles of all ranges, and the ability to destroy Short-Range Ballistic Missiles (SRBM), Medium-Range Ballistic Missiles (MRBM), and Intermediate-Range Ballistic Missiles (IRBM) in the midcourse phase of flight and shorter range missile in terminal phase. Aegis BMD also provides a Long Range Surveillance and Track (LRS&T) capability to the BMDS.

The increase in FY 2014 is due to the availability of 128 SM-3 Blk IA's for deployment aboard U.S. Navy BMD configured ships, an increase of 36 over previous year. Aegis BMD funding will support a wide range of activities in support of the SM-3 Blk IA including VLS Canister Spares, Fleet introduction and support, Initial round transportation; Re-Certification of the SM-3 Blk IA at the 4 year mid-life, and round surveillance.

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II. Force Structure Summary (cont.)

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

	FY 2012	Budget	FY 2013			Current	FY 2014
			Congressional Action				
	<u>Actual</u>	<u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Estimate</u>	<u>Estimate</u>
A. <u>BA Subactivities</u>							
1. <u>Operational Support</u>	201,733	259,975				259,975	256,201
Aegis Ballistic	0	12,163				12,163	18,444
Missile Defense (BMD)							
Ballistic Missile	157,831	192,133				192,133	145,798
Defense Systems (BMDS)							
Radar							
Terminal High Altitude	43,902	55,679				55,679	91,959
Area Defense (THAAD)							
Total	201,733	259,975				259,975	256,201

Missile Defense Agency
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III. Financial Summary (\$ in thousands)

	Change <u>FY 2013/FY 2013</u>	Change <u>FY 2013/FY 2014</u>
B. <u>Reconciliation Summary</u>		
Baseline Funding	259,975	259,975
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	259,975	
Fact-of-Life Changes (2013 to 2013 Only)		
Subtotal Baseline Funding	259,975	
Supplemental		
Reprogrammings		
Price Changes		4,940
Functional Transfers		
Program Changes		-8,714
Current Estimate	259,975	256,201
Less: Wartime Supplemental		
Normalized Current Estimate	259,975	

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

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2013 President's Budget Request (Amended, if applicable)		259,975
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2013 Appropriated Amount		259,975
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2013 Baseline Funding		259,975
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2013 Estimate		259,975
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2013 Normalized Current Estimate		259,975
6. Price Change		4,940
7. Functional Transfers		
8. Program Increases		41,426
a. Annualization of New FY 2013 Program		
b. One-Time FY 2014 Increases		
c. Program Growth in FY 2014		
1) THAAD program growth is due to the addition of the two batteries & the provisioning of MDA functions for the Army Hybrid Cell, \$7.5M. (FY 2013 baseline \$55,679K, +0 FTE)	35,348	
2) Aegis BMD program growth is due to the increased support of 36 SM-3 Block IA for deployment aboard US Navy BMD configured ships. (FY 2013 baseline \$12,162K, +0 FTE)	6,078	
9. Program Decreases		-50,140

Missile Defense Agency
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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
a. Annualization of FY 2013 Program Decreases		
b. One-Time FY 2013 Increases		
c. Program Decreases in FY 2014		
1) BMDS Radar program decrease is due to the Army assuming responsibility for site support operations & sustainment cost in the AN/TPY-2 Forward Based Mode (FY 2013 baseline \$192,133K, +0 FTE)	-50,140	
FY 2014 Budget Request		256,201

**Missile Defense Agency
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IV. Performance Criteria and Evaluation Summary:

A. Terminal High Altitude Area Defense (THAAD). THAAD utilizes a Performance Clause in the Interim Contractor Support (ICS) contract with LM to award or penalize LM for THAAD weapon system readiness. The assessment of the performance clause is based on evaluation of Battery Operational Readiness and Minimum Capability:

Operational Readiness (OR) is calculated by dividing the number of hours the required components (2 TSG's and 3 Launchers) are available to accomplish the mission during a rating period by the number of hours possible during the rating period. For OR levels greater than 70% and less than or equal to 100%, the contractor is awarded fee on a sliding scale for that portion.

Minimum Capability (MC) is also calculated by dividing the number of hours the required components (1 TSG and 2 Launchers) are available to accomplish the mission during a rating period by the number of hours possible during the rating period. For MC readiness levels less than 100% the contractor is awarded zero fee for that portion.

B. Ballistic Missile Defense System (BMDS) Radars. Upgraded Early Warning Radars (UEWR) and Cobra Dane operations and sustainment are managed by Air Force Space Command and the Air Force Technical Applications Center, respectively. Their contract vehicles have specific incentives to maintain specified operational performance values. The UEWR/Cobra Dane operations and sustainment funds are for MDA developed software support/deficiencies to maintain/enhance the Missile Defense mission for these radars.

For AN/TPY-2 radars, the contractor's performance in operations and sustainment will be measured by the radars' demonstrated operational availability A_o , defined as:

$$\underline{A_o = \text{Total Time} - \text{Non Mission Capable Time}}$$

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IV. Performance Criteria and Evaluation Summary:

Total Time

"Total time" is defined as 24 hours per day times the number of days in the period of performance of the task order. Performance measurement does not include contractually-defined conditions that are outside the control of the Contractor and are exceptions to A_o downtime. For AN/TPY-2 radars, performance incentives are calculated as follows:

Target A_o = 90%	
$A_o > 90\%$	100% of Performance Incentive Pool
$A_o \geq 70\%, < 90\%$	Actual $A_o\%$ achieved times pool amount
$A_o < 70\%$	Performance Fee = 0%

C. Aegis Ballistic Missile Defense BMD Standard Missile 3 Block IA (SM-3 BLK IA). Performance Objectives are defined in the SM-3 contracts as follows: The performance incentive of the SM-3 Cost Plus/ Incentive Fee/Award Fee (CP/IF/AF) contracts is determined by a formula designed to focus on reduction of overall maintenance cost and efficiency of recertification and the timely return of SM-3s to the fleet.

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V. <u>Personnel Summary</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	Change FY 2012/ FY 2013	Change FY 2013/ FY 2014
<u>Contractor FTEs (Total)</u>	<u>110</u>	<u>605</u>	<u>110</u>	<u>495</u>	<u>-495</u>

The FY 2014 FTE decrease is the result of improved understanding of requirements resulting from MDA's first year of O&M funding in FY 2012.

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

		Change			Change		
	FY 2012	FY 2012/FY 2013		FY 2013	FY 2013/FY 2014		FY 2014
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
679 Cost Reimbursable Purchase	2,205	44	1,997	4,246	81	-1,945	2,382
699 Total DWCF Purchases	2,205	44	1,997	4,246	81	-1,945	2,382
920 Supplies & Materials (Non-Fund)	6,483	130	-6,613	0	0	24,537	24,537
922 Equipment Maintenance By Contract	188,365	3,767	39,316	231,448	4,398	-20,321	215,525
930 Other Depot Maintenance (Non-Fund)	0	0	7,917	7,917	150	-8,067	0
937 Locally Purchased Fuel (Non-Fund)	2,996	251	-3,247	0	0	52	52
987 Other Intra-Govt Purch	0	0	0	0	0	3,439	3,439
989 Other Services	1,684	34	14,646	16,364	311	-6,409	10,266
999 Total Other Purchases	199,528	4,182	52,019	255,729	4,859	-6,769	253,819
Total	201,733	4,226	54,016	259,975	4,940	-8,714	256,201

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Fiscal Year 2014 Budget Estimates

National Defense University (NDU)



April 2013

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

	FY 2012	Price	Program	FY 2013	Price	Program	FY 2014
	<u>Actual</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
NDU	97,551	935	-13,487	84,999	1,077	-1,177	84,899

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.

NDU colleges and institutions, located at Ft. McNair, Washington, DC, and Norfolk, VA.

Note: The ICAF has been re-designated by NDAA 12 as the Dwight D. Eisenhower School of National Security and Resource Strategy:

- CAPSTONE / PINNACLE / KEYSTONE
- Center for Joint and Strategic Logistics (CJSL)
- College of International Security Affairs (CISA)
- Dwight D. Eisenhower School of National Security and Resource Strategy
- Information Resources Management College (iCollege)
- Institute for National Strategic Studies (INSS)
- Joint Forces Staff College (JFSC)
- National War College (NWC)

National Defense University
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates

I. Description of Operations Financed (cont.)

National War College

<u>Dollars in Thousands</u>		
<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
6,816	6,390	6,600

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. AY 2012 class consisted of 221 students including U.S. military (43 Army, 43 Air Force, 15 United States Marine Corps (USMC), 27 Navy, and two Coast Guard), 11 Defense Senior Leader Development Program (DSLDP) students, 13 DOD civilians, 33 non-DOD, and 34 international officers. AY 2013 consists of 220 students including U.S. military (47 Army, 43 Air Force, 15 United States Marine Corps (USMC), 23 Navy, and two Coast Guard), 6 Defense Senior Leader Development Program (DSLDP) students, 17 DOD civilians, 34 non-DOD, and 33 international officers. AY 2014 plans for 208 students consisting of the following: 130 U.S. military (43 Army, 43 Air Force, 15 United States Marine Corps (USMC), 27 Navy, and two Coast Guard), 4 Defense Senior Leader Development Program (DSLDP) students, 11 DOD civilians, 31 non-DOD, and 32 international officers.

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I. Description of Operations Financed (cont.)

Dwight D. Eisenhower School of National Security and Resource Strategy
(formerly Industrial College of the Armed Forces)

<u>Dollars in Thousands</u>		
<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
8,603	8,086	8,936

The Eisenhower School 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. The Eisenhower School graduated 319 students in AY 2012. The AY 2013 student body is composed of 180 U.S. military, 24 international officers, 57 students from DOD agencies and the Defense Senior Leader Development Program (DSLDP), 44 students from non-DOD agencies, and as authorized in Section 526 of the National Defense Authorization Act for FY 2010, 6 private sector students, consisting of 4 U.S. students and 2 international. The 180 military consists of 59 Army, 1 Army National Guard, 2 Army Reservists, 55 Air Force, 3 Air National Guard, 3 Air Force Reservists, 38 Navy, 15 USMC, 2 USMC Reservist and 2 USCG. The Eisenhower School anticipates 311 students for AY 2014 consisting of 182 U.S. military, 24 international students, 52 students from DOD agencies and the Defense Senior Leader Development Program (DSLDP), 39 students from non-DoD, and 20 private sector students.

National Defense University
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I. Description of Operations Financed (cont.)

iCollege

Dollars in Thousands		
<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
9,637	8,790	8,724

The Information Resources Management College (iCollege) prepares military and civilian leaders to attain and retain national strategic advantage within cyberspace. The iCollege programs provide a dynamic forum in which senior defense professionals and the broader military and federal civilian communities gain knowledge, skills, and competencies for information resources management and government information leadership. The college plays an important role in Joint PME via its Joint PME elective and the cyber concentration certificate programs. The DoD Chief Information Officer, services, and defense agencies rely upon the iCollege for IT workforce education. It is the DoD-designated educational institution for implementing educational requirements of the Clinger-Cohen, Defense Acquisition Workforce Improvement, and Federal Information Security Management Acts. The National Security Agency certified the college as Center of Academic Excellence in Information Assurance and Cyber Security Education. In FY 2011 the Department of Education authorized the iCollege to have master's degree granting authority. There are 220 students enrolled in the masters program. In FY 2012, the iCollege filled approximately 3,000 class seats and plans a slight increase in the number for FYs 2013 and 2014. 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 responsibilities. The iCollege offers courses in strategic finance and leadership as part of its CFO Leadership Certificate program. In FY 2012, the CFO Academy reached a total student enrollment of 161 students and expects to maintain that level in FY 2013 and FY 2014.

National Defense University
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I. Description of Operations Financed (cont.)

Joint Forces Staff College

<u>Dollars in Thousands</u>		
<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
21,989	16,870	17,256

The Joint Forces Staff College (JFSC) is an intermediate and senior-level joint college that educates national security leaders to plan and execute joint, multinational, and interagency operations, instilling a primary commitment to joint, multinational, and interagency teamwork, attitudes, and perspectives. The College is congressionally mandated to educate joint leaders. The Officer Professional Military Education Policy (OPMEP), CJCSI 1800.01D, establishes three Joint Professional Military Education (JPME) programs: the Joint Advanced Warfighting School (JAWS), the Joint and Combined Warfighting School (JCWS), and the Joint Continuing and Distance Education School (JCDES) to meet that mandate. JFSC has a fourth school sponsored by the Joint Staff: the Joint Command, Control, and Information Operations School (JC2IOS). In Academic Year (AY) 2012, JFSC graduated 1,356 students from its JPME programs, including 42 JAWS graduates, who were awarded Master of Science degrees in Joint Campaign Planning and Strategy; 1,013 JCWS graduates; and 301 JCDES graduates from the Advanced Joint Professional Military Education (AJPME) course. These totals include 926 active duty officers, 341 Reserve Component graduates, 62 International officers, and 27 civilians.

In January 2013, JFSC implemented a JCWS-JPME II Non-resident satellite program to increase access to Combatant Command students. It will be conducted two to four times annually at the Joint Special Operations University in Tampa, Florida and each class will have 20 students that include interagency and international students. JC2IOS and JFSC's

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I. Description of Operations Financed (cont.)

short courses, the Joint, Interagency, and Multinational Planners Course (JIMPC) and the Homeland Security Planners Course (HLSPC) produced 772 additional graduates, which consisted of 50 Columbian Officers. JC2IOS produced 359 graduates and continues to expand its mobile training capabilities. The high-demand, one-week JIMPC and HLSPC had 175 and 238 graduates respectively. Both are offered three to five times a year at JFSC and periodically at satellite locations. In AY 2012, over 13,666 students completed the web-based Senior Enlisted Joint Professional Military Education (SEJPME) course, administered by JCDES, an increase of over 27 percent from the prior academic year. For AY 2013 and AY 2014, JFSC has programmed for an estimated 1,429 JPME graduates.

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I. Description of Operations Financed (cont.)

CAPSTONE / Pinnacle / Keystone

<u>Dollars in Thousands</u>		
<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
2,646	2,923	2,847

CAPSTONE is a congressionally mandated course that is required for all newly promoted active duty one star generals/admirals. Attendance is required within the first two years of selection to the one star rank. CAPSTONE is an intensive five-week course consisting of seminars, case studies, informal discussions, visits, to key U.S. military commands within the continental United States, and overseas field studies to areas with high U.S. interests. Overseas field studies involve interactions with the Combatant Commanders, American Ambassadors, embassy staffs, and senior political and military leaders of foreign governments. The program provides leadership instruction to 204 students annually. Coincident with the students' last week of the course, CAPSTONE offers an 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 course averages 120 attendees annually.

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

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

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 27 Fellows in FY 2012. A similar composition and total number of students is planned for FY 2013 and FY 2014.

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 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 40 Fellows per class. Keystone student throughput will remain constant at 80 Fellows for FY 2013 and FY 2014.

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I. Description of Operations Financed (cont.)
College of International Security Affairs

<u>Dollars in Thousands</u>		
<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
0	0	2,100

The College of International Security Affairs (CISA) provides a tailored accredited 10-month Master of Arts degree to war fighters re-deploying to the Afghanistan-Pakistan Region. The College's mission is to educate and prepare civilian and military national security professionals and future leaders from the United States and partner nations for the strategic challenges of the contemporary security environment, to include combating terrorism and irregular warfare. The South and Central Asia Program (SCAP) serves a joint student composition of 30 U.S. military officers annually (O3-O6 officers). Top civilian and military faculty, as well as internationally-recognized experts and government officials, expose students to contemporary issues associated with irregular warfare, counterterrorism, and emerging threats within the context of South and Central Asia. The rigorous academic program uniquely gives officers the opportunity to engage with the Washington DC-based policy and think tank communities through meetings, conferences, events, and travel. Students complete a program-long Strategic Research Project with the aim of publishing their research, and presenting their research findings in a year-end student-led academic conference. The program is tailored to the individual war fighter and aims to develop critical and creative strategic thinkers and effective joint operators in the armed services.

**National Defense University
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I. Description of Operations Financed (cont.)
Institute for National Strategic Studies (INSS)

<u>Dollars in Thousands</u>		
<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
10,458	8,858	6,949

Starting in FY 2013, NDU began implementing the downsizing, reorganizing, and reorienting of its research centers to best leverage University research assets in light of the refocused mission statement which focused on joint education in a period of constrained fiscal realities. The new core of INSS research will more closely align and focus the remaining elements of the following centers: Center for Strategic Research (CSR), Center for the Study of Chinese Military Affairs (CSCMA), the Center for Complex Operations (CCO), and the NDU Press. These components conduct research in support of the NDU education mission and to enhance and enrich leadership development within the University's academic programs; conduct strategic studies and synthesize the resultant research and analysis into policy recommendations, publications, and applied learning activities in support of the research requirements of the Secretary of Defense, Chairman of the Joint Chiefs of Staff, and the combatant commanders; and provide outreach to other U.S. Government Agencies and the broader national security community.

Focused on analysis of global trends and issues, INSS research leverages the University's intellectual capital to create products which serve to inform the debate, influence policy formulation and execution, and assist leaders to better understand, operate, and creatively think in an unpredictable and complex world. In addition to its multi-faceted support of the academic and leader development programs at NDU, each center provides strategic support to national stakeholders. The CSR provides policy advice to the SECDEF,

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I. Description of Operations Financed (cont.)

CJCS, JS, and CoCOMs through strategic studies, policy papers, reports, and briefings; and conducts both directed and independent leading-edge research and analysis in the areas of strategic and regional studies. The CSCMA serves as a national focal point and resource center for multidisciplinary research and analytic exchanges on the national goals and strategic posture of the People's Republic of China. The CCO serves as a knowledge manager for complex operations training and education; facilitates a collaborative community of practice to catalyze innovation and development of new knowledge; supports complex operations lessons learned and best practices; and identifies education and training gaps and facilitates efforts to fill them. INSS Centers develop and execute a program of workshops and seminars in which NDU, in concert with stakeholders, explores alternatives and tests strategic concepts and policy issues pertaining to national security strategy, defense policy, and national military strategy, as well as to foster better understanding and further U.S. national interests with select foreign counterpart institutions. The NDU Press is NDU's cross-component publishing house with the mission of advancing JPME, national security policy, and international security issues for the CJCS in the form of balanced and thoroughly researched professional publications. Print and on-line versions of the four published INSS research product lines are used by NDU and other PME institutions as well as various elements of the OSD, Joint Staff, Combatant Commands, NSC, Congress, interagency partners, and the national security policy and decision-making community. Coordinated through the Joint Staff and OSD, INSS research plans are refreshed at least annually to ensure relevance and strategic focus, and updated as necessary to be responsive to emergent world events and strategic research requirements.

Product lines include: *Joint Force Quarterly*, policy briefs, case studies, and occasional papers.

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I. Description of Operations Financed (cont.)
Center for Joint and Strategic Logistics (CJSL)

Dollars in Thousands		
<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
813	996	629

The mission of Center for Joint and Strategic Logistics (CJSL) is to shape the development of logisticians proficient in applying logistics support across the national security enterprise. The Center offers a comprehensive analysis of the joint and strategic logistics enterprise and highlights the development of enterprise logisticians beyond simply "formal" education and training. The organization continues to build a network hub for the study of Defense logistics and to provide support to the community of practice--our overriding objective is to enhance logistics success. The Center developed an elective on The Contemporary Defense Industrial Base and National Security, delivered lectures on logistics outcomes and emerging issues to the Naval War College, Army War College, Defense Acquisition University, Army Logistics University and the Naval Postgraduate School. The Center facilitates strategic planning efforts for the United States Transportation Command, as well as the Army Materiel Command in an effort to align and synchronize efforts across the logistics enterprise. The Center hosted seminars to advance logistics outcomes and conducted a faculty development seminar with logistics faculty to share knowledge, share experiences and offer opportunities for collaboration. The Center also facilitates discussions on life cycle systems management and depot maintenance with Service representatives, the GAO, major union representatives, and both the HASC and SASC staffers.

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I. Description of Operations Financed (cont.)

NDU Operations

<u>Dollars in Thousands</u>		
<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
36,589	32,086	30,858

The National Defense University Information Technology Directorate (ITD), Facilities, Events, Human Resources, Resource Management, Library, and Health Fitness Directorates provide general support to the Joint Staff and NDU components enabling the University to optimize its educational, research, and outreach mission.

Based on the CJSC mission change to refocus on JPME, NDU initiated a consolidation of staff functions to eliminate redundancy by exploiting new technology. A new centralized Student Information System (SIS) and SharePoint capability will bring North and South Campus operations under common operating procedures.

II. Force Structure Summary:

N/A

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III. Financial Summary (\$ in thousands)

	FY 2012	Budget	FY 2013			Current	FY 2014
			Congressional Action				
	<u>Actual</u>	<u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Estimate</u>	<u>Estimate</u>
A. <u>BA Subactivities</u>							
3. <u>Training</u>	97,551	84,999				84,999	84,899
CAPSTONE/PINNACLE/KEYS	2,646	2,923				2,923	2,847
TONE							
Center for Joint	813	996				996	629
Strategic Logistics							
College of	0	0				0	2,100
International Security							
Affairs							
Eisenhower School	8,603	8,086				8,086	8,936
Information Resources	9,637	8,790				8,790	8,724
Management College							
(iCollege)							
Institute for National	10,458	8,858				8,858	6,949
Strategic Studies							
Joint Forces Staff	21,989	16,870				16,870	17,256
College							
National War College	6,816	6,390				6,390	6,600
NDU Operations	36,589	32,086				32,086	30,858
Total	97,551	84,999				84,999	84,899

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III. Financial Summary (\$ in thousands)

	Change <u>FY 2013/FY 2013</u>	Change <u>FY 2013/FY 2014</u>
B. <u>Reconciliation Summary</u>		
Baseline Funding	84,999	84,999
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	84,999	
Fact-of-Life Changes (2013 to 2013 Only)		
Subtotal Baseline Funding	84,999	
Supplemental		
Reprogrammings		
Price Changes		1,077
Functional Transfers		2,100
Program Changes		-3,277
Current Estimate	84,999	84,899
Less: Wartime Supplemental		
Normalized Current Estimate	84,999	

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2013 President's Budget Request (Amended, if applicable)		84,999
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2013 Appropriated Amount		84,999
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2013 Baseline Funding		84,999
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2013 Estimate		84,999
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2013 Normalized Current Estimate		84,999
6. Price Change		1,077
7. Functional Transfers		2,100
a. Transfers In		
1) Program Increase - College of International Security Affairs (CISA)	2,100	
Provides manpower, travel, contract and supply support to implement the South Central Asia Program (SCAP). (FY 2013 Baseline \$0K; +8 FTEs)		
8. Program Increases		2,367
a. Annualization of New FY 2013 Program		
b. One-Time FY 2014 Increases		
c. Program Growth in FY 2014		
1) Program Increase - NDU Operations - FIAR / IT Accreditation Compliance	1,800	
Supports manpower, realigned internally, to achieve		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
Financial Improvement and Audit Readiness (FIAR) compliance. Further supports Information Technology modernization to address Middle States Accreditation compliance. (FY 2013 Baseline \$32,086K; +10 FTEs)		
2) Program Increase - JPME School Refocus Funding realigned to Joint Forces Staff College, Eisenhower School and National War College to reflect the new mission focus from the chairman of the Joint Chiefs of Staff on Joint Professional Military Education. (FY 2013 Baseline \$31,346K; +0 FTEs)	567	
9. Program Decreases		-5,644
a. Annualization of FY 2013 Program Decreases		
b. One-Time FY 2013 Increases		
c. Program Decreases in FY 2014		
1) Program Decrease - NDU Operations Reflects manpower, travel, contract and supply savings associated with consolidation of enterprise services reducing duplication of effort across the university footprint. Average manpower costs were priced at a lower average rate consistent with actual average costs in this sub-activity. (FY 2013 Baseline \$32,086K; -26 FTEs)	-3,028	
2) Program Decrease - Institute for National Strategic Studies (INSS) Reflects manpower, travel, contract and supply reductions related to the downsizing, reorganizing, and reorienting of NDU research centers to focus on Joint Professional Military Education based on the Chairman of the Joint Chiefs of Staff revised mission statement.	-1,909	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
(FY 2013 Baseline \$8,858K; -14 FTEs)		
3) Program Decrease - Center for Joint Strategic Logistics Reflects travel and supply reductions based on decisions to utilize enhanced video and teleconferencing capabilities. (FY 2013 Baseline \$996K; +0 FTEs)	-367	
4) Program Decrease - National War College (NWC) Reflects a manpower reduction at the National War College based on the decision to reduce the number of students for the Academic Year 2014 class. (FY 2013 Baseline \$6,390K; -2 FTEs)	-340	
FY 2014 Budget Request		84,899

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IV. Performance Criteria and Evaluation Summary:

National Defense University's primary mission is to prepare and support national security leaders through teaching, research, and applied learning. Success of the University's programs is measured in the quantity and quality of graduates who are skilled in national and international security, joint professional military education, and strategic leadership and decision making. The University also measures success by the caliber of its faculty, the quality and rigor of its academic programs, and the level and pace in which research products enter the national security arena.

Faculty is selected primarily based on strategic needs of joint education and national security reflecting the institution's mission to prepare strategic leaders for national and international security and joint leadership. Seventy-nine percent of NDU's faculty members have graduate degrees and a significant number are joint qualified officers. NDU has prepared a student body who will assume senior leader positions immediately upon graduation to enhance global strategic security.

All joint academic programs at NDU have been reviewed and approved by the Program for Accreditation of Joint Education, a rigorous evaluation of the curriculum and student outcomes assessment. In addition, the University is regionally accredited by the Middle States Commission on Higher Education.

NDU Faculty and staff are nationally and internationally recognized for their expertise and contributions to research in their respective fields. Topics include ethical leadership, logistics management, the role of military forces

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IV. Performance Criteria and Evaluation Summary:

in various countries, joint operations, and other related security issues. Due to the sensitive nature and complex topics addressed, many products of NDU faculty and staff cannot be attributed or publicly disclosed. NDU publishes The Chairman of the Joint Chiefs of Staff national security journal, *Joint Force Quarterly*, which is a major contribution to the research and curriculum quality. NDU also publishes a journal of complex operations, titled *Prism*, which has been highly regarded in its inaugural year.

The FY 2014 average student cost reflects the realignment of manpower and funding resources to support the Chairman of the Joint Chiefs of Staff's new University Mission statement focusing on Joint Professional Military Education.

BA 3 Training and Recruitment (\$ in thousands)
Average Cost per Student

	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
NWC	79,708	75,609	84,770
Eisenhower School	74,315	82,286	82,704
JFSC	28,601	26,854	28,645

Average Cost per student is based on resident

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<u>V. Personnel Summary</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	Change FY 2012/ FY 2013	Change FY 2013/ FY 2014
<u>Active Military End Strength (E/S) (Total)</u>	<u>188</u>	<u>190</u>	<u>190</u>	<u>2</u>	<u>0</u>
Officer	170	171	171	1	0
Enlisted	18	19	19	1	0
<u>Reservists on Full Time Active Duty (E/S)</u>	<u>14</u>	<u>14</u>	<u>14</u>	<u>0</u>	<u>0</u>
Officer	14	14	14	0	0
<u>Civilian End Strength (Total)</u>	<u>564</u>	<u>567</u>	<u>543</u>	<u>3</u>	<u>-24</u>
U.S. Direct Hire	564	567	543	3	-24
Total Direct Hire	564	567	543	3	-24
Memo: Reimbursable Civilians Included	112	117	117	5	0
<u>Active Military Average Strength (A/S)</u>	<u>190</u>	<u>190</u>	<u>190</u>	<u>0</u>	<u>0</u>
(Total)					
Officer	171	171	171	0	0
Enlisted	19	19	19	0	0
<u>Reservists on Full Time Active Duty (A/S)</u>	<u>14</u>	<u>14</u>	<u>14</u>	<u>0</u>	<u>0</u>
(Total)					
Officer	14	14	14	0	0
<u>Civilian FTEs (Total)</u>	<u>564</u>	<u>567</u>	<u>543</u>	<u>3</u>	<u>-24</u>
U.S. Direct Hire	564	567	543	3	-24
Total Direct Hire	564	567	543	3	-24
Memo: Reimbursable Civilians Included	112	117	117	5	0
Average Annual Civilian Salary (\$ in thousands)	127.6	116.6	129.1	-11.0	12.5
<u>Contractor FTEs (Total)</u>	<u>69</u>	<u>46</u>	<u>45</u>	<u>-23</u>	<u>-1</u>

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FY 2013 to FY 2014 Increase in Average Annual Civilian Salary. The budgeted average annual civilian salary for FY 2013 was significantly understated compared to execution. The increase in average annual civilian salary for FY 2014 reflects revised estimates consistent with FY 2012 execution.

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

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2012</u>	<u>FY 2012/FY 2013</u>		<u>FY 2013</u>	<u>FY 2013/FY 2014</u>		<u>FY 2014</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	56,222	135	-4,587	51,770	453	2,073	54,296
103 Wage Board	1,180	3	-490	693	6	3	702
105 Separation Liability (FNDH)	287	0	-287	0	0	0	0
199 Total Civ Compensation	57,689	138	-5,364	52,463	459	2,076	54,998
308 Travel of Persons	5,809	116	417	6,342	120	-1,775	4,687
399 Total Travel	5,809	116	417	6,342	120	-1,775	4,687
416 GSA Supplies & Materials	257	5	-77	185	4	0	189
499 Total Supplies & Materials	257	5	-77	185	4	0	189
507 GSA Managed Equipment	623	12	960	1,595	30	0	1,625
599 Total Equipment Purchases	623	12	960	1,595	30	0	1,625
771 Commercial Transport	0	0	91	91	2	0	93
799 Total Transportation	0	0	91	91	2	0	93
914 Purchased Communications (Non-Fund)	226	5	382	613	12	0	625
917 Postal Services (U.S.P.S)	8	0	3	11	0	0	11
920 Supplies & Materials (Non-Fund)	3,613	72	-497	3,188	61	-743	2,506
921 Printing & Reproduction	1,042	21	-4	1,059	20	0	1,079
922 Equipment Maintenance By Contract	296	6	1,393	1,695	32	0	1,727
923 Facilities Sust, Rest, & Mod by Contract	3,784	76	-2,008	1,852	35	0	1,887
925 Equipment Purchases (Non-Fund)	2,676	54	5,030	7,760	147	0	7,907
932 Mgt Prof Support Svcs	2,244	45	-326	1,963	37	-438	1,562
933 Studies, Analysis & Eval	663	13	-96	580	11	-129	462
957 Other Costs (Land and Structures)	3,073	61	-2,400	734	14	0	748
960 Other Costs (Interest and Dividends)	3	0	0	3	0	0	3
984 Equipment Contracts	12,084	242	-11,509	817	16	0	833
987 Other Intra-Govt Purch	2,369	47	406	2,822	54	0	2,876
989 Other Services	1,092	22	112	1,226	23	-168	1,081

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	FY 2012	Change <u>FY 2012/FY 2013</u>		FY 2013	Change <u>FY 2013/FY 2014</u>		FY 2014
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
999 Total Other Purchases	33,173	664	-9,514	24,323	462	-1,478	23,307
Total	97,551	935	-13,487	84,999	1,077	-1,177	84,899

Fiscal Year 2014 Budget Estimates
Office of Economic Adjustment (OEA)



April 2013

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**Office of Economic Adjustment
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates**

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

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

	FY 2012	Price	Program	FY 2013	Price	Program	FY 2014
	<u>Actual</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
OEA	397,817	7,871	-152,251	253,437	4,797	113,381	371,615

* The FY 2014 Estimate column reflects the FY 2014 President's Budget Request. The FY 2012 and FY 2013 Estimates include funding increases for Congressionally directed (\$250 million) in FY 2012 and Department (\$51 million) efforts in FY 2013 for the DOD program for construction, renovation, repair or expansion of public schools located on military installations. Also included in the FY 2012 and FY 2013 Estimates is \$33 million in FY 2012 and \$33 million in FY 2013 for the Guam socioeconomic improvements and \$106.4 million in FY 2013 and \$273.3 million in FY 2014 for the water/wastewater remedies and new infrastructure required to support existing military missions, as well as potential growth associated with the Department's rebalance to the Asia-Pacific region. As noted in the public law, this funding is considered "available until expended."

I. Description of Operations Financed: The Office of Economic Adjustment (OEA), www.oea.gov, is the Department of Defense (DoD)'s primary source for assisting states and communities that are impacted by Defense changes, including the Department's Base Realignment and Closure (BRAC) actions. The technical and financial assistance provided under this program ensures affected communities: can plan and carry out local adjustment strategies; engage the private sector in ventures to plan and/or undertake economic development and base redevelopment; and work with the Military Departments as they implement Defense actions in support of the Department's mission. Also, the OEA is the DoD's lead agency to provide assistance to the multiple communities, businesses, and workers adversely affected by DoD decisions to cancel and/or curtail defense acquisition programs; or disestablish defense contract activities. The OEA program activity is designed to plan and coordinate a local, state and Federal-wide economic adjustment effort.

The U.S. Joint Forces Command disestablishment; the closure of Avondale shipyard in Louisiana; termination of defense contracts in Connecticut; and transition at Pine Bluff

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I. Description of Operations Financed (cont.)

Arsenal provide examples where the DoD has called for the OEA's support. The OEA must 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 (EAC) under Executive Order 12788, as amended. The Congress acknowledged the importance of this assistance in Section 4004 of Public Law 101-510 and stated, "the Economic Adjustment Committee may not be terminated and the duties of the Committee may not be significantly altered unless specifically authorized by law." As the Executive Director for EAC, the OEA Director provides economic adjustment guidance and assistance, which 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. These efforts help states and communities:

- a) that are 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 the impacted states and communities, the OEA will provide technical and financial assistance to plan and carry out economic and community development. The OEA will help communities put together an adjustment program combining Federal, state, local and private resources. For BRAC, the OEA's activities support DoD's goals in closing and

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

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. 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 did not end and will continue at least through 2016.

Additionally, the OEA must maintain an effective Compatible Use program capability to address instances of likely encroachment. While executing current projects, the OEA evaluated future directions for the compatible use program; positioned the program to serve the needs of the Military Departments, DOD and civilian communities; and ensured that the OEA is postured to support the Department's future sustainability goals.

Based upon field work to date in all project areas with affected jurisdictions in addition to updated project need assessments of Federal and state funding requirements for impacted communities, OEA estimates ongoing actions will result in a continuing need for approximately 150 grants per year to impacted state and local governments. The OEA funding will continue to assist earlier BRAC communities that require OEA funding to undertake specialized plans that facilitate the redevelopment of a former base.

The number of projects may increase depending on additional Congressional requirements and responsibilities that OEA may be directed to assume. In FY 2012, Section 8110 of Public Law 112-074 provided \$33 million of DOD funding for Guam socioeconomic infrastructure improvements.

**Office of Economic Adjustment
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I. Description of Operations Financed (cont.)

The FY 2013 President's Budget requested \$139.4 million of DoD funding and authority for Guam water and wastewater (\$106.4 million) and socioeconomic infrastructure improvements (\$33 million). Specific severable water and wastewater projects to be implemented in FY 2013 were identified by a collaborative effort of DoD, the Environmental Protection Agency (EPA) and the Guam Waterworks Authority.

The FY 2014 President's Budget requests an additional \$273.3 million of DoD funding and authority for Guam civilian water and wastewater infrastructure improvements. The Department's Asia-Pacific Rebalance strategy builds upon DoD's longstanding reliance on the Territory of Guam (Guam) to host critical existing and enduring military installations and missions, as well as potential for any DoD growth. However, the deteriorating condition of Guam's water distribution and wastewater treatment and collection systems on which DoD relies, jeopardizes Guam's ability to sustain critical Defense activities and plans. Specific projects to be funded are being closely coordinated by DoD, EPA and the U.S. Department of Justice. The requested funding will address civilian infrastructure deficiencies that impact the public health of DOD personnel and are beyond the financial capability of Guam to correct, and will provide safe, sustainable water resources and capacity critical not only for the more than 16,000 DoD personnel currently based on Guam and for future DoD growth, but also for current residents of the Territory and civilian population growth induced by the military realignment. The \$273.3 million includes:

- \$246 million to upgrade the Northern District Wastewater Treatment Plant (NDWWTP) and the Hagatna Wastewater Treatment Plant to full secondary treatment. EPA recently issued draft National Pollution Discharge Elimination System (NPDES) permits requiring both plants to achieve secondary treatment. Both plants are currently

**Office of Economic Adjustment
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates**

I. Description of Operations Financed (cont.)

undergoing critical repair projects mandated by the U.S. District Court's November 2011 Order for Preliminary Relief, and financed by the Guam Waterworks Authority (GWA), that are needed to comply with GWA's existing NPDES permit discharge limits. The requested FY 2014 funding will enable both treatment plants to provide full secondary treatment at 12 MGD each.

- \$19.8 million to address critical wastewater collection system deficiencies, including leaking underground fuel tanks (for backup generators) at wastewater pump stations that jeopardize the island's only drinking water aquifer as well as possibly impacting nearby surface waters. Similarly, leaking pumps and fixtures at wastewater pump stations discharge raw sewage directly into the aquifer and also contribute to possible cross-contamination of the water supply/distribution system. The FY 2014 funding will be targeted to wastewater collection system projects that yield the greatest potential to protect the aquifer and drinking water supply from further contamination.
- \$7.5 million for technical support and project development. The execution of the FY 2014 funding must be closely coordinated with other planned and ongoing water and wastewater infrastructure projects funded by other sources, such as the EPA's State Revolving Fund program. The funding provided to EPA for technical support will ensure the most efficient application of these combined infrastructure investments to establish a safe and sustainable resource critical for DoD's continued and planned activities. These funds will be also be used to evaluate and plan for additional follow-on water and wastewater infrastructure requirements that may be identified through the current Supplemental Environmental Impact Statement process to support the anticipated Marine Corps relocation.

**Office of Economic Adjustment
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I. Description of Operations Financed (cont.)

The DoD is requesting authority to implement the socioeconomic and water and wastewater project funds through the OEA.

Section 8109 of Public Law 112-10 provided the OEA \$250 million to construct renovate, repair, or expand elementary and secondary public schools located on military installations in order to address capacity or facility condition at such schools, and in Section 8118 of Public Law 112-74 Congress provided another \$250 million for the ongoing effort. An additional \$51 million has been programmed by the DoD in FY 2013 for schools. Additionally, Section 8110 of Public Law 112-10 provided OEA \$300 million for transportation infrastructure improvements associated with medical facilities related to recommendations of the BRAC 2005 Commission.

Additionally, \$36.6 million has been requested in support of the Defense Industry Adjustment (DIA) program to enhance the OEA support of regional and community adjustment in areas affected by defense procurement reductions. This is the first increment for the FY 2014-2018 DIA increase, totaling \$137.8 million.

II. Force Structure Summary:

Not Applicable.

Office of Economic Adjustment
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III. Financial Summary (\$ in thousands)

	FY 2013						
			Congressional Action				
	FY 2012	Budget				Current	FY 2014
A. BA Subactivities	Actual	Request	Amount	Percent	Appropriated	Estimate	Estimate
1. Operations	9,554	9,703				9,703	12,000
2. Community Assistance Grants	128,263	243,734				243,734	359,615
3. Congressional Adjustment	10,000	0				0	0
4. Congressionally Directed	250,000	0				0	0
Total	397,817	253,437				253,437	371,615

* The FY 2014 Estimate column reflects the FY 2014 President's Budget Request. The FY 2012 and FY 2013 Estimates include funding increases for Congressionally directed (\$250 million) in FY 2012 and Department (\$51 million) efforts in FY 2013 for the DOD program for construction, renovation, repair or expansion of public schools located on military installations. Also included in the FY 2012 and FY 2013 Estimates is \$33 million in FY 2012 and \$33 million in FY 2013 for the Guam socioeconomic improvements and \$106.4 million in FY 2013 and \$273.3 million in FY 2014 for the water/wastewater remedies and new infrastructure required to support existing military missions, as well as potential growth associated with the Department's rebalance to the Asia-Pacific region. As noted in the public law, this funding is considered "available until expended."

Office of Economic Adjustment
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III. Financial Summary (\$ in thousands)

	Change <u>FY 2013/FY 2013</u>	Change <u>FY 2013/FY 2014</u>
B. <u>Reconciliation Summary</u>		
Baseline Funding	253,437	253,437
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	253,437	
Fact-of-Life Changes (2013 to 2013 Only)		
Subtotal Baseline Funding	253,437	
Supplemental		
Reprogrammings		
Price Changes		4,797
Functional Transfers		
Program Changes		113,381
Current Estimate	253,437	371,615
Less: Wartime Supplemental		
Normalized Current Estimate	253,437	

Office of Economic Adjustment
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Fiscal Year (FY) 2014 Budget Estimates

III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2013 President's Budget Request (Amended, if applicable)		253,437
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2013 Appropriated Amount		253,437
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2013 Baseline Funding		253,437
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2013 Estimate		253,437
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2013 Normalized Current Estimate		253,437
6. Price Change		4,797
7. Functional Transfers		
8. Program Increases		172,484
a. Annualization of New FY 2013 Program		
b. One-Time FY 2014 Increases		
c. Program Growth in FY 2014		
1) Program Assistance-Guam	133,818	
Increase supports water/wastewater infrastructure improvements related to the military realignment buildup on Guam. (FY 2013 Baseline \$106,482; +0 FTEs)		
2) Defense Industry Adjustment	36,515	
To enhance the OEA's support of regional and community adjustment in areas affected by defense procurement reductions. (FY 2013 Baseline \$0; +0		

Office of Economic Adjustment
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Fiscal Year (FY) 2014 Budget Estimates

III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
FTEs)		
3) Civilian Compensation Civilian salaries and benefits have been increased to more accurately reflect FY 2014 civilian compensation requirements. Compensation costs were under-estimated in FY 2013 and have been "right-sized." (FY 2013 Baseline \$4,747; +0 FTEs)	1,218	
4) Equipment Maintenance by Contract Equipment Maintenance Contract has been increased to more accurately reflect FY 2014 operations funding requirements. (FY 2013 Baseline \$1,702; +0 FTEs)	803	
5) DFAS Funding increased as a result of higher work-counts under the Defense Agency Initiative (DAI) operating system. (FY 2013 Baseline \$271K; +0 FTEs)	44	
6) Rent Funding increased for rent as a result of OEA's office relocation to a larger space with more square footage. (FY 2013 Baseline \$717K; +0 FTEs)	44	
7) Utilities/Communication Funds increased to support increased utility/communications usage requirements. (FY 2013 Baseline \$106K; +0 FTEs)	42	
9. Program Decreases		-59,103
a. Annualization of FY 2013 Program Decreases		
b. One-Time FY 2013 Increases		
c. Program Decreases in FY 2014		
1) Public School Facilities on Military Installations Funds previously provided from FY 2011-2013 to OEA to	-51,000	

Office of Economic Adjustment
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates

III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
provide grants to Local Education Agencies (LEAs) for public schools on military installations to address physical condition and/or capacity deficiencies. There is no program budget request for FY 2014 funding. Funding request has been reduced by the FY 2013 request (\$51M) and associated inflation (\$867K). (FY 2013 Baseline \$51,000; +0 FTEs)		
2) Program Reduction-Assistance/Grants Program reduction as a result of inflation for Program Assistance Grants, DWCF and Other purchases. (FY 2013 Baseline \$0; +0 FTEs)	-4,646	
3) Program Assistance Grants Program assistance/grants funding reduced due to requirement adjustments and program efficiencies; additionally, reduction to equipment maintenance contract requirements. (FY 2013 Baseline \$0; +0 FTEs)	-3,452	
4) Subsistence of Persons & Interest Funding has been reduced to more accurately reflect subsistence of persons and Interest requirements. (FY 2013 Baseline \$9; +0 FTEs)	-5	
FY 2014 Budget Request		371,615

**Office of Economic Adjustment
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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 budget efficiencies.

As the first responder for multiple communities, businesses and workers adversely affected by Defense industry cutbacks, the OEA will carry out program activities to plan and coordinate local, state and Federal economic adjustment and workforce response efforts.

In the case of expansion actions, or the return of military personnel from overseas contingency operations, 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; 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; and support the Department's future sustainability goals.

**Office of Economic Adjustment
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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 carry out all Congressional requirements in a timely manner.

Additionally, the OEA will execute \$551 million to construct, renovate, repair, or expand elementary and secondary public schools located on military installations in order to address capacity or facility condition at such schools; and \$300 Million provided in Section 8119 of Public Law 112-10 for transportation infrastructure improvements associated with medical facilities related to recommendations of the BRAC 2005 Commission.

Office of Economic Adjustment
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V. <u>Personnel Summary</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	Change FY 2012/ FY 2013	Change FY 2013/ FY 2014
<u>Active Military End Strength (E/S) (Total)</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>0</u>	<u>0</u>
Officer	3	3	3	0	0
<u>Civilian End Strength (Total)</u>	<u>38</u>	<u>38</u>	<u>38</u>	<u>0</u>	<u>0</u>
U.S. Direct Hire	38	38	38	0	0
Total Direct Hire	38	38	38	0	0
<u>Civilian FTEs (Total)</u>	<u>38</u>	<u>38</u>	<u>38</u>	<u>0</u>	<u>0</u>
U.S. Direct Hire	38	38	38	0	0
Total Direct Hire	38	38	38	0	0
Average Annual Civilian Salary (\$ in thousands)	151.6	124.9	158.1	-26.7	33.2

**Office of Economic Adjustment
Operation and Maintenance, Defense-Wide
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VI. OP 32 Line Items as Applicable (Dollars in thousands):

OP 32 Line	Change			Change			FY 2014
	FY 2012	FY 2012/FY 2013	FY 2013	FY 2013/FY 2014	FY 2014		
	Actual	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	5,743	14	-1,010	4,747	42	1,218	6,007
105 Separation Liability (FNDH)	16	0	-16	0	0	0	0
199 Total Civ Compensation	5,759	14	-1,026	4,747	42	1,218	6,007
308 Travel of Persons	442	9	305	756	14	-14	756
399 Total Travel	442	9	305	756	14	-14	756
502 Army Fund Equipment	32	0	-32	0	0	0	0
599 Total Equipment Purchases	32	0	-32	0	0	0	0
696 DFAS Financial Operation (Other Defense Agencies)	112	19	140	271	35	44	350
699 Total DWCF Purchases	112	19	140	271	35	44	350
912 Rental Payments to GSA (SLUC)	808	16	-107	717	14	44	775
913 Purchased Utilities (Non-Fund)	146	3	-43	106	2	42	150
920 Supplies & Materials (Non-Fund)	150	3	-3	150	3	0	153
921 Printing & Reproduction	0	0	54	54	1	-1	54
922 Equipment Maintenance By Contract	2,030	41	-369	1,702	32	803	2,537
932 Mgt Prof Support Svcs	15	0	-15	0	0	0	0
960 Other Costs (Interest and Dividends)	0	0	1	1	0	-1	0
964 Other Costs (Subsistence and Support of Persons)	5	0	4	9	0	-4	5
987 Other Intra-Govt Purch	55	1	1,134	1,190	23	0	1,213
988 Grants	388,263	7,765	-152,294	243,734	4,631	111,250	359,615
999 Total Other Purchases	391,472	7,829	-151,638	247,663	4,706	112,133	364,502
Total	397,817	7,871	-152,251	253,437	4,797	113,381	371,615

* The FY 2014 Estimate column reflects the FY 2014 President's Budget Request. The FY 2012 and FY 2013 Estimates include funding increases for Congressionally directed (\$250 million) in FY 2012 and Department (\$51 million) efforts in FY 2013 for the DOD program for construction, renovation, repair or expansion of public schools located on military installations. Also included in the FY 2012 and FY 2013 Estimates is \$33 million in FY 2012 and \$33 million in FY 2013 for the Guam socioeconomic improvements and \$106.4 million in FY 2013 and \$273.3 million in FY 2014 for the water/wastewater remedies and new infrastructure required to support existing military missions, as well as potential growth associated with the Department's rebalance to the Asia-Pacific region. As noted in the public law, this funding is considered "available until expended."

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Office of the Secretary of Defense (OSD)



April 2013

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**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
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Operation and Maintenance, Defense-Wide Summary (\$ in thousands)

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

	FY 2012 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2013 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2014 <u>Estimate</u>
OSD	2,349,988	72,410	-327,036	2,095,362	72,453	-157,639	2,010,176

* The FY 2012 Actual column includes \$102,609 thousand for Overseas Contingency Operations (OCO) funding (PL 112-74).

* The FY 2013 Estimate column excludes \$87,805 thousand for OCO funding requested in the FY 2013 Defense-Wide OCO Budget Request.

* The FY 2014 Estimate column excludes FY 2014 Defense-Wide OCO Budget Request.

I. Description of Operations Financed:

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

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

Office of the Secretary of Defense
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I. Description of Operations Financed (cont.)

(Intelligence Oversight), the Director of Administration and Management (DA&M), the Director, Cost Assessment and Program Evaluation (D,CAPE), the Director, Net Assessment (ODNA), the Director, Operational Test and Evaluation (DOT&E), and the DoD Chief Information Officer (DoD CIO).

Narrative Explanation of Changes from FY 2013 to FY 2014:

The Office of the Secretary of Defense (OSD) Operation and Maintenance (O&M) FY 2014 budget estimate is based on Department of Defense (DoD) strategic and fiscal guidance, and complies with the Secretary of Defense (SECDEF) priorities for execution and continuation of efficiency initiatives that started in FY 2012. The FY 2014 budget request reflects an overall decrease of -\$85.2 million when compared to the FY 2013 current estimate. The overall decrease includes a price adjustment of +\$72,453 million and a decrease of -\$157.6 million resulting from programmatic increases and decreases that include internal funding realignments detailed in the Financial Summary (Part III).

\$ in Thousands

	<u>FY 2012</u> <u>Actuals</u>	<u>FY 2013</u> <u>Estimate</u>	<u>FY 2014</u> <u>Estimate</u>
A. <u>Core Operating Program:</u>	382,167	380,303	388,252

The OSD Core Operating Program provides the necessary resources to support the operations of the Office of the Secretary of Defense (OSD) and the centrally funded support services within OSD. Funding in this subactivity group includes all civilian personnel compensation and benefits. OSD has made a significant effort to correct erroneous coding within its Object Class/OP-32 code structure. Funding for mass transit benefits and a minimal amount of Permanent Change of Station (PCS) is included in the FY 2012 and FY 2014 funding in OP-32 Line 101. FY 2013 funding includes Mass Transit but remains coded

Office of the Secretary of Defense
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I. Description of Operations Financed (cont.)

in OP-32 line 987, Other Intra-Governmental Purchases. PCS costs for FY 2013 reside in Other DoD Programs and Initiatives in OP-32 code 987. Costs/funding for Intergovernment Personnel Act (IPA) are included in the Core Operating Program for FY 2012 and FY 2014.

	<u>\$ in Thousands</u>	
	<u>Civilian</u>	<u>Full-Time</u>
	<u>Pay</u>	<u>Equivalents</u>
		<u>(FTEs)</u>
<u>Estimated FY 2014 Civilian Pay and Benefits for</u>		
<u>Major OSD Principal Staff Assistants (PSAs):</u>		
OUUSD(AT&L)	93,014	473
OUUSD(Comptroller)	28,704	161
OUUSD(Intelligence)	36,173	193
OUUSD(P&R)	26,166	148
OUUSD(Policy)	74,563	415
O,DCMO	19,427	97
D,CAPE	25,182	140
DoD CIO	23,980	124
Other DoD Offices	<u>61,043</u>	<u>348</u>
Total Estimated Civilian Pay and Benefits	388,252	2,099

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I. Description of Operations Financed (cont.)

	<u>\$ in Thousands</u>		
	<u>FY 2012</u> <u>^{1/}Actuals</u>	<u>FY 2013</u> <u>Estimate</u>	<u>FY 2014</u> <u>Estimate</u>
B. <u>Other DoD Programs and Initiatives:</u>	232,354	205,540	237,904

^{1/}Includes one-time congressional increase of \$44,000 for
SECDEF Grants (Sec 8079)

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I. Description of Operations Financed (cont.)

This Subactivity is comprised of:

	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
Assistant Secretary of Defense, Legislative Affairs (ASD(LA))	423	496	750
Assistant Secretary of Defense, Public Affairs (ASD(PA))	6,903	6,457	6,485
Office of General Counsel (OGC)	740	750	748
Assistant to the Secretary of Defense(Intelligence Oversight)	390	987	975
Director of Administration and Management (DA&M)	5,486	4,691	5,366
Office of the Director Net Assessment (ODNA)	12,235	9,970	10,253
Boards, Commissions and Task Forces (BCTF)	4,528	12,609	8,321
Test Resource Management Center (TRMC)	5,327	4,797	4,739
Capital Security Cost Sharing (CSCS)(State Department Bill)	127,168	153,971	188,142
Other DoD Programs and Initiatives (*includes Grants)	<u>*69,154</u>	<u>10,812</u>	<u>12,125</u>
Total Other DoD Programs and Initiatives	232,354	205,540	237,904

a. ASD (Legislative Affairs) serves as DoD liaison to the United States (U.S.) Congress. The OASD(LA) promotes the administration's defense budget and the policies and legislative priorities of the Secretary of Defense to the U.S. Congress.

b. ASD (Public Affairs) is the principal staff advisor and assistant to the SECDEF and Deputy Secretary of Defense (DEPSECDEF) for public information, internal information, community relations, information, training, and audiovisual matters. ASD(PA) follows the Secretary's guidance in providing Defense Department information to the public, the Congress and the media. ASD(PA) sponsors the DoD "Defense.gov" web site, which is the official website of DoD and the starting point for finding U.S. military information online. ASD(PA) supports all Secretary of Defense Press briefings and responds to all public inquiries to the DoD public website.

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I. Description of Operations Financed (cont.)

c. Office of General Counsel (OGC) provides advice to the Secretary and Deputy Secretary of Defense regarding all legal matters and services performed within or involving the Department of Defense.

d. Assistant to the Secretary of Defense (Intelligence Oversight) serves as the Secretary of Defense's personal, independent oversight mechanism for the Defense Intelligence Components. Through assessment inspections, training programs, and investigations as required, it ensures that defense intelligence activities are conducted in accordance with statute, Presidential order, and Departmental policy and regulation.

e. Director of Administration and Management (DA&M) has three broad responsibilities: to advise the Secretary and DoD senior leaders team on organizational and management matters of institutional importance; to oversee the Pentagon Reservation which is the Headquarters of the U.S. Defense establishment and a highly visible symbol of U.S. military power, as well as Defense leased facilities in the National Capital Region (NCR), providing administrative, logistical, facilities, and technological support at those facilities; and to secure and protect the people, facilities, and infrastructure of the Pentagon Reservation and DoD leased facilities. DA&M oversees DoD Committee Management, DoD Headquarters Management, and Office of the Secretary of Defense (OSD) Historical Program, DoD Freedom of Information Act Program (FOIA), DoD Privacy Program, DoD Civil Liberties Program, OSD Internal Management Control Program, and OSD Networks/CIO. DA&M performs management and oversight of the Pentagon Force Protection Agency (PFPA) and the Washington Headquarters Services (WHS), a DoD Field Activity which provides financial, personnel, and other administrative support to the NCR organizations.

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I. Description of Operations Financed (cont.)

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

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

h. Test Resource Management Center (TRMC) develops and maintains a strategic plan of the SECDEF needs for Test and Evaluation (T&E) facilities and resources.

i. Capital Security Cost Sharing (CSCS) finances the Department's share for the CSCS as authorized by section 604 of the Secure Embassy Construction and Counterterrorism Act of 1999. The Department of State (DoS) determines the cost share responsibility for each tenant agency.

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2014 Budget Estimates

I. Description of Operations Financed (cont.)

	\$ in Thousands		
	FY 2012 <u>¹/Actuals</u>	FY 2013 <u>²/Estimate</u>	FY 2014 <u>Estimate</u>
C. <u>Under Secretary of Defense (Acquisition, Technology, and Logistics):</u>	282,248	288,596	287,498

¹/Excludes \$18,643 thousand OCO funding (PL 112-74)

²/Excludes \$13,000 thousand OCO funding requested in FY 2013 Defense-Wide Budget Request

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

a. Congressional Mandate:

1) Contingency Business Tools: DoD established a business system taskforce committed to leveraging existing resources and knowledge to quickly provide contingency forces with information technology and simple, user-friendly e-business tools in a contingency environment. This program addresses deficiencies documented in the 2007 Gansler Commission Report, and seeks to create the necessary tools for contracting officers deployed in support of contingency operations. This is a "toolkit" approach that evolves

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I. Description of Operations Financed (cont.)

as the phase of a mission in the area of operation matures. Efforts include solving bandwidth and connectivity challenges in the context of four mission phases: 1) deployment: 2) build up: 3) sustainment: and 4) turnover/redeployment. This program pursues a holistic approach, based on research, identification of existing technologies, system functions, and e-business tools. Contingency Business Tools integrate financial, contracting, and logistics products to provide timely solutions to enduring contingency challenges.

2) Chief Financial Officers (CFO) Act Compliance: Program funds the development and implementation of new policies, processes, and procedures to comply with public law directing accounting for and valuing these resources, and addresses property accountability for DoD government's property, plant and equipment (GPP&E) audit preparation. The 2010 National Defense Authorization Act requires the Department to be audit ready by 2017 and DoD owns more than 80 percent of the GPP&E, operating materials and supplies, and inventory, which encompasses \$1.4 trillion in acquisitions and a net book value of \$827 billion.

3) Committee on Foreign Investment in the United States (CFIUS): Program funds an inter-agency committee that reviews the national security implications of foreign investments in U.S. companies or operations in agreement with the Exon-Florio Amendment of the Defense Production Act. As a CFIUS member, and often the co-lead agency, DoD is required by law to determine the risks of a transaction and whether to recommend approval only with risk mitigation measures or a block of the transaction. OUSD(AT&L) must consider potential effects of these transactions on U.S. technological leadership and supply chain reliability and integrity in areas affecting U.S. national security and

**Office of the Secretary of Defense
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I. Description of Operations Financed (cont.)

critical infrastructure, and whether the acquirer is controlled by, or acting on behalf of a foreign government.

4) Electronic Business Center of Excellence (e-Business COE): The program defines requirements for transforming the Department's business processes related to acquisition, procurement, and implementation of e-Government.

5) Legacy Resource Management: This is DoD's primary means of funding innovative and cost-effective national and regional projects that sustain long-term military training and testing while providing stewardship for its natural and cultural resources. Legacy projects support both statutory and mission-related environmental conservation requirements that support DoD training and testing. Projects funded are selected on the basis of the most positive effects on military readiness, increased conservation efficiencies, and the need to meet congressional intent.

6) Native American Lands 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, Alaskan Natives, and Native Hawaiians.

7) BRAC 2015 Round Planning and Analyses: The Department will request authority from Congress to conduct a new round of Base Realignment and Closure (BRAC) in 2015 to align infrastructure with planned force structure changes. The BRAC process requires extensive up-front analysis including a 20-year force structure plan, a comprehensive inventory of installations, and a discussion of categories of excess infrastructure and infrastructure

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I. Description of Operations Financed (cont.)

capacity. To support this effort, funds are required to develop recommendations and manage a new BRAC round.

b.Improve Acquisition & Logistics Processes:

1) Acquisition Programs Support Systems: This program improves the flow of mission-essential information, expedites acquisition decision making, and assures continuity of business/leadership operations through disaster recovery scenarios.

2) 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 program facilitates improvements to contracting in support of deployed forces, humanitarian or peacekeeping operations, and disaster relief through policy, guidance, and oversight. It 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 (DoD).

3) Corrosion Prevention Program: This material degradation program, focuses on prevention and mitigation of corrosion, fatigue and wear of material equipment and infrastructure as defined in 10 U.S.C. 2228.

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4) Defense Management Initiative: This program improves Defense installations' services and facilities management (including housing). The initiative evaluates concepts, approaches, policies and systems for studying selected Departmental functions, and produces tools needed to improve installation management.

5) 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. The proposed Acquisition Cyber Security Initiative links high level policies and innovative concepts 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 (CIP); better understand and mitigate supply chain risk; improve program protection planning; as well as improve and streamline program protection engineering.

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) Defense Procurement & Acquisition Policy (DPAP): 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; develops and maintains the Defense

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I. Description of Operations Financed (cont.)

Acquisition Guidebook; facilitates the review and management of major acquisitions services; and furthers the development and staffing of acquisition policy initiatives. DPAP supports the Contingency Business Tools Program, providing support to expand the use of contingency contracting and financial management business tools for timely and correct execution of contracts, transparency, and the reduction of fraud, waste, and abuse.

8) Developmental Test and Evaluation(DT&E): Public Law 111-23, "Weapons System Acquisition Reform Act of 2009" (WSARA) requested the appointment of a Director, Developmental Test and Evaluation (DT&E), as well as the establishment of an DT&E office subordinate to the OUSD(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 Major Defense Acquisition Programs (MDAPs) and programs on OSD DT&E Oversight List, and shall monitor and review the developmental test and evaluation activities of MDAPs.

9) Operational Energy Plans and Programs (OEP&P): Provides for operations and support to the Assistant Secretary of Defense for Operational Energy Plans and Programs (ASD,OEP&P). The ASD,OEP&P is the principal adviser to the SECDEF and the principal policy official within the senior management of DoD regarding operational energy plans and programs. The ASD,OEP&P is responsible for: (1) Providing leadership and facilitation of communications and management oversight for operational energy plans and programs within DoD as well; (2) establishing the DoD Operational Energy Strategy; (3) coordinating and overseeing Planning, Programming, Budgeting, and Execution (PPBE) activities for DoD, to include Army, Navy, Air Force, and the Marine Corps, related to implementation of the operational energy strategy; the consideration of operational energy demands in Defense planning, requirements, and acquisition processes, research,

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I. Description of Operations Financed (cont.)

and development investments related to operational energy demand and supply technologies; and (4) monitoring and reviewing all operational energy initiatives within DoD.

10) Environmental, Safety, & Occupational Health (ESOH) in Acquisition: The Deputy Under Secretary for Installations and Environment (I&E) is the primary ESOH advisor to the Under Secretary of Defense (Acquisitions, Technology, and Logistics) for MDAPs 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 DoD Instruction (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 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.

11) I&E Business Enterprise Integration/FPRS (formerly Facilities Program Requirements): This program supports both I&E and DoD-wide information needs for installations management, energy management, environmental management, safety and occupational health, and audit readiness. This program develops Information Technology (IT) information, data and technical standards to enable lifecycle Real Property, Energy, Environment, Safety and Occupational Health management and; Oversees IT investment for all I&E systems to ensure compliant, cost-effective, and integrated solutions.

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12) Emerging Contaminants: This program funds early identification of Emerging Contaminants (EC), assessments of impacts to human health and DoD functions, and development of risk management options. The program applies lessons learned from DoD's experience with perchlorate and other ECs.

13) Human Capital Initiative (HCI): Is responsible for executing the DoD-wide acquisition workforce statutory requirement to strengthen the workforce and significantly improve its quality, capability and capacity. This program assesses the current AT&L workforce and identifies competency gaps to improve the future AT&L workforce. Funds support HCI efforts to manage departments-wide acquisition workforce planning, analysis, policy, and programs to include the Defense Acquisition Workforce Education, Training, and career Development Program (DODD 5000.52 and DODI 5000.66); update and implementation of the Defense Acquisition Strategic workforce Plan; the Acquisition Demonstration Program (AcqDemo Program Office), Defense Agency Career Management (4th Estate DACM - 18 Defense Agencies); and the Defense Acquisition Workforce Development Fund (DAWDF), and all supporting workforce initiatives.

14) Industrial Policy Program Support: Manufacturing and Industrial Base Policy Program Support (MIBP) is the Department's primary liaison with industry to ensure industry understands the Department's policy intent and helps align procurement efforts at all phases of the acquisition process. It acts as the Department's focal point for industrial and manufacturing base policy initiatives, studies, and reviews to determine effects of changes to, as well as the overall health to the industrial base to meet future needs. It funds efforts to sustain an environment that ensures the Industrial base on which the Department depends is reliable, cost-effective, and sufficient to meet DoD requirements and ensure in a time of budget drawdown that future capabilities will be

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available to ensure the above needs are met. Federal Government's "executive secretariat" of the Defense Production Act Committee (DPAC), tasked with conducting industrial base assessments and coordinating recommendations to the President on effective use of statutory authorities for preserving/creating domestic manufacturing capabilities deemed essential for the national defense. MIBP is organizing multiple inter-agency assessment teams and preparing strategic guidance on behalf of DPAC members for consideration by the President. Finally, MIBP is the new Department focal point and POC for the statutory Committee on Foreign Investment in the U.S. responsibility, with findings signed out by Deputy Secretary of Defense and the President of the United States of America.

15) Installation Climate Change Vulnerability Assessment: This funding is for comprehensive assessments of the vulnerability of DoD installations to the projected impacts of climate change to support strategic risk assessment and development of adaptation plans and options tailored to facility managers, natural resource managers, test and training range managers, and installation military mission planners.

16) Information Superiority Integration Support (ISIS): Funds functional and acquisition oversight of all critical war-fighting communications, command and control (C2), and cyberspace capabilities in DoD, and funds programs, projects and activities to support the DASD C3 & Cyber who is also the Principal Staff Assistant (PSA) for non-Intelligence Space. Key functions include the development and implementation of enterprise communications, C2, and Cyberspace architecture, technical framework, standards, and strategic approaches; performance of acquisition-related enterprise-wide portfolio management and net-centric systems engineering across space, air, ground, maritime, and cyberspace domains; performance of acquisition oversight and support to the Milestone Decision Authority (OUSD(AT&L)) on designated Major Defense Acquisition

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Programs and Major Automated Information System (MAIS) programs to develop and enforce policies and practices of DoDD 5000.01 and DoDI 5000.02 (metric development, issues, cost, schedule, performance assessments, and risk); development of analyses of alternatives and studies for selected capabilities; providing acquisition program advocacy, portfolio investment strategy, system synchronization plans and roadmaps to support acquisition programs and enterprise capabilities; planning, resourcing and executing activities which improve operational capabilities for the war-fighter; management of the MAIS designation and reporting processes; and leading Information System acquisition policy development and implementation. Funds likewise support acquisition functions for all non-Intelligence Space matters to include space control, space situational awareness, space access, satellite operations, meteorology, oceanography, and space weather and positioning, navigation, and timing.

17) Integrated Acquisition Environment (IAE) (GSA Bill): This funding pays the Department's share of mandatory GSA e-Government initiative costs.

18) 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).

19) Logistics Systems Modernization Support (LSMS): The DUSD Logistics and Materiel Readiness (L&MR) serves as the principal staff assistant and advisor to the OUSD(AT&L), Deputy Secretary of Defense (DEPSECDEF), and Secretary of Defense (SECDEF) on logistics and materiel readiness (in DoD) and is the principal logistics official within the senior management of DoD. The LSMS funding request directly supports essential L&MR activities necessary to effectively carry out these responsibilities. The increase in resources is

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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 will facilitate efforts to make effective supply chain management and logistics processes a reality in the Department - from sources of supply to operational customers and from early acquisition planning through sustainment and disposal.

20) Mission Capabilities (MC)/Systems Engineering (SE): Public Law 111-23, "Weapons System Acquisition Reform Act of 2009" (WSARA) directed the appointment of a Director, System Engineering (SE) and establishment of an SE office subordinate to the OUSD(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 at the joint and/or coalition environment.

21) Performance Assessment & Root Cause Analysis (PARCA): Public Law 111-23, "Weapons System Acquisition Reform Act of 2009" (WSARA) directed the SECDEF to designate a senior official to serve as the principal official for conducting and overseeing Performance Assessments and Root Cause Analysis (PARCA) for Major Defense Acquisition Programs (MDAPs).

22) DoD Siting Clearinghouse: Funds support development of a basic capability to perform assessments of proposed wind and solar projects in the private industry for their impact on DoD mission, development and evaluation of possible mitigation measures,

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development of tools to assist developers, and the development of more timely, transparent and consistent processes.

23) Research, Development, Test and Evaluation (RDT&E) Oversight: Funds centralize management and administrative expenses of RDT&E programs across the ASD (R&E) enterprise.

24) Small Business Program Support: Funds the Office of Small Business Programs of the Department of Defense implementation and management of 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.

25) Space & Intelligence Major Defense Acquisition Program (MDAP) Oversight: The office works closely with the DNI(Acquisition), OUSD (I); DoD CIO; D,CAPE, 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.

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26) Strategic Sourcing: Office of Program Acquisition and Strategic Sourcing (PASS) is committed to reshaping the DoD acquisition enterprise to support customers make more efficient and effective business decisions about acquiring goods and services through the use of enterprises portfolio spend analyses. The Strategic Sourcing program conducts annual portfolio spend analyses and additional spend-related ad hoc studies and analyses that are utilized by, but not limited to, OUSD(AT&L), PDUSD(AT&L), OSBP(AT&L), DP(AT&L), DPAP(AT&L), and DoD Components to make business decisions that lead to greater efficiency and productivity in DoD spending for goods and services.

27) 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. The OSD Studies Program falls under the OSD Analysis and Support umbrella developing requirements for analytic support within the OUSD(AT&L) and conducting joint studies with other components of OSD and the Joint Staff. The program improves the ability of executive decision makers in OSD and Joint Staff components to execute their missions in a complex global environment, by allowing access to specialized 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.

28) Countering Weapons of Mass Destruction (CWMD) Sustainment: Funds the program sustainment and the operational capability portion of CWMD. It also funds the administrative costs associated with analyses, oversight, and portfolio management. O&M will ensure the long-term success and stability of the CWMD System. CWMD program is an

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integrated and interconnected CWMD capabilities-based system that defines and enables a comprehensive, global awareness and readiness for CWMD steady-state and surge postures.

29) Countering Weapons of Mass Destruction (CWMD) Expert Fellows Program: This program establishes a new, cost-effective, stable source of funding for Fellowship programs that allows the Department of Defense to compete annually for academic experts that provide direct benefit to AT&L. This enhancement will provide funding for fifteen (15) such Fellows within AT&L each year, beginning with AAAS fellows and Nunn-Lugar fellows. Annual placements for experts with S&T and academic expertise will provide an infusion of fresh ideas and will ensure that DoD is no longer under-represented in specific fellowships that provide direct and cost-effective benefits to the Department.

c. 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, as well as online collaborative knowledge communities. Requested resources will assist the office in operating and supporting the AKSS, the DAG, the web-enabled Integrated Framework Chart (IFC), ACC system and the Acquire search and discovery system. Resources will also be used to convert the AKSS into a personalized portal system and develop "portlets" for use by Service and Agency portals; develop the Best Practices Clearinghouse (BPCh) system; develop and acquire upgrades for searching video; and develop various job performance support tools based on major business processes (such as the Standard Procurement System and major milestone plans).

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2) Transform Procurement Regulations: This is a continuing initiative to increase the efficiency and improve the quality and effectiveness of DoD procurement regulatory process and rule making capability. This initiative will move the development, implementation, publication, and communication of hundreds of policies, laws, and changes in the FAR and DFARS to a web-based capability.

3) Acquisition Visibility (formerly Defense Acquisition Management Information Retrieval): This program fundamentally alters the way in which Defense acquisition data is discovered, shared and trusted among the community of senior analysts, managers and officials responsible for management and oversight of Major Defense Acquisition Programs (MDAP), Major Automated Information Systems (MAIS), and special interest programs. It combines capabilities of different applications into a collection of services easily consumed by tools used in MDAP/MAIS management and institutionalizes governance of data elements used in acquisition decision making.

d. Regulatory Requirement:

1) Acquisition Workforce Demonstration: The Acquisition Demonstration Project Office is a subordinate office and aligned under the Human Capital Initiatives office, OUSD(AT&L). AcqDemo provides a personnel management system designed specifically for the Defense acquisition business environment workforce. The purpose of the project is to demonstrate that the effectiveness of DoD acquisition can be enhanced by allowing greater managerial control over personnel processes and functions and, at the same time, expand the opportunities available to employees through a more responsive and flexible personnel system. AcqDemo was designed to provide managers the authority, control, and flexibility needed to better manage the AT&L Workforce with the immediate goal of

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I. Description of Operations Financed (cont.)

enhancing the quality and professionalism of that workforce, and the ultimate goal of providing the best acquisition systems for DoD.

2) Defense Environmental International 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. Starting in FY 2013, major functions and corresponding funding are being identified as separate missions to raise visibility of those specific components. These components are identified under "Installation Climate Change Vulnerability Assessment" and "DoD Siting Clearinghouse," paragraphs b.15) and b.21), above.

3) International Cooperation Program: A Congressional mandate provided resources to support the IC organization with administrative and analytical tasks implemented by the President and the Secretary of Defense; cooperation across the life cycles of acquisition programs.

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).

5) 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 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

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easements thus preventing incompatible development around military bases and ranges. DoD promotes such partnerships through its Sustainable Ranges Initiative.

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.

1) 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.

2) Travel Program: Program funds the travel of over 40 Acquisition and Logistics program managers throughout AT&L. Support includes the funding of travel to international, country to country engagements driven by treaties, and ensures the U.S. participation in regional and global Acquisition and Logistics forums.

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	<u>\$ in Thousands</u>		
	FY 2012	FY 2013	FY 2014
	<u>1/Actuals</u>	<u>2/Estimate</u>	<u>Estimate</u>
D. <u>Under Secretary of Defense (Policy):</u>	53,057	65,282	66,058
<small>1/Excludes \$39,137 thousand OCO funding (PL 112-74)</small>			
<small>2/Excludes \$57,463 thousand OCO funding requested in FY 2013 Defense-Wide Budget Request</small>			

The Office of the Under Secretary of Defense for Policy (OUSD(P)) oversees matters relating to international security policy and political-military affairs. The Under Secretary is the principal staff assistant and advisor to the Secretary and the Deputy Secretary of Defense for all matters on the formulation of national security and defense policy; the integration and oversight of DoD policy and plans to achieve national security objectives; and represents the Secretary and Department of Defense in the interagency process, with Congress, and in public/media outreach. The OUSD(P) carries out numerous responsibilities by managing programs in Policy Planning and Integration, Global Threat Management, Regional Security Affairs, Warfighting Support, and Homeland Defense Support.

a) Policy Planning and Integration: OUSD(P) coordinates activities to aid in formulating strategies for DoD programs at national and international levels. This involves establishing and monitoring strategic direction, planning and force development as laid out in reporting documents such as the Quadrennial Defense Review (QDR) and Defense Planning and Programming Guidance (DPPG). OUSD(P) ensures decisions are not made in a vacuum by integrating policies and resources related to humanitarian efforts and their compliance with international laws. It also initiates crisis decision-making in an

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I. Description of Operations Financed (cont.)

interagency setting; creates forums to explore emerging national security issues; and examines the capabilities and limitations of national power through various instruments. Requested resources allow interagency integration and coordination to determine requirements for potential dual-use application of Defense assets.

b) Global Threat Management: Provides policy, guidance and oversight on existential threats, supranational threats and non-state actor threats. OUSD(P) fulfills this global mission by crafting and implementing initiatives to expand cultural understanding throughout the world in governed and ungoverned areas in an effort to pre-empt the expansion of terrorist cells. Tabletop exercises are utilized to enable Members of Congress, Administration Officials, and DoD personnel to form strategies in addressing catastrophic security events. Additionally, active research and involvement in the ever-changing cyber environment is required to protect security assets and prevent sophisticated threats in cyberspace from adversaries foreign and domestic.

c) Regional Security Affairs: Provides analysis of management of cultural situations in nation states and oversight to military joint ventures and cooperative DoD-Foreign government programs including educational, training, and developmental opportunities. Using a variety of resources, regional expertise is developed and maintained to support DoD leadership in forming and implementing strategies, and contributing to a coordinated, holistic government engagement in programs and policies. Regional expertise provides the ability to: monitor and solve security cooperation issues; effectively execute coalition management; monitor international security operations; and further develop cooperative relations with foreign countries.

d) Warfighting Support Activities: OUSD(P) provides resources to orchestrate the

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development of special technologies and capabilities. It sustains these efforts by conducting in-depth analyses of the assignment of additional military and civilian personnel to long-term, non-intelligence positions in high-priority countries. It prepares the military for 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, homeland security, counterterrorism and other critical nation alliances, and promotes humanitarian activities through military resources in a non-combat manner.

e) Homeland Defense Support Activities: Formulates policy and conducts DoD strategic planning for homeland defense and defense support of civil authorities, including installation preparedness; CBRNE preparedness and consequence management; and border security and National Security Special Events. Supports the U.S. Northern Command in homeland defense strategy, and enhances the U.S. Southern Command mission through engagement with the ministries of defense in the countries of the Western Hemisphere. It supervises intra-departmental and inter-agency coordination of the above issues. It conducts oversight of DoD processes to exercise force readiness through the National Exercise Program, manages defense continuity and conducts crisis management.

f) Defense Critical Infrastructure Program (DCIP): Oversees policy formulation and strategic planning for the Defense Critical Infrastructure Program, to include the Defense Industrial Base (DIB), which provides defense-related products and services that are essential to equip, mobilize, deploy and sustain military operations, enabling the Warfighter to minimize risk. It ensures the resiliency of networked infrastructure assets, whether owned or operated by DoD or private industry, that are critical to executing military missions. Activities include the identification, assessment,

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I. Description of Operations Financed (cont.)

monitoring, and risk management of cyber and physical infrastructure assets critical to the execution of the National Military Strategy.

g) Rewards Program: This program provides resources needed to publicize the program and pay rewards for information to disrupt international terrorist activities. Funding for this mission enables combatant commanders to pay rewards for information and nonlethal assistance beneficial to force protection and operations against international terrorism. Information and nonlethal assistance derived through the program has led to the prevention of planned attacks against U.S. and allied armed forces, disruption of a planned foreign presidential assassination, capture of high-value individuals, interdiction of improvised explosive devices, seizure of weapons and ammunition caches, and recovery of missing service members and sensitive equipment. Originally implemented in FY 2004 in Iraq and Afghanistan with great success, combatant commands sought to expand and replicate that success, beginning in FY 2007, by implementing the Program in other non-OCO countries. Today, combatant commands have programs operating in 14 countries and are planning or considering implementation in another 17 countries. Of these 31 countries, only a handful is appropriate to fund using OCO. This evolution of the program to non-OCO countries has caused a significant shift in where funds are spent. Whereas in FY 2006 DoD spent ten percent of the baseline in non-OCO countries and 90 percent in OCO countries. By FY 2011, the program's baseline was reversing that trend with close to 70 percent of the baseline in non-OCO countries and only 30 percent of the baseline in OCO countries. In response to this evolution, in FY 2012, DoD started transitioning funds for this Program from OCO to Base. This transition will continue through FY 2016. The DoD Rewards Program has proven to be a critical and effective tool, worldwide and not just in OCO countries, at protecting the force and disrupting international terrorism. The program expects to continue expanding into more non-OCO countries and requires Base funds to support this effort.

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h) Travel Program: Funding supports travel in support of the OUSD(P) mission.

i) US Mission to NATO: 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 involves NATO involvement (e.g. Libya), weapons of mass destruction bilateral measures, and support of overseas facilities.

	<u>\$ in Thousands</u>		
	<u>FY 2012</u> <u>Actuals</u>	<u>FY 2013</u> <u>Estimate</u>	<u>FY 2014</u> <u>Estimate</u>
E. <u>Under Secretary of Defense (Comptroller)</u> <u>and Chief Financial Officer:</u>	27,198	24,966	39,585

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

a. Comptroller Initiatives:

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1. Support for producing and providing the SECDEF and senior leadership with authoritative, accurate, and timely financial statements and achieving auditable financial statements for the Department.
2. Support Department-wide business transformation efforts by improving financial management processes, systems, and financial reporting.
3. Maintenance for tools designed to display and track budgetary data and performance metrics such as the Comptroller's internal dashboard, the Overseas Contingency Operations support tool, and the legacy budget systems.
4. Improve the financial management workforce capabilities including development of certification program to improve professional and analytical skills and abilities and using technology to promote innovative professional development opportunities in support of the changing business needs of the Department and financial improvement and audit readiness.

b. Administrative Support: Funds services for the OUSD(C), including general office support, data administration, records management, workflow and correspondence tracking, travel, communications, and other administrative tasks.

c. Next Generation Resource Management System: Maintain information technology system used to formulate, justify, present, and defend the DoD budget.

d. Enterprise Funds Distribution System Support: Maintain the automated system for controlling and distributing funds including apportionment, reprogramming, rescissions, continuing resolution, etc. More detailed information on the mission and functions of the OUSD(C) can be found at the following website: <http://comptroller.defense.gov/>.

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I. Description of Operations Financed (cont.)

	<u>\$ in Thousands</u>		
	FY 2012	FY 2013	FY 2014
	<u>^{1/}Actuals</u>	<u>^{2/}Estimate</u>	<u>Estimate</u>
F. <u>Under Secretary of Defense (Personnel and Readiness):</u>	950,115	821,782	693,296

^{1/}Excludes \$12,158 thousand OCO funding (PL 112-74)

^{2/}Excludes \$17,342 thousand OCO funding requested in FY 2013 Defense-Wide Budget Request

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

a. Advancing Diversity and Equal Opportunity: Includes the Workforce Recruitment Program for College Students with Disabilities to increase the number of people with targeted disabilities in the federal civilian workforce to support a DoD goal of two percent DoD-wide, emphasizing the benefit for wounded service members. The Defense Equal Opportunity Management Institute develops curricula and trains military and civilian

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I. Description of Operations Financed (cont.)

personnel in cultural competencies/awareness for engaging in warfare and to provide a website and clearinghouse materials for deployed military equal opportunity advisors. Growing Diversity in the Senior Ranks will improve diversity in key occupational pipelines that feed into the military flag/general officer and civilian senior executive service positions by increasing diversity in DoD internship programs.

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

c. Assistant Secretary of Defense (Reserve Affairs) Operations: Funds managed by ASD(RA) are utilized to conduct valuable research and analysis for specific topics and issues that are related to the National Guard (NG) and Reserve components (RC). These efforts provide mandated reports, data and recommendations as potential solutions or courses of action to DoD and Congress. The research results provide an opportunity for focused analysis to aid ASD(RA) in making informed decisions on policies and future direction for the NG and RC in the areas of resourcing, manpower, personnel, material, facilities, readiness, training, and mobilization. Funds are also used for travel of ASD(RA), Principal Deputy, Deputy ASDs, and actions officers to conduct Active and Reserve component and Combatant Command site visits in addition to attending training and conferences as necessary to remain current on Reserve and National Guard issues and requirements in the operational/field environment.

d. Combatant Commanders' Exercise Engagement and Training Transformation (CE2T2):
Supports the joint training requirements of the Department of Defense to include over

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I. Description of Operations Financed (cont.)

120 annual exercises for nine Combatant Commands as well as Service joint training down to the tactical level. CE2T2 ensures the Combatant Commanders' ability to conduct joint, combined, and interagency exercises to meet Unified Command Plan responsibilities, enhance Joint Force Readiness, and support each Combatant Command's Theater Campaign Plan. Aside from Overseas Contingency Operations and Title 22 Security Assistance programs, CE2T2 provides the lion's share of Combatant Commands' funds for military-to-military engagement.

Because of their international political impact, Combatant Commanders' exercises are tools of national power, and the exercises directly advance U.S. national strategy. In addition to their primary purpose of training U.S. forces, the Combatant Commanders' exercises have corollary effects which build partner capacity and strengthen alliances. Furthermore, the exercises generate international interest and shape the geopolitical environment.

For Service joint training, the CE2T2 program provides training enablers for realistic and robust combat training with interagency participation in Service events, realistic opposing forces, feedback and lessons learned, and development of a more adaptive joint force.

The consolidated CE2T2 program was established as a result of direction from the 2007 Quadrennial Defense Review that leveraged the Department's 2002 Training Transformation program, realigned joint training programs, and applied resulting efficiencies against new mission areas and existing joint training shortfalls. Ongoing efforts maintain a ready and capable force, support the Department's priority to strengthen joint warfighting capabilities, support the primary missions of the U.S.

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I. Description of Operations Financed (cont.)

Armed Forces, and advance U.S. national strategy. The CE2T2 funding resources the following critical training programs:

1) Joint National Training Capability (JNTC) uses a mix of live, virtual, and constructive (LVC) training resulting in the most realistic joint mission experience possible. The LVC environment links and combines existing exercises with live forces, augmented by appropriate modeling and simulation, to create a more realistic training experience for the joint force. Through the use of over 42 persistent, networked training sites, JNTC also enables Joint, Interagency, Intergovernmental, and Multinational (JIIM) context to a greater extent than otherwise available. Through a network of subject matter experts, JNTC provides a vital link between joint training activities and ongoing operations. This linkage is crucial to institutionalizing lessons learned (and lessons anticipated) from 10+ years of conflict. Overall, JNTC increases training effectiveness while mitigating gaps and seams between Service-centric training programs.

2) Joint Knowledge Development & Distribution Capability (JKDDC) develops and delivers online training to prepare individuals for joint and coalition operations. JKDDC is a DOD unique, authoritative, operationally relevant, and globally accessible training capability providing support to individual joint preparedness and exercises. JKDDC is an integral component of the Combatant Commands' individual joint training plans. In addition to preparing individuals for participation in collective training events, JKDDC offers a cost effective method for preparing CCMD and Service staffs for real-world operations.

3) J7 Support to Combatant Command (CCMD) Exercises Each year, CCMDs conduct over 120 exercise/engagement events, ranging from small-scale, unilateral to major, multi-

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I. Description of Operations Financed (cont.)

lateral events. To maximize effectiveness of these events, the Joint Staff J7 annually supports a minimum of two exercises per CCMD. This support includes scenario development; observer/trainers; exercise management; and subject matter expertise in Interagency, Information Operations, Cyber Operations, Intelligence, Strategic Communications, Public Affairs, and other warfighting functional areas. J7 also provides this support to United States Forces Korea (USFK) and to select Federal organizations during one annual National Level Exercise (NLE).

4) The Joint Deployment Training Center (JDTC) delivers individual functional training for joint deployment, global force management, and situational awareness within the Global Command and Control System (GCCS)-Joint architecture. JDTC provides the Military Departments, the Combatant Commands, and other government agencies with basic-through-advanced competencies in the Joint Operation Planning and Execution System (JOPEs), Joint Capabilities Requirements Manager (JCRM), Common Operating Picture (COP), and Integrated Imagery and Intelligence (I3) systems. The architectures and training support all assigned military missions including Overseas Contingency Operations.

5) Combatant Command Headquarters provides the Combatant Commands with funding resources to facilitate their participation over 120 annual training, exercise, and engagement events to ensure overall CCMD readiness to conduct assigned missions. Additionally, the program supports the development, evaluation, and integration of a single, high quality training environment. In addition to serving as the operating budget for CCMD J7s, this program ensures readiness of CCMD and component staffs to execute key operational plans (OPLANs) in support of U.S. national strategy.

6) The Joint Exercise Transportation Program (JETP) is a key component of the Combatant Commanders Exercise Engagement program and funds transportation of personnel

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I. Description of Operations Financed (cont.)

and equipment to worldwide exercises. It enables CCMDs to train battle staffs and participating 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.

7) Service Incremental Funding (SIF) funds Service participation in CCMD exercise and engagement events. Through a collaborative planning process, CCMDs identify forces required. SIF is then provided to allay the additional costs that would otherwise be borne by the Service. This allows CCMDs to achieve Theater Campaign Plan objectives without having a detrimental impact on Service training budgets.

8) The Joint Training Information Management System (JTIMS) provides the Joint Warfighter a web-based, collaborative toolset supporting execution of the Joint Training System. The system guides units through all four phases of the Joint Training System (Requirements, Plans, Execution, and Assessments) and is available on both NIPR and SIPR to support exercises of various classifications. JTIMS supports Joint Command and Control (C2) Homeland Defense (HD)/Civil Support Exercises; CCMD Exercises, Combating weapons of mass destruction (WMD) training; and Security Cooperation/Engagement events. Lastly, it enables key CJCS Title 10 responsibilities, Training Transformation (T2) guidance, and Warfighters' joint training responsibilities.

9) Joint Training System Specialist Program integrates Joint Training concepts into a cohesive program supporting training requirements across DOD and the Interagency. The purpose of this program is to assist Combatant Commanders and Combat Support Agency (CSA) Directors in the full implementation and execution of all phases

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I. Description of Operations Financed (cont.)

of the CJCS Joint Training System (Requirements, Plans, Execution, and Assessments). Centralized funding of this program by the Joint Staff provides the Combatant Commanders and CSA Directors dedicated contractor support focused specifically on the development of and management assistance to their respective Joint and Agency Training Programs, resulting in increased readiness training levels and decreased costs.

10) Joint Assessment and Enabling Capability (JAEC) performs assessments to provide decision support for the joint training community. Assessment activity includes studies, performance metrics and evaluation strategies, portfolio management, and CE2T2 POM-related outreach with Services and Combatant Commands. JAEC also provides leadership and OSD-level advocacy for Training Community initiatives in DoD Modeling & Simulation (M&S).

11) The Immersive Training Program is a scalable, interactive, and rapidly reconfigurable training system replicating elements of the visual, audio, tactile, weather (temperature and humidity), olfactory effects, and conditions of a distributed battlefield across the gamut of operations. The program increases training realism by exposing U.S. forces to more realistic environments compared to more traditional simulation capabilities, including higher fidelity behavior modeling, more complex training scenarios, and the ability to capture ground-truth data for use in detailed training debriefs. The program also advances training curriculum to develop more adaptive leadership across the joint force. As a collaborative effort, this program coordinates and de-conflicts Service initiatives to avoid duplication of effort and helps bridge underfunded gaps between Service Immersive Training.

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e. Defense Safety Oversight Council (DSOC): Supports mishap and injury prevention efforts and projects to meet the Secretary's accident reduction goals. It includes support for installations and sites pursuing Voluntary Protection Program recognition.

f. Defense Readiness Reporting System (DRRS): DRRS provides an adaptive, capabilities-based, near real time readiness information environment with tools, standards and policy for all of DoD. DRRS funding supports system enhancements to include: Mission Assurance Category I compliance, collaboration of DRRS with the Adaptive Planning & Execution System and placement of DRRS on the Joint Worldwide Intelligence Communications System network. 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.

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

h. Military Naturalization Support: Funding was added to OUSD(P&R) for Military Naturalization Support Services in response to Congressional Language in the FY 2010, Department of Homeland Security (DHS) conference report (House Report 111-298). Section 1701 of the FY 2004, National Defense Authorization Act (P.L. 108-136) directed the U.S. Citizenship and Immigration Services (USCIS) in DHS not to charge fees to military members applying for naturalization to become US citizens. Funding of the Military Naturalization program was directed by OMB and included in DoD appropriations beginning in FY 2011. Estimated cost per applicant is \$675 and approximately 9,400 applications are processed per year.

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i. Military Spouse Internship: Assists eligible spouses of active duty military in obtaining positions in federal agencies by paying the spouses' salary and benefits for the first year of employment.

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

k. Training Transformation: Provides oversight of the Department's Joint training effort, including DoD training ranges.

	<u>\$ in Thousands</u>		
	FY 2012	FY 2013	FY 2014
	<u>1/Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
G. <u>Under Secretary of Defense</u>			
<u>(Intelligence):</u>	165,050	150,498	153,239

1/Excludes \$32,671 thousand OCO funding (PL 112-74)

The USD(I) advises the Secretary and Deputy Secretary of Defense regarding intelligence, counterintelligence, security, sensitive activities, and other intelligence-related matters. The OUSD(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

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I. Description of Operations Financed (cont.)

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.

a. Intelligence Mission. Three Deputy Under Secretaries (DUSD) and two direct report offices support the intelligence mission:

The ***DUSD Warfighter Support (WS)*** ensures that intelligence support across the Department meets critical and timely warfighter needs and requirements through policy development, planning, and operational oversight. DUSD (WS) aligns policies and programs with current operational requirements and Special Operations Intelligence Integration (SOII).

Intelligence, Surveillance and Reconnaissance (ISR) Task Force (TF) Directorate: Responsible for improving the near-term efficiency and effectiveness of Joint and Coalition ISR capabilities by spearheading the expedited delivery of ISR systems, technologies, policies, and processes in support of warfighter operations in the CENTCOM theater of operations. Provides oversight and advocacy of investment and sustainment resources needed to accelerate the deployment of ISR capability with supporting infrastructure for collection, communications, and processing, exploitation and dissemination. Works closely with the Joint Staff, CCMDs, Services, CSAs, and the OSD staff to identify and operationally integrate initiatives designed to address unmet ISR demands and develop options to meet gaps and shortfalls. Works to coordinate approved ISR initiatives input into the DoD PPBE process.

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ISR Operations and Global Intelligence Posture Directorate: Responsible for improving the near-term efficiency and effectiveness of ISR capabilities by spearheading the expedited delivery of ISR systems, technologies, policies, and processes in support of warfighter operations across the CCMDs. Provides oversight and advocacy of investment and sustainment resources needed to accelerate the deployment of ISR capability with supporting infrastructure for collection, communications and processing, exploitation and dissemination. Works closely with the Joint Staff, CCMDs, Services, Combat Support Agencies (CSAs), JFCC-ISR, and the Office of the Secretary of Defense (OSD) staff to identify and operationally integrate initiatives designed to address unmet ISR demands and develop options to meet gaps and shortfalls. Coordinates policy/operational aspects of the Sensitive Reconnaissance Operations program (all airborne/maritime surveillance and reconnaissance operations requiring Secretary of Defense or Presidential approval in support of national and warfighter requirements).

Geospatial-Intelligence (GEOINT) and Signal Intelligence (SIGINT) Support Directorate: Provides oversight, direction, and guidance for the defense SIGINT, GEOINT, and measurement and signature intelligence (MASINT) enterprise supporting warfighter needs. Ensures combat support agency (CSA) SIGINT, GEOINT, and MASINT activity linkage to and synchronization with USDI and operational forces' priorities. Ensures SIGINT and GEOINT enterprise activities are meeting warfighter needs. Partners with Intelligence Community to synchronize National and Defense collection prioritization processes. Oversees integration of SIGINT/GEOINT/MASINT with broader intelligence processes. Drives policy to support and enable effective application of technical collection. Proposes guidance for SIGINT/GEOINT/MASINT Enterprise to the USD(I) for decision.

Plans and Combatant Command Support Directorate: Leads transformation efforts and develops/coordinates policy on all intelligence disciplines/Joint Intelligence Operations

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Centers. Provides policy, guidance and oversight of the Defense Intelligence Enterprise to ensure support to the warfighter and to operations. Reviews and advocates for appropriate warfighter intelligence requirements and capabilities. Provides guidance and oversight to sustain the intelligence planning effort to synchronize and integrate National and Defense Intelligence Enterprise support of selected combatant command top priority contingency and campaign plans and lead the integration of intelligence planning into the overall Adaptive Planning initiative. Serves as representative to Joint Improvised Explosive Device Defeat Organization and provides advice for all Counter-IED programs. Provides policy, strategy, guidance, resource advocacy, and oversight for Reserve Component intelligence elements across the Defense Intelligence Enterprise; supports and manages reserve intelligence capabilities as appropriate and provides oversight of the Joint Reserve Intelligence Program.

Special Operations Intelligence Integration Directorate: Serves as the OUSD(I) focal point for integration between Special Operations Forces (SOF), including Special Access Programs and intelligence activities; and serves as the intelligence structure and resource advocate enhancing intelligence integration with SOF operations. Provides USD(I) with a holistic common operational picture ensuring SOF, intelligence, and related capabilities are known, sufficient, and operationally aligned. Includes key tasks such as strengthening the integration of Title 10/Title 50 activities; strengthening OUSD(I) links to ongoing SOF operations; improving engagement with OUSD(I) as it develops policy governing intelligence support to SOF operations; and coordinating with USSOCOM for SOF-Intelligence integration requirements in support of operations. Serves as staff lead across OUSD(I) for SOF-Intelligence integration in support of operations and ensures the Department has intelligence support for SOF capabilities to sustain counterterrorism, irregular warfare, counterproliferation, and other SOF missions as appropriate. Provides support to combatant commands to include planning and review of SOF-related Execution Orders and Deployment Orders. Oversees and manages the integration of intelligence

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I. Description of Operations Financed (cont.)

support to SOF operations and Congressionally-directed reporting of SOF-Intelligence activities.

Special Technical and Cyber Operations Directorate: Focal point for special technical and cyber operations, with emphasis on operations support to Services and COCOMs. Represents the USD(I) in Special Technical Operations staffing processes with Joint Staff. Strengthens interagency and foreign intelligence partnerships for cyber operations. Accounts for cyber plans, operations and orders across the Joint Force. Serves as lead for all ODNI, GAO, or Congressionally-directed actions on cyberspace operations. Promotes Intelligence/Operations integration for cyberspace operations in conjunction with interagency and international partners. Serves as cross-cutting technical liaison for convergent electronic warfare and cyberspace operations development.

The *DUSD Intelligence Strategy, Programs and Resources (ISP&R)* develops DoD's investment strategy for ISR and Environmental system capabilities, as well as new concepts and innovative technologies to enhance the Defense Intelligence Enterprise. 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 and Program Assessment Directorate: Serves as the principal staff advisor and functional manager for the Department's Battlespace Awareness (BA)

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I. Description of Operations Financed (cont.)

Portfolio, one of nine capability portfolios in the Department of Defense (DoD). Provides resource oversight, program guidance and investment strategies for all DoD ISR and Environmental System Capabilities. Responsible for the Congressionally-directed ISR Roadmap/Strategic Plan, the OUSD(I) submission to SECDEF's Defense Planning and Programming Guidance, the annual submission of the portfolio's balanced resource recommendation to OSD/Cost Assessment and Program Evaluation (CAPE), and the annual Consolidated Intelligence Guidance (in conjunction with ODNI). Provides DoD seniors, including the SECDEF's Large Group and Deputy's Management Action Group (DMAG), with integrated and balanced portfolio resource recommendations. Serves as OUSD(I) focal point for the NIP-MIP Integration Group, SECDEF Large Group, MAG, 3-Star Programmers Group, and Quadrennial Defense Review. Serves as Executive Secretariat for the DoD ISR Council and ISR Deputy's Council, and provides primary OUSD(I) interface with OSD/CAPE and ODNI/Systems and Resource Analyses (SRA) to ensure ISR and Environmental System capability linkages and dependencies across the Department and with the NIP.

Cyber Capabilities Directorate: Focal point for DoD cyber capabilities in the national and military intelligence programs, supporting all other directorates. Integrates cyberspace issues into Departmental processes and ensures the Department has the appropriate intelligence capabilities for the cyberspace domain. Supports partnerships with industry, academia, and labs on cyberspace technology needs.

Emerging Capabilities and Technology Investments Directorate: Provides USD(I) with innovative capability solutions supporting warfighting needs through the application of emerging technologies, methodologies or opportunities while leveraging partnerships and alliances with government, industry and academia. Identifies, assesses, and oversees development and implementation of advanced concepts and cutting-edge capabilities for the Department. Addresses critical intelligence needs, operational shortfalls, and

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I. Description of Operations Financed (cont.)

interagency requirements by conducting research, analysis, and coordination of initiatives among Service and Defense Agencies to minimize overlapping programs, maximize cross-functional applications, and capitalize on existing technology investments.

Intelligence Strategy and National Intelligence Program Integration Directorate: Develops, coordinates and implements the Defense Intelligence Strategy in support of USD(I)'s strategic direction for the Defense Intelligence Enterprise. Synchronizes DoD and IC strategies with USD(I) guidance for planning actions in the IC and within DoD. Develops and implements projects, processes, and procedures to integrate defense intelligence and national intelligence efforts across a wide spectrum of national security objectives. Represents the USD(I) and senior leadership at Defense and National Intelligence and international venues.

Intelligence Systems and Architectures Directorate: Provides OSD functional oversight for DoD ISR and environmental programs, to include planning and direction, collection, processing, exploitation, analysis, prediction and production and BA data dissemination and relay, including dedicated communications networks. Provides oversight and technical expertise, including requirements evaluations, technology assessments, acquisition oversight, and budget accuracy of DoD ISR Programs and jointly funded National programs. Oversees execution of investment strategies approved by ISP&R principal staff and USD(I) senior leadership through evaluations of National and DoD ISR initiatives. Creates and manages DoD governance processes providing integrated architectures for Battlespace Awareness systems, traditionally known as ISR tasking, processing, exploitation, dissemination (TPED) and collection systems. Provides special emphasis to ensure all Battlespace awareness architectures address all ISR capabilities requirements from the collector/sensor through the delivery to the end-user. Develops USD(I) implementation direction and analytic-based proposals to include supporting

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I. Description of Operations Financed (cont.)

studies for budget processes and delivering accurate assessments in support of the development and execution of the MIP. Supports NIP oversight on behalf of the USD(I), evaluating NIP contributions and the ability of National systems to meet warfighter needs. Identifies, manages, and coordinates ISR systems and programs through the OSD and DNI requirements process. Establishes enterprise management and governance for Defense Intelligence Information Enterprise and serves as the primary interface with the Intelligence Community, National Security Council, Homeland Security Council, ODNI, and other departments on Defense Intelligence Information Sharing policies, relationships and architectures for and with the Combatant Commands, coalition partners, allies, other federal government entities, state/local/tribal entities, international organizations, and the private sector. Oversees development of international intelligence information sharing architectures. Oversees the US BICES program. Provides leadership and staff support to the Defense Intelligence Information Enterprise Governance Council and its subordinate Boards and Steering groups. Coordinates defense intelligence interactions with broader DoD and IC governance boards.

Military Intelligence Program Resources Directorate: Develops investment strategies addressing warfighter near-term and long-term ISR, cyber, 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, Resource Management Decision proposals issue papers, reprogramming actions, quarterly execution reports to Congress, regular performance management reports to USD Comptroller and Office of Management and Budget (OMB), and appeals to Congressional marks on resources. Serves as primary OUSD(I) interface with ODNI, OMB, CAPE, USD(C), the Components, and Joint Staff for resource matters and Congressional appeals.

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The *DUSD Intelligence and Security (I&S)* is responsible for developing policy and planning, and conducting strategic oversight for the DoD in the areas of HUMINT, Counterintelligence (CI), security, clandestine operations & sensitive activities, national programs & policy support, technical operations, international sharing & partner engagement, and defense analysis. Oversees and coordinates closely with the Defense CI & HUMINT Center at DIA. 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.

Defense Analysis Directorate: Represents the USD(I) through policy development and oversight, outreach, and capability development. Oversees the analytical performance of the Defense Intelligence Enterprise to ensure it is meeting the priority requirements of DoD warfighter, policy, and acquisition communities. Ensures the Defense Intelligence Enterprise produces timely and relevant intelligence analysis in support of DoD missions and customers. Directs, guides, and assesses the development and execution of policies, plans, programs and capabilities that maximize the effectiveness and efficiency of the Analytic Enterprise and leverages the capacity of the Intelligence Community to support DoD. Establishes standards of performance, quality assurance and integration; drives the development and implementation of advanced concepts, responsive strategies, and cutting-edge analytic capabilities for the DoD.

Defense HUMINT Directorate: Staff advisor for DoD HUMINT. Oversees the full spectrum of DoD HUMINT plans, programs, and operations. Develops and coordinates DoD policy governing HUMINT operations, interrogations, Senior Defense Official/Defense

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Attaché System, tradecraft standards, coordination requirements, collection methodology, training, technology architecture, coalition engagement, enabling capabilities, cyberspace activities, HUMINT as it relates to personnel recovery, and Enterprise management. Assesses the performance of the DoD HUMINT Enterprise and recommends resource allocation/reallocation where appropriate. Represents OUSD(I) within the IC on matters pertaining to DoD HUMINT. Supports Defense guidance and strategies allowing HUMINT to be flexible and responsive to address emerging global threats while providing timely, objective, and cogent military intelligence in support of warfighters, planners, and policymakers.

Clandestine Operations and Sensitive Activities Directorate: Staff advisor for the oversight, coordination, assessment, and reporting of DoD intelligence and intelligence-related sensitive activities (SA). Staff advisor for policy, planning, and oversight of the Defense Cover Program and designated special access programs. Maintains global visibility of SA to facilitate senior-level decision making. Conducts analysis of DoD SA and ensures coordination and deconfliction. Coordinates staff actions related to SA. Develops policies, strategies, technologies and programs to facilitate agility, speed, effectiveness and persistence supporting the conduct of SA and associated cover support. Oversees and manages SA and Congressionally-directed reporting. Establishes and maintains agreements related to DoD and interagency SA. Provides functional oversight of selected compartmented and special-access programs and ensures coordination and deconfliction of activities among stakeholders.

Counterintelligence (CI) and Law Enforcement Support Directorate: Staff advisor for DoD CI and Credibility Assessment (CA) matters. Develops and staffs DoD CI and CA policies; conducts CI and CA policy oversight assessments; represents the USD(I) and OSD at IC, national, international and DoD CI and CA fora; and conducts outreach activities

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I. Description of Operations Financed (cont.)

to DoD Components with organic CI elements. Provides support on CI budget matters for CI and CA resources as well as CI and CA staff support to OSD, the Joint Staff and other customers. Primary OUSD(I) focal point for interaction with the DoD and national law enforcement communities.

Intelligence Sharing and Partner Engagement Directorate: Coordinates all intelligence sharing and foreign engagement for OUSD(I). ISPE formulates and coordinates policy on all intelligence sharing with a focus towards foreign allies, partners, and stakeholders. Serves as the primary interface with the IC, National Security Council, Homeland Security Council, ODNI, and other departments on Defense Intelligence Sharing policies, relationships, and initiatives for/with the Combatant Commands, Defense Agencies, the Services, coalition partners, allies, other federal government entities, state/local/tribal entities, international organizations, the Defense Industrial Base, and the private sector. Manages Defense Intelligence sharing efforts with customers within the national security, intelligence and law enforcement communities. ISPE also 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. Serves as the OUSD(I) representative to the IC Information Sharing Steering Committee and the IC Information Sharing Executive. Coordinates defense intelligence interactions with broader DOD and IC governance boards.

National Programs and Policy Support Directorate: Responsible for policy development, oversight, planning, and coordination of activities involving DoD interactions with sensitive interagency programs and operations. Serves as the lead OSD staff element and principal advisor to the USD(I) for management of policy, administrative, and security requirements related to National Security Council programs

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I. Description of Operations Financed (cont.)

and other activities coordinated with the National Security Staff. Manages policy, oversight, enabling, and operational coordination requirements for a SECDEF program that coordinates the provision of Defense Sensitive Support among and between DoD and other federal departments and agencies. Develops, integrates and oversees implementation and guidance of Military Deception (MILDEC) and Operations Security (OPSEC) DoD policy, programs, education. Provides the analytic capability for the congruent development, application and assessment of Military Deception (MILDEC) and Operations Security (OPSEC) in support of missions and operations. Works closely with the Office of the Under Secretary of Defense for Policy, the Joint Staff, the Combatant Commands, the Services, the Defense Combat Support Agencies and the Director of National Intelligence (DNI) staff to ensure shared responsibility and close synchronization with intelligence, operations, and associated planning elements.

Technical Operations Directorate: Staff advisor for DoD clandestine technical operations and capabilities. Responsible for policy, planning and oversight of the DoD Foreign Materiel Program, DoD Special Communications Enterprise, defense measurement and signature intelligence (MASINT) activities, and designated special access programs. Coordinates, assesses and enables DoD clandestine technical activities; represents OUSD(I) and OSD at DoD, IC, national and international technical fora; and conducts outreach activities with DoD components and other elements of the U.S. Government. Ensures coordination and synchronization of technical capabilities, operations and activities among stakeholders, to include the IC and DoD components. Foreign materiel exploitation activities include analysis, testing, evaluations, and documentation of the scientific and technical characteristics of an item of foreign materiel. Includes the assessment of capabilities and vulnerabilities, and the operational performance against U.S. systems and countermeasures.

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I. Description of Operations Financed (cont.)

Security Directorate: Staff advisor for DoD security enterprise policy, planning, and oversight. Manages security enterprise governance structures and oversees strategic planning for the management of the Defense Security Enterprise. Executive Agent for the U.S. National Industrial Security Program Operating Manual providing direction and requirements to cleared contractors for the protection of classified information. Develops, coordinates, and oversees the implementation of DoD policy, programs, and guidance for personnel, physical, information, industrial, operations, SCI and SAP security, as well as critical program information protection. Ensures existing security policies balance the need to protect information and resources with the need to share across DoD and interagency missions. Oversees and conducts assessments of DoD Components' security programs through the Defense Security Oversight Assistance Program. DoD Functional Community Manager for security, responsible for professionalization and management of the security career field. Represents OUSD(I) and OSD on all matters pertaining to USD(I)-chartered security programs at DoD, IC, interagency, and international fora.

Direct Report Offices (DRO) consists of the Chief of Staff Office and the Human Capital Management Office.

The Chief of Staff Office serves as the focal point for coordination of organization-wide management and administrative matters; Defense Intelligence Mission Assurance; Intelligence Policy; and Intelligence Special Access Programs management. Responsible for supporting security, management, administration, and oversight of USD(I) compartmented activities and Special Access Programs (SAP). Congressional activities in support of the USD(I), the ASD (Legislative Affairs) and the OSD (Comptroller) facilitate

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I. Description of Operations Financed (cont.)

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. Responsible for managing OUSD(I) Continuity of Operations/Continuity of Government requirements and full integration with OSD; and serves as the DoD lead for the Defense Intelligence Mission Assurance activities ensuring Combat Support Agencies are fully integrated into DoD and IC efforts. Responsible for the development and coordination of DoD intelligence, CI, and security policy to reflect the USD(I)'s direction and priorities; and provides a framework for effective intelligence operations worldwide. Synchronizes DoD policy with IC policy to foster intelligence integration in support of national intelligence requirements and the warfighter. Identifies and fills policy gaps to provide critical guidance in emerging and evolving intelligence mission areas. Ensures Joint Staff Intelligence Doctrine is accurate and correctly reflects intelligence policy guidance.

The Human Capital Management Office (HCMO) exercises policy oversight of personnel in Defense intelligence positions to ensure that Defense intelligence, counterintelligence, and security Components are manned, trained, equipped and structured to support the missions of the Department. Develops and oversees the policies associated with the Defense Civilian Intelligence Personnel System (DCIPS). Develops policy and provides oversight on training, education, and career development of personnel within the Defense Intelligence, counterintelligence, and security Components and ensures integration of Defense intelligence into other DoD training within the DoD and IC, as appropriate. Oversees the implementation of DoD detailee policy within the Defense intelligence, counterintelligence, and security Components, and exercises approval authority over the assignment of personnel. Develops and advocates policy, strategies, and programs for meeting Defense Intelligence Enterprise needs for foreign language skills and country knowledge capabilities.

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I. Description of Operations Financed (cont.)

b. International Intelligence Technology and Architectures. Develops, coordinates, oversees, and manages USD(I)'s technology and architectural analysis and support to allied and coalition intelligence sharing and exchange requirements. Conducts research, analysis, and coordination to advance and integrate DoD, NATO, and coalition intelligence sharing, exploitation, and dissemination. Identifies and minimizes overlapping programs, maximizes cross-functional applications, and leverages existing investments in intelligence fusion and discovery capabilities such as the U.S. Army Distributed Common Ground/Surface System - Army (DCGS-A) and the Defense Intelligence Information Enterprise (DI2E). Provides program management of Battlefield Information Collection and Exploitation System (BICES) in support of U.S. and Coalition forces. Provides architectural support to Combatant Commands to determine international intelligence solutions for bi-lateral and multi-lateral information sharing. Integrates international solutions for US BICES capabilities within the global Special Operations Forces fusion centers and tactical commands. Develops the enduring international intelligence sharing architecture across the Unified Command Structure. Ensures integration of international intelligence capabilities with the DI2E.

c. Defense Civilian Intelligence Personnel System (DCIPS). Critical to the ability of the Defense Intelligence Enterprise to effectively recruit, develop and retain a world-class intelligence workforce. Enables each Component to manage their unique mission while providing a common and consistent personnel framework that enhances performance linked to mission and focuses on collaboration and communication. Designs, implements and oversees the Enterprise-wide policies and provides consistent and timely communications, program evaluation and evolution, and real-time training.

\$ in Thousands

FY 2012

FY 2013

FY 2014

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I. Description of Operations Financed (cont.)

	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
H. <u>Director, Cost Assessment and Program Evaluation (CAPE):</u>	28,928	34,498	34,110

The Director, CAPE (D,CAPE) provides critical analyses of DoD programs and independent advice to the SECDEF and DEPSECDEF regarding the defense program. CAPE develops and analyzes program alternatives, manages the Future Years Defense Program (FYDP) and validates the costing and funding of programs throughout DoD.

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

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

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I. Description of Operations Financed (cont.)

b. Defense Resource Management Study Program (DRMS): This program provides support toward the reform of defense resource management processes of foreign countries that are establishing democratic control in the areas of defense and national security. The DRMS program ended in FY 2012.

c. 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.

d. Future Years Defense Program (FYDP) Improvement: This program is a transfer from OUSD (Comptroller), effective 2013. Maintain the FYDP information system used to collect, transform, disseminate, build reports, and provide analytical displays for PPBE deliverables. Improve the efficiency and effectiveness of PPBE processes and systems. Support PPBE decision making by the Secretary of Defense and senior DoD leadership. Beginning in FY 2013, transfers planned resources to Director, CAPE, from OUSD (Comptroller) for FY 2013 and beyond.

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

\$ in Thousands

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I. Description of Operations Financed (cont.)

	<u>FY 2012</u> <u>Actuals</u>	<u>FY 2013</u> <u>Estimate</u>	<u>FY 2014</u> <u>Estimate</u>
I. <u>DoD Chief Information Officer:</u>	91,153	91,651	79,192

The DoD Chief Information Officer supports all aspects of the Defense Information Enterprise - its strategic, business, infrastructure, and capital planning; resource (e.g., people, funds, and technology) management; and its design, development, configuration, acquisition, operation and protection. Emphasis is placed on providing plans, policies, processes, governance structures, analytic assessments, Enterprise-wide architecture, and IA/IT technical expertise to achieve a joint information environment, capable of effectively and efficiently supporting the Department's strategic goals and objectives. Funds provide DoD CIO oversight responsibilities for the development and integration of Command, Control, Communications, Computing Network, and Information Infrastructure (C4&II) policies and capabilities that support the full range of Defense operations from tactical through strategic levels. Provides for C4&II policy and strategy development and analysis activities (e.g. bandwidth assessments, spectrum analysis, satellite communication, integrated joint C2 capability plans, and commercial wireless policy documents), and domestic and international policy engagement. Funds the analysis and oversight of implementation strategies for Information Technology (IT)-based systems, services, standards, specifications and protocols to enhance the efficiency and effectiveness of C4&II capabilities and ensure compliance with the Department's joint information environment objectives. Enables management and oversight functions for Department and Component-level strategies for C4&II capability programs across DoD to enable technical analyses and evaluations of cost, schedule, performance, dependencies and requirements, and to provide leadership with solid capability strategies and economic alternatives. Funds technical and capability oversight, architecture development, and systems engineering analysis of C4&II related programs, sustainment and modernization

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I. Description of Operations Financed (cont.)

plans, technical evaluation and assessments of acquisition strategies and requirements, analyses of alternatives, and C4&II systems integration and synchronization. Funds are used for various advocacy and oversight activities in support of National Leadership Command Capabilities, specifically the availability and provisioning for fully capable and collaborative nuclear and national C2 networks, systems, and devices. National and Presidential communications and information services will be improved by development of network status visualization tools, secure voice and crypto modernization, and systems engineering and architecture development for future systems. These funds also support the oversight and preparation of the OMB and Congressional justification materials for the DoD Information Technology budget, including the Department's cyber security budget

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

b. e-Gov Initiatives and Government-Wide Councils: This program implements OMB IT Management requirements supporting the President's agenda for transparency, information sharing, and OMB's guidance on alignment of architectures, advancement of new technologies, Federal-wide management initiatives, and implementation of Federal-wide services. The funding will provide for the Department's annual share for support to the Federal government-wide councils (Chief Financial Officers Council, Chief Information Officers Council, Chief Human Capital Officers Council, Chief Acquisition Officers Council, and the President's Management Council).

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I. Description of Operations Financed (cont.)

c. Cyber Security Initiative: Supports the President's inter-agency Comprehensive National 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 information from the SCRM threat assessment capability. The goal is to mitigate risks to DoD's IT information systems from the global supply chain of hardware and software-based components. In addition funds support cyber professional education and training activities at the service academies, senior service and defense colleges, service training schools, and for distributive/web-based training and mentoring.

d. Defense Industrial Base, Cyber Security Initiative: Supports the Defense Industrial Base Cyber Security/Information Assurance (DIB CS/IA) program. Program activities include 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. *More detailed information on the mission and functions of DoD CIO can be found at the following website: <http://dodcio.defense.gov>.*

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I. Description of Operations Financed (cont.)

	<u>\$ in Thousands</u>		
	<u>FY 2012</u> <u>Actuals</u>	<u>FY 2013</u> <u>Estimate</u>	<u>FY 2014</u> <u>Estimate</u>
J. <u>Deputy Chief Management Officer:</u>	35,109	32,198	31,042

The **Office of Deputy Chief Management Officer (O,DCMO)** was established through Section 904 of the Fiscal Year 2009 National Defense Authorization Act (NDAA) to lead and enable end-to end integration and improvement of the business operation. On behalf of the Deputy Secretary of Defense, the O,DCMO works across the Department to synchronize and coordinate cross-functional business activities and break down organizational stovepipes.

The DCMO also serves as DoD Performance Improvement Officer ensuring that both operational and institutional processes are delivering needed capability. The DCMO strives to ensure delivery of efficient, effective and agile business operations that support and enable the Warfighter.

O,DCMO creates this optimized enterprise-wide business environment by synchronizing and integrating the Department's business activities and management structures. Specifically, the DCMO is responsible for DoD business strategic planning, performance management, and oversight; successful implementation and oversight of defense business systems; effective business portfolio and investment management; providing rapid and agile solutions to the Warfighter; delivering the Business Enterprise Architecture, standards, and technology innovation; end-to-end business process optimization, integration and alignment; and utilization of business intelligence for effective decision making.

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I. Description of Operations Financed (cont.)

Overall, the O,DCMO provides DoD Components and stakeholders the guidance, tools, and resources needed to create a performance-oriented culture guided by an overarching business strategy that identifies cross-functional processes, tracks critical performance measures, manages investments to ensure Warfighter requirements are quickly and accurately met, and properly leverages information technology. This integrated management framework enhances DoD's ability to achieve important business outcomes in the Business Mission Area (BMA) and operational outcomes throughout the rest of the Department.

More detailed information on the mission and functions of the Office of the DCMO can be found at the following website: <https://dcmo.defense.gov>.

II. Force Structure Summary:
N/A

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III. Financial Summary (\$ in thousands)

	FY 2013						
			Congressional Action				
	FY 2012	Budget				Current	FY 2014
A. <u>BA Subactivities</u>	<u>Actual</u>	<u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Estimate</u>	<u>Estimate</u>
1. Core Operating Program	382,167	380,351				380,351	388,252
Core Operating Program	382,167	380,351				380,351	388,252
2. Other DoD Programs and Initiatives	232,354	205,540				205,540	237,904
Other DoD Programs and Initiatives	232,354	205,540				205,540	237,904
3. OUSD (AT&L)	33,581	35,911				35,911	33,642
Congressional Mandate							
BRAC Support	0	0				0	8,000
CFO Act Compliance	2,057	12,845				12,845	3,176
Committee on Foreign Investment in the US (CFIUS)	0	2,579				2,579	2,598
Contingency Business Tools	11,423	11,928				11,928	11,999
E-Business COE	2,396	2,923				2,923	2,877
Legacy Resource Management Program	5,671	5,404				5,404	4,941
Native American Land Remediation	12,034	232				232	51
4. OUSD (AT&L) Improve Acquisition & Logistics Processes	158,611	154,242				154,242	155,779
Acquisition Program	9,385	8,885				8,885	8,998
Support Systems							
Contingency Contracting	3,059	2,884				2,884	2,907
Corrosion Prevention	6,943	5,825				5,825	5,752

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III. Financial Summary (\$ in thousands)

FY 2013							
A. <u>BA Subactivities</u>	FY 2012 <u>Actual</u>	Budget <u>Request</u>	<u>Congressional Action</u>			Current <u>Estimate</u>	FY 2014 <u>Estimate</u>
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
Porgram							
CWMD Expert Fellows Program	574	0				0	1,912
CWMD Sustainment	0	0				0	2,825
Defense Industrial Base Cyber Security	2,602	3,072				3,072	3,065
Defense Installation Spatial Data Infra (DISDI)	2,486	3,925				3,925	724
Defense Management Initiatives	4,799	1,734				1,734	1,738
Defense Procurement & Acquisition Policy (DPAP)	0	2,409				2,409	2,405
Developmental Test and Engineering (DT&E)	2,001	2,159				2,159	2,185
DoD Siting Clearinghouse	2,538	1,876				1,876	3,015
Emerging Contaminants	1,128	939				939	672
Employee Safety	1,738	609				609	689
Occupational Health (ESOH) in Acquisition							
Human Capital Initiative (HCI)	1,464	705				705	720
I&E Business	2,600	459				459	2,723
Enterprise Integration (Formerly Facilities Program Requirement)							

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III. Financial Summary (\$ in thousands)

FY 2013							
	FY 2012	Budget	Congressional Action			Current	FY 2014
			Actual	Request	Amount		
A. BA Subactivities							
Industrial Policy	5,272	5,067				5,067	4,971
Program Support							
Information	0	6,868				6,868	6,819
Superiority							
Integration Support							
(ISIS)							
Installation Climate	627	1,121				1,121	963
Change Vulnerability							
Assessment							
Integrated Acquisition	27,787	29,601				29,601	29,052
Environment (GSA Bill)							
Joint Purchase Card	6,575	7,332				7,332	7,497
Office							
Logistics Systems	23,644	22,904				22,904	23,284
Modernization (LSM)							
Mission	6,692	6,545				6,545	6,646
Capabilities/Systems							
Engineering							
Operational Energy	7,282	9,465				9,465	6,599
Plans and Programs							
(OEP&P) Office							
Performance Assessment	11,238	10,933				10,933	10,950
& Root Cause Analysis							
(PARCA) Office							
RDT&E Oversight	4,175	5,640				5,640	3,836
Small Business Program	1,209	4,768				4,768	6,777
Support							
Space and Intelligence	7,775	7,270				7,270	6,833

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III. Financial Summary (\$ in thousands)

	FY 2013						
			Congressional Action				
	FY 2012	Budget				Current	FY 2014
	<u>Actual</u>	<u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Estimate</u>	<u>Estimate</u>
A. <u>BA Subactivities</u>							
MDAP Oversight							
Strategic Sourcing	1,714	1,247				1,247	1,222
Synchronization Pre-deployment and Operational Tracker Enterprise Suite (SPOT-ES)	13,304	0				0	0
6. OUSD (AT&L) Promulgate Policy	25,868	22,875				22,875	23,455
Acquisition Visibility	16,886	18,396				18,396	18,906
AT&L Knowledge Sharing Systems	7,454	3,752				3,752	3,836
Transform Procurement Regulations	1,528	727				727	713
7. OUSD (AT&L) Regulatory Requirement	48,245	58,259				58,259	55,962
Acquisition Workforce Demonstration	0	4,008				4,008	2,274
Environmental International Cooperation	2,024	2,092				2,092	2,037
International Cooperation Program Support	361	1,257				1,257	1,089
Low Observable, CLO	307	304				304	125
Readiness & Env. Protection Initiative (REPI)	45,553	50,598				50,598	50,437

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III. Financial Summary (\$ in thousands)

	FY 2013						
			Congressional Action				
	FY 2012	Budget				Current	FY 2014
A. <u>BA Subactivities</u>	<u>Actual</u>	<u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Estimate</u>	<u>Estimate</u>
8. OUSD (AT&L) Other	15,943	17,309				17,309	18,660
OSD Studies Fund	12,308	13,126				13,126	14,546
OUSD(AT&L) Travel	3,635	4,183				4,183	4,114
9. OUSD (AT&L) OCO	18,643	0				0	0
OCO OUSD (AT&L)	18,643	0				0	0
10. OUSD (Policy)	92,195	65,282				65,282	66,058
Defense Critical	7,978	8,289				8,289	8,640
Infrastructure							
Protection							
Global Threat	4,868	5,766				5,766	7,087
Management							
Homeland Defense	6,727	6,013				6,013	6,375
Support Activities							
Mission Support	5,639	0				0	0
OCO OUSD(Policy)	39,138	0				0	0
OUSD(P) Travel	0	5,566				5,566	5,613
Policy Planning and	6,341	10,617				10,617	8,750
Integration							
Regional Security	4,997	4,632				4,632	5,958
Affairs							
Rewards Program	4,257	7,932				7,932	8,466
US Mission to NATO	5,796	5,670				5,670	6,100
Warfighting Support	6,454	10,797				10,797	9,069
Activities							
11. OUSD (Comptroller)	27,198	24,966				24,966	39,585
Comptroller	18,236	16,251				16,251	30,709
Initiatives							
Enterprise Funds	2,422	3,097				3,097	3,150

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III. Financial Summary (\$ in thousands)

FY 2013							
	FY 2012 <u>Actual</u>	Budget <u>Request</u>	<u>Congressional Action</u>			Current <u>Estimate</u>	FY 2014 <u>Estimate</u>
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
A. <u>BA Subactivities</u>							
Distribution System Support							
FYDP Improvement	2,754	0				0	0
Next Generation Resource Management System	2,979	4,131				4,131	4,202
OUSD(C) Administrative Support	807	1,487				1,487	1,524
12. <u>OUSD (P&R)</u>	962,272	821,782				821,782	693,296
Advancing Diversity & EO	9,660	9,707				9,707	8,700
ASD (Health Affairs) Operations	3,380	855				855	858
ASD (Reserve Affairs) Operations	2,017	1,920				1,920	1,610
Combatant Commanders Exercise Engagement & Training Transformation	807,853	693,882				693,882	644,521
Defense Readiness Reporting System (DRRS)							
Defense Safety Oversight Council (DSOC)	12,542	10,682				10,682	9,296
Lost Work Day System	3,030	2,824				2,824	2,785
Military Naturalization Support	6,459	6,688				6,688	6,774

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III. Financial Summary (\$ in thousands)

FY 2013							
	FY 2012	Budget	Congressional Action			Current	FY 2014
			<u>Actual</u>	<u>Request</u>	<u>Amount</u>		
A. <u>BA Subactivities</u>							
Military Spouse Internship	16,679	0				0	0
OCO OUSD(P&R)	12,157	0				0	0
OUSD(P&R)	995	1,779				1,779	3,267
Administrative Support							
OUSD(P&R) Travel	817	1,063				1,063	1,049
Studies Program/CASS	2,790	2,600				2,600	2,346
Training	5,111	4,772				4,772	4,703
Transformation							
Wounded Warrior Care	74,902	77,168				77,168	0
13. OUSD (Intel)	197,721	150,498				150,498	153,239
Defense Civilian	3,134	2,006				2,006	2,100
Intelligence Personnel							
System (365)							
Defense Military	0	5,044				5,044	5,820
Deception Program							
Office							
Intelligence Mission	82,744	74,930				74,930	75,773
(365)							
International	79,172	68,518				68,518	69,546
Intelligence							
Technology and							
Architecture (365)							
OCO OUSD (Intel)	32,671	0				0	0
14. Director, CAPE	28,928	34,498				34,498	34,110
CAPE Travel	382	418				418	450
Defense Resource	1,094	0				0	0
Management Study							

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III. Financial Summary (\$ in thousands)

	FY 2013						
			Congressional Action				
	FY 2012	Budget				Current	FY 2014
A. <u>BA Subactivities</u>	<u>Actual</u>	<u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Estimate</u>	<u>Estimate</u>
(DRMS)							
FYDP Improvement	0	3,688				3,688	3,748
Industrial Base Studies	2,931	2,232				2,232	2,268
Long-Range Planning	24,521	28,160				28,160	27,644
15. DoD Chief Information Officer	91,153	91,651				91,651	79,192
CIO Mission	12,621	11,617				11,617	32,375
Cyber Security Initiative	17,525	24,580				24,580	11,394
Defense Industrial Base, Cyber Security Initiative	2,812	2,969				2,969	3,410
DoD CIO Travel	700	1,097				1,097	1,097
Egov, Councils	15,768	17,810				17,810	17,738
Information Superiority	3,641	0				0	0
Integration Support (ISIS)							
Information Systems Security Program (ISSP)	15,480	13,253				13,253	13,178
Mission & Analysis Fund	22,606	20,325				20,325	0
16. Deputy Chief Management Officer	35,109	32,198				32,198	31,042
DCMO Integration and Policy	35,109	32,198				32,198	31,042

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			FY 2013				
			<u>Congressional Action</u>				
A. <u>BA Subactivities</u>	FY 2012 <u>Actual</u>	Budget <u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	Current <u>Estimate</u>	FY 2014 <u>Estimate</u>
Total	2,349,988	2,095,362				2,095,362	2,010,176

- * The FY 2012 Actual column includes \$102,609 thousand for Overseas Contingency Operations (OCO) funding (PL 112-74).
- * The FY 2013 Estimate column excludes \$87,805 thousand for OCO funding requested in the FY 2013 Defense-Wide OCO Budget Request.
- * The FY 2014 Estimate column excludes FY 2014 Defense-Wide OCO Budget Request.

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	Change <u>FY 2013/FY 2013</u>	Change <u>FY 2013/FY 2014</u>
B. <u>Reconciliation Summary</u>		
Baseline Funding	2,095,362	2,095,362
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	2,095,362	
Fact-of-Life Changes (2013 to 2013 Only)		
Subtotal Baseline Funding	2,095,362	
Supplemental	87,805	
Reprogrammings		
Price Changes		72,453
Functional Transfers		-78,617
Program Changes		-79,022
Current Estimate	2,183,167	2,010,176
Less: Wartime Supplemental	-87,805	
Normalized Current Estimate	2,095,362	

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	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2013 President's Budget Request (Amended, if applicable)		2,095,362
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2013 Appropriated Amount		2,095,362
2. War-Related and Disaster Supplemental Appropriations		87,805
a. OCO Supplemental Funding		
1) FY 2013 Supplemental Budget Request	87,805	
3. Fact-of-Life Changes		
FY 2013 Baseline Funding		2,183,167
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2013 Estimate		2,183,167
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-87,805
FY 2013 Normalized Current Estimate		2,095,362
6. Price Change		72,453
7. Functional Transfers		-78,617
a. Transfers In		
b. Transfers Out		
1) OUSD (P&R) - Transition Assistance Program	-51,700	
This is a realignment of funding to DoD Transition Assistance Policy from the Wounded Warrior Care Program. The funding is transferred to the Defense Human Resources Activity (DHRA) under the Transfer to Veterans Program Office (TVPO) program. Funding supports improvement of policies, standardization, implementation, and evaluation of the DoD Transition Assistance Policy Program in accordance with Veterans		

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C. Reconciliation of Increases and Decreases	Amount	Totals
Opportunity to Work Act (P.L. 112-56) and Veterans Employment Initiative. It resources DoD professional management services, pre-separation counselors and information technology support. (FY 2013 Baseline \$51,700; +0 FTEs)		
2) OUSD (P&R) - Wounded Warrior Care Program Transfer of funding for the Wounded Warrior Care Program from the Under Secretary of Defense (Personnel and Readiness) to the TRICARE Management Activity (TMA) beginning in FY 2014. (FY 2013 Baseline \$27,600K; +0 FTEs)	-26,917	
8. Program Increases		99,845
a. Annualization of New FY 2013 Program		
b. One-Time FY 2014 Increases		
c. Program Growth in FY 2014		
1) CAPE - Travel	24	
The increase in travel supports in-person meetings, direct review of programs, particularly with regards to execution of independent cost estimates. The Director and CAPE staff rely on these field visits for critical program discussions and to gather important insights and data. First-hand accounts of programs and the personnel charged with managing them helps to ensure accurate assessments when making recommendations to the Secretary of Defense for program changes. (FY 2013 Baseline \$418 thousand; +0 FTEs)		
2) Core Operating Program - Compensation and Benefits	6,874	
The net increase of \$6,874 thousand is due to three factors. +\$2,235 thousand is due to the realignment		

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C. Reconciliation of Increases and Decreases	Amount	Totals
<p>of the cost of mass transit benefits from Other Intra-Governmental Purchases, OP-32 Line 987, to Civilian Compensation and Benefits, OP-32 Line 101. +\$9,740 thousand is due to the realignment of costs associated with non-consulting Intergovernmental Personnel Act (IPA) to Civilian Compensation and Benefits, OP-32 Line 101 to comply with OMB Circular A-11 by budgeting where the expense is incurred; these costs were realigned from OP-32 Line 932 (-\$3,766 thousand), OP-32 Line 934 (-\$271 thousand), OP-32 Line 987 (-\$5,015 thousand), and OP-32 Line 989 (-\$688 thousand). Part of the net increase was a decrease of -\$5,101 thousand due to the shaping and sizing of the civilian workforce to support the reduced force structure and military end strength. (FY 2013 Baseline \$380,351 thousand; -25 FTEs)</p>		
<p>3) DOD CIO - CIO Mission Funding increase represents a combination of efficiency reductions and realignment of funds as a result of the disestablishment of the ASD(NII). The Mission and Analysis Fund (program functions and associated funding) will transfer to CIO Mission. This realignment is a zero-sum change within the DoD CIO O&M portfolio. Also includes increase in funding of \$1.2M for the cost of support for contractor FTEs associated with the standup, data gathering/compilation, and operations centralized SAP IT oversight, and the establishment of a centralized SAP IT governance office. (FY 2013 Baseline \$11,617 thousand; +0 FTEs)</p>	<p>20,537</p>	

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C. Reconciliation of Increases and Decreases	Amount	Totals
4) DoD CIO - Defense Industrial Base, Cyber Security Initiative Growth supports expansion to a broader group of companies and to support the objectives of the Opt-In Pilot, which leverages DoD Cyber Crime Center (DC3) intrusion forensic capability to analyze threat data and provide threat reporting to the DIB Companies. The DIB CS/IA program must be expanded to a broader group of companies to avoid affording preferential treatment to the few in the Opt-In pilot. (FY 2013 Baseline \$2,969 thousand; +0 FTEs)	385	
5) Other DoD Programs and Initiatives - Capital Security Cost Sharing (DoS Bill) Resources represent the Department's share of the Department of State (DoS) managed program authorized under Section 604 of the Secure Embassy Construction and Counterterrorism Act of 1999, as amended by the FY 2005 Consolidated Appropriations Act (P.L. 108-447). The Secretary of State determines the allowable cost share for each tenant agency. The programmatic increase is in support of new overseas facilities, maintenance, and repair as provided by the Department of State. (FY 2013 Baseline \$153,971 thousand; +0 FTEs)	31,246	
6) OUSD(AT&L) - Program Initiatives Increase reflects evolving acquisition, environmental, and policy issues for senior OSD leadership. Increases are required to review effectiveness of policy initiatives. Also supports decisions regarding strategic policy options and	1,362	

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C. Reconciliation of Increases and Decreases	Amount	Totals
plans for implementation as force posture and international political developments progress. (FY 2013 Baseline \$103,541 thousand; +0 FTEs)		
7) OUSD(AT&L) - BRAC Funds transferred to OUSD (AT&L) for technical support to develop recommendations and manage Base Realignment and Closure (BRAC) round in 2015. (FY 2013 Baseline \$0; +0 FTEs)	8,000	
8) OUSD(AT&L) - Countering Weapons of Mass Destruction (CWMD) Expert Fellows Program Funds labor costs of employees with Doctoral degrees, who provide expertise in the sought after field of containment and operational capability associated with analyses, oversight, and portfolio management of the Countering Weapons of Mass Destruction (CWMD) program. Net increase includes a reduction to OP-32 line other contract (989) resulting from the move of Intergovernmental Personnel Act (IPA) funding to Compensation and Benefits in the Core Operating Program. (FY 2013 Baseline \$0; +0 FTEs)	1,912	
9) OUSD(AT&L) - Countering Weapons of Mass Destruction (CWMD) Sustainment To support and sustain the R&D project Global CWMD Awareness System (GCAS) prototype being developed in FY 2013. GCAS is an acquisition program that began in FY 2012 that is expected in FY 2013 to deliver an operational prototype. The GCAS program will deliver tailored IT solutions in the form of "capability releases" to meet the requirements of USSTRATCOM, USSOCOM, and USCENTCOM in the CWMD mission,	2,825	

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C. Reconciliation of Increases and Decreases	Amount	Totals
specifically addressing a gap in CWMD situational awareness. The O&M funding will sustain the IT capability packages deployed to the three above-mentioned Combatant Commands. (FY 2013 Baseline \$0; +0 FTEs)		
10) OUSD(AT&L) - DoD Siting Clearinghouse Funding increase is required to complete establishment of the new Energy Siting Clearinghouse and associated tool development to meet additional requirements of the FY 2011 NDAA. Increase represents expanding renewable energy infrastructure efforts that impact DoD's use of air, land and seaspace for operations, readiness, training and testing missions as specified in the FY 2011 NDAA. Rapid expansion of alternative energy projects (i.e., commercial wind farms) have created increased demand on DoD for review of their compatibility with military activities. Net increase includes a reduction to OP-32 line Management and professional support services (932) resulting from the move of Intergovernmental Personnel Act (IPA) funding to Compensation and Benefits in the Core Operating Program. (FY 2013 Baseline \$1,876 thousand; +0 FTEs)	1,103	
11) OUSD(AT&L) - I&E Business Enterprise Integration This increase funds both Installations & Environment (I&E) and DoD-wide information needs for installation management, energy management, environmental management, safety and occupational health and increased support for audit readiness, as directed by DoD. This increase is an internal realignment to	2,255	

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C. Reconciliation of Increases and Decreases	Amount	Totals
properly align funds with their respective functions. (FY 2013 Baseline \$459 thousand; +0 FTEs)		
12) OUSD(AT&L) - OSD Studies Fund	1,171	
Increase reflects the costs for additional studies on Better Buying Power, Total Force Mix, Regenerating Capabilities, and Rebalancing Strategic Deployment for senior OSD leadership. The studies will support Internal Senior Leadership decisions regarding strategic policy options and plans for implementation as force posture and international political developments progress. (FY 2013 Baseline \$13,126 thousand; +0 FTEs)		
13) OUSD(AT&L) - Small Business Program Support	1,918	
Increase reflects an OSBP initiative for implementing a DoD Small Business Market Research Center of Excellence. This will significantly improve the Department's ability to achieve small business performance goals by conducting more effective market research in support of DoD acquisitions. (FY 2013 Baseline \$4,768 thousand; +0 FTEs)		
14) OUSD(C) - Administrative Support	296	
Increase is based on the realignment of funding from the OUSD(C) Travel Program(\$287K)and the realignment of funding for communications (conference call support \$9K) from the Comptroller Initiatives Program to OUSD(C) Administrative Support. This net zero realignment within OUSD(C) aligns mission and execution of costs and improves end-to-end budget formulation processes. (FY 2013 Baseline \$1,205 thousand; +0 FTEs)		

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C. Reconciliation of Increases and Decreases	Amount	Totals
15) OUSD(C) - Comptroller Initiatives	14,149	
An Increase of \$14 million reflects funding transferred from DFAS to OUSD Comptroller for proper execution of audit readiness acceleration activities in order to achieve audit readiness for the Statement of Budgetary Resources by 2014. OUSD Comptroller will provide support, guidance, and oversight to the Services and the agencies in achieving audit readiness and support financial workforce management initiatives including program support, updates and maintenance of the learning management system, funding seats in the Defense Civilian Emerging Leader Program, and accelerated development of web-based training courses. Additional increase of \$149K supports contractor cost for course development oversight for the financial workforce management program. (FY 2013 Baseline \$16,251 thousand; +0 FTEs)		
16) OUSD(I) - Defense Civilian Intelligence Personnel System	57	
Increase supports program management and oversight. (FY 2013 Baseline \$2,006 thousand; +0 FTEs)		
17) OUSD(I) - Defense Military Deception Program Office	680	
Increase provides for proper OSD oversight for Doctrine, Organization, Materiel, Training, Leadership, Personnel, Facilities (DOTML-F) Military Deception (MILDEC) considerations, instantiation and governance of MILDEC, and related information environment education capabilities across the Department. Also enables MILDEC decision support factors within DoD acquisitions, technology, and		

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C. Reconciliation of Increases and Decreases	Amount	Totals
logistic practices and programs. (FY 2013 Baseline \$5,044 thousand; +0 FTEs)		
18) OUSD(P&R) - Admin Support This increase provides funding for the stand-up of a Department of Defense (DoD) Veteran Affairs Office to improve coordination of Veterans' programs throughout DoD. (FY 2013 Baseline \$1,779 thousand; +0 FTEs)	1,454	
19) OUSD(P) - Defense Critical Infrastructure Protection Increase reflects additional study support for evaluating new infrastructure threats. (FY 2013 Baseline \$8,289 thousand; +0 FTEs)	193	
20) OUSD(P) - Global Threat Management Increase represents funds for contract support, as a result of the drawdown in Afghanistan. As the war drawdown efforts, peace time efforts in reducing global threats will be increased. Net increase includes a reduction to OP-32 line other intra-governmental purchases (987) resulting from the move of Intergovernmental Personnel Act (IPA) funding to Compensation and Benefits in the Core Operating Program. (FY 2013 Baseline \$5,766 thousand; +0 FTEs)	1,211	
21) OUSD(P) - Homeland Defense Support Activities Increase represents funds for increase in existing contract costs. (FY 2013 Baseline \$6,013 thousand; +0 FTEs)	248	
22) OUSD(P) - Regional Security Affairs Increase represents funds for contracts. As the war efforts drawdown, efforts to build regional security will be increased to prevent post-drawdown conflicts. Net increase includes a reduction to OP-32 line other	1,239	

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C. Reconciliation of Increases and Decreases	Amount	Totals
intragovernmental purchases (987) resulting from the move of Intergovernmental Personnel Act (IPA) funding to Compensation and Benefits in the Core Operating Program. (FY 2013 Baseline \$4,632 thousand; +0 FTEs)		
23) OUSD(P) - Rewards Program The program continues to expand into other countries. The DoD Rewards Program has proven to be a critical, effective and enduring tool worldwide, protecting the force and disrupting international terrorism. (FY 2013 Baseline \$7,932 thousand; +0 FTEs)	383	
24) OUSD(P) - US Mission to NATO This programmatic increase supports requirements for normal contract increases. (FY 2013 Baseline \$5,670 thousand; +0 FTEs)	323	
9. Program Decreases		-178,867
a. Annualization of FY 2013 Program Decreases		
b. One-Time FY 2013 Increases		
c. Program Decreases in FY 2014		
1) CAPE - FYDP Improvement Adjustment to the Future Years Defense Program (FYDP) Improvement to better align with budget execution. (FY 2013 Baseline \$3,688 thousand; +0 FTEs)	-10	
2) CAPE - Industrial Base Studies Program reduced to better align with budget execution. (FY 2013 Baseline \$2,232 thousand; +0 FTEs)	-6	
3) CAPE - Long Range Planning Decrease reflects a better alignment with budget execution, which has changed as a result of the decrease in service support contracts, and	-1,052	

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C. Reconciliation of Increases and Decreases	Amount	Totals
efficiencies gained from focusing resources on service contracts that provide the greatest value, resulting in decreased service support contracting cost. (FY 2013 Baseline \$28,160 thousand; +0 FTEs)		
4) DCMO - Integration and Policy Decrease reflects efficiencies realized in the design and development process of the Business Enterprise Architecture using improved modeling techniques. (FY 2013 Baseline \$32,198 thousand; +0 FTEs)	-1,768	
5) DoD CIO - Cyber Security Initiative OSD Decrease is based on the end of the start-up funding used to support DoD Supply Chain Risk Management(SCRM) plot implementation activities in OSD and the Defense Agencies, which expanded risk management activities for the Military Departments (MILDEPs). Support for the National Initiative for Cybersecurity; Education (NICE) Program will continue, providing new curriculum and allowing; many existing programs to develop Cyber modules of instruction. (FY 2013 Baseline \$24,580 thousand; +0 FTEs)	-13,653	
6) DoD CIO - Egov, Councils Reduction reflects efficiencies gained from reduced contract support based on advancement of new technologies, Federal-wide management initiatives, and implementation of Federal-wide services. (FY 2013 Baseline \$17,810 thousand; +0 FTEs)	-410	
7) DoD CIO - Information Systems Security Program (ISSP) Decrease reflects efficiencies gained from reduction of contract support to policy development, program	-327	

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C. Reconciliation of Increases and Decreases	Amount	Totals
oversight and integration of all DoD Information Assurance (IA) efforts such as Computer Network Defense (CND) and the restoration of information systems. (FY 2013 Baseline \$13,253 thousand; +0 FTEs)		
8) DoD CIO - Mission & Analysis Fund As a result of the ASD(NII) disestablishment and efficiencies gained, funding is being realigned to the DoD CIO Mission in support of the reorganization and stand-up of the strengthened DoD CIO. This realignment is a zero-sum change within the DoD CIO O&M portfolio. There is no increase to the OSD budget as a result of this realignment. (FY 2013 Baseline \$20,325 thousand; +0 FTEs)	-20,711	
9) DoD CIO - Travel Efficiencies are gained from greater use of Video Teleconferencing (VTC) and consolidation of mission travel requirements. (FY 2013 Baseline \$1,097 thousand; +0 FTEs)	-21	
10) Other DoD Programs and Initiatives The net decrease of \$5,071 thousand is due to three factors. - \$2,235 thousand is due to the realignment of the cost of mass transit benefits from Other Intra-Governmental Purchases, OP-32 Line 987, to Civilian Compensation and Benefits, OP-32 Line 101. - \$1,015 thousand is due to the realignment of costs associated with non-consulting IntraPersonnel Act to Civilian Compensation and Benefits, OP-32 Line 101; these costs were realigned from OP-32 Line 987 for Director of Operational Test and Evaluation and	-5,071	

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C. Reconciliation of Increases and Decreases	Amount	Totals
Boards, Commissions and Task Forces. -\$1,821 thousand reflects efficiencies gained by reducing operational expenses for Office of Director, Administration and Management (O,DA&M), ASD(Public Affairs), ASD (Legislative Affairs, Defense Test Resource Management Center and the Boards, Commisisions, and Task Forces (BCTFs). (FY 2013 Baseline \$205,540 thousand; +0 FTEs)		
11) OUSD (AT&L) - Integrated Acquisition Environment (GSA Bill) Funds were decreased to match the most current GSA Department bill. (FY 2013 Baseline \$29,601 thousand; +0 FTEs)	-1,111	
12) OUSD (AT&L)-Legacy Resource Management Program Net decrease includes a reduction to OP-32 line Management and professional support services (932) resulting from the move of Intergovernmental Personnel Act (IPA) funding to Compensation and Benefits in the Core Operating Program. (FY 2013 Baseline \$5,404 thousand; +0 FTEs)	-566	
13) OUSD(AT&L) - Acquisition Workforce Demonstration The Acquisition Workforce Demonstration office decrease is due to a reduction in current mission requirements. (FY 2013 Baseline \$4,008 thousand; +0 FTEs)	-1,810	
14) OUSD(AT&L) - CFO Act Compliance Decrease reflects the program acceleration of system maintenance and performance upgrades in FY 2013 to meet Audit Readiness preparations originally planned to be performed in FY 2014.Also includes Funds	-10,893	

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C. Reconciliation of Increases and Decreases	Amount	Totals
transfer from OUSD(AT&L) to Defense Contract Management Agency, Defense Threat Reduction Agency, Defense Logistics Agency and OUSD Comptroller for proper execution of audit readiness activities, including agency/service provider and real property system review and remediation activities. (FY 2013 Baseline \$12,845 thousand; +0 FTEs)		
15) OUSD(AT&L) - Defense Installation Spatial Data Infra (DISDI) Decrease reflects realignment of \$2.255 million to the I&E Business Enterprise Integration Program where the funds belong. The funds were inadvertently placed in DISDI's budget line in the FY 2013. An additional \$980 thousand was transferred to Comptroller for audit readiness efforts. In addition, a small reduction is due to efficiencies realized by implementing net-centric, geospatial information sharing by integrating geospatial efforts across the Department. The goal is to reduce redundant IT investments and increase the availability of quality geospatial data to any DoD mission in the basing or battle space. (FY 2013 Baseline \$3,925 thousand; +0 FTEs)	-3,276	
16) OUSD(AT&L) - DOEPP Office The Assistant Secretary of Defense for Operational Energy Plans and Programs (ASD(OEPP)) realigned funds among the OASD(OEPP) accounts from O&M to RDTE to ensure proper alignment and execution of resources needed to support Operational Energy improvement priorities.	-3,046	

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C. Reconciliation of Increases and Decreases	Amount	Totals
(FY 2013 Baseline \$9,465 thousand; +0 FTEs)		
17) OUSD(AT&L) - Program Efficiencies	-2,556	
Reduction is the result of multiple efficiency initiatives being applied across the organization. There are 24 program reductions to travel and contracts throughout AT&L contributing to this reduction. Includes a reduction to OP-32 line management and professional support services (932) resulting from the move of Intergovernmental Personnel Act (IPA) funding to Compensation and Benefits in the Core Operating Program. (FY 2013 Baseline \$83,985 thousand; +0 FTEs)		
18) OUSD(AT&L) - Readiness & Env. Protection Initiative (REPI)	-1,122	
Decrease is addresses DoD efficiency initiatives, while maintaining REPI's capabilities to meet critical, near-term but time limited opportunities to preserve a significant portion of DoD installation and range capabilities resulting from the current precipitous drop in real estate values nationally and the increasing numbers of willing sellers in the existing economic downturn. Net decrease includes a reduction to OP-32 line Management and professional support services (932) resulting from the move of Intergovernmental Personnel Act (IPA) funding to Compensation and Benefits in the Core Operating Program. (FY 2013 Baseline \$50,598 thousand; +0 FTEs)		
19) OUSD(AT&L)- Space and Intelligence MDAP Oversight	-575	
Decrease reflects the consolidation of MDAP Oversight related studies with enterprise level space systems		

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C. Reconciliation of Increases and Decreases	Amount	Totals
architecture studies for the USD(AT&L). (FY 2013 Baseline \$7,270 thousand; +0 FTEs)		
20) OUSD(AT&L)-RDT&E Oversight	-1,911	
Net decrease includes a reduction to OP-32 line Management and professional support services (932) resulting from the move of Intergovernmental Personnel Act (IPA) funding to Compensation and Benefits in the Core Operating Program. (FY 2013 Baseline \$5,640 thousand; +0 FTEs)		
21) OUSD(C) - Travel	-301	
Decrease is based on the realignment of travel to the OUSD(C) Administrative Support Program. This will better align missions and execution of costs, and will improve automated end-to-end budget formulation processes. FY 2013 travel was estimated at \$282K. A \$5K difference reflects price growth. There is no increase to the OUSD(C) budget as a result of this realignment. (FY 2013 Baseline \$282 Thousands; +0 FTEs)		
22) OUSD(I) - Intelligence Mission (365)	-580	
Adjustments to advisory and assistance services tied to the adjudication of background investigations. Net decrease includes a reduction to OP-32 line Management and professional support services (932) resulting from the move of Intergovernmental Personnel Act (IPA) funding to Compensation and Benefits in the Core Operating Program. (FY 2013 Baseline \$74,930 thousand; +0 FTEs)		
23) OUSD(I) - International Intelligence Technology and Architectures	-274	

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C. Reconciliation of Increases and Decreases	Amount	Totals
Decrease in costs associated with classroom and mobile courses being transitioned to on-line training for U.S. Battlefield Information Collection and Exploitation System(BICES). (FY 2013 Baseline \$68,518 thousand; +0 FTEs)		
24) OUSD(P&R) - Advancing Diversity & EO This program reduction represents a decrease in the number of student interns hired under the Workforce Recruitment Program, cost-saving efficiency measures in strategic outreach efforts, and reduced support for the OSD-sponsored Science, Technology, Engineering and Math (STEM) Program. (FY 2013 Baseline \$9,707 thousand; +0 FTEs)	-1,191	
25) OUSD(P&R) - ASD (Health Affairs) Operations Efficiencies realized through contract support reductions. (FY 2013 Baseline \$855 thousand; +0 FTEs)	-13	
26) OUSD(P&R) - ASD (Reserve Affairs) Operations Efficiencies achieved by reducing contract support through implementing cost cutting initiatives. (FY 2013 Baseline \$1,920 thousand; +0 FTEs)	-346	
27) OUSD(P&R) - Combatant Commanders Exercise Engagement & Training Transformation (CE2T2) Decrease is based on expected decline in the number of Forces that will participate in CE2T2 exercises across the Combatant Commands leading to programmatic funding decreases for various programs and operations within CE2T2 - including transportation and cargo operations of the the Joint Exercise Transportation Program (JETP). (FY 2013 Baseline \$693,882 thousand; +0 FTEs)	-99,403	

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C. Reconciliation of Increases and Decreases	Amount	Totals
28) OUSD(P&R) - Defense Readiness Reporting System (DRRS) Defense Readiness Reporting System efficiencies will be achieved thru contract support reductions. (FY 2013 Baseline \$7,842 thousand; +0 FTEs)	-582	
29) OUSD(P&R) - Defense Safety Oversight Council (DSOC) Efficiencies will be achieved utilizing more proficient methods for managing the installations' and sites' Voluntary Protection Program (VPP) progress applications, resulting in decrease to engineering and technical services contract support. (FY 2013 Baseline \$10,682 thousand; +0 FTEs)	-1,589	
30) OUSD(P&R) - Lost Work Day System (LWD) Efficiencies will be achieved utilizing more proficient methods for managing the accident and injury data and reports, resulting in decrease to engineering and technical services contract support. (FY 2013 Baseline \$2,824 thousand; +0 FTEs)	-93	
31) OUSD(P&R) - Military Naturalization Support Efficiencies will be achieved through contract support reductions. (FY 2013 Baseline \$6,688 thousand; +0 FTEs)	-41	
32) OUSD(P&R) - Studies Program/CASS Efficiencies will be achieved through contract support reductions by either funding fewer studies or a reduced level of effort across serveral studies, depending upon requests received in the competitive allocation process. (FY 2013 Baseline \$2,600 thousand; +0 FTEs)	-303	
33) OUSD(P&R) - Training Transformation	-160	

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C. Reconciliation of Increases and Decreases	Amount	Totals
Efficiencies will be achieved through contract support reductions. (FY 2013 Baseline \$4,772 thousand; +0 FTEs)		
34) OUSD(P&R) - Travel	-34	
Efficiencies will be achieved through the increased use of tele-conferencing. (FY 2013 Baseline \$1,063 thousand; +0 FTEs)		
35) OUSD(P) - Policy Planning and Integration	-2,070	
Program reflects efficiencies realized through reductions to contract support. Net decrease includes a reduction to OP-32 line Other Intra-governmental Purchases (987) resulting from the move of Intergovernmental Personnel Act (IPA) funding to Compensation and Benefits in the Core Operating Program. (FY 2013 Baseline \$10,617 thousand; +0 FTEs)		
36) OUSD(P) - Warfighting Support Activities	-1,933	
This programmatic decrease results from the department's efforts to support the drawdown of forces in Afghanistan while ensuring an effective and efficient outcome. Net decrease includes a reduction to OP-32 line Other Intra-governmental Purchases (987) resulting from the move of Intergovernmental Personnel Act (IPA) funding to Compensation and Benefits in the Core Operating Program. (FY 2013 Baseline \$10,797 thousand; +0 FTEs)		
37) USD(P) - Travel	-59	
Efficiencies will be achieved through the increased use of tele-conferencing. (FY 2013 Baseline \$5,566 thousand; +0 FTEs)		
FY 2014 Budget Request		2,010,176

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IV. Performance Criteria and Evaluation Summary:

A. Under Secretary of Defense, Acquisition, Technology, and Logistics (OUSD(AT&L)):

The Under Secretary of Defense for Acquisition, Technology and Logistics (AT&L) is the principal staff assistant and advisor to the Secretary of Defense and Deputy Secretary Defense for all matters concerning acquisition, technology, and logistics. AT&L's primary responsibilities include: 1) Supervising (DoD) acquisition, 2) Establishing policies for acquisition (including procurement of goods and services, research and development, developmental testing, and contract administration) for all elements of the Department of Defense, 3) Establishing policies for logistics, maintenance, and sustainment support for all elements of the DoD, and 4) Establishing policies of the Department of Defense for maintenance of the defense industrial base of the United States. The following Performance Evaluation Metrics are samples from three of the top four programs under AT&L: Readiness and Environmental Protection Initiative (REPI), Logistics Systems Modernization (LSM) Support and Acquisition Visibility Program. These three programs account for 35% of AT&L's total Operations and Maintenance (O&M) in FY 2014.

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IV. Performance Criteria and Evaluation Summary:

Major Program Title: Regulatory Environment

Measure/Description	Actual FY 2012	Projected FY 2013	Projected FY 2014
Readiness and Environmental Protection Initiative			
Metric #1: Percent funding to highest tier priority installations (Target is 70%)	66%	70%	70%
Metric #2: Percent of validated projects funded (Target is 80%)	50%	80%	80%
Metric #3: Percent partner cost-share (Target is 50%)	50%	50%	50%

The risk of incompatible land use threatens mission capabilities essential for realistic training and testing for current and future force. Investments for the Readiness and Environmental Protection Initiative (REPI) address Component requirements to enter into agreements with private conservation organizations and/or state and local governments to acquire off-base property interests, usually conservation easements. These agreements protect mission capability by cost-sharing the long-term protection of high-value habitat and limiting incompatible land uses around DoD ranges and installations. REPI projects meet critical, near-term but time limited opportunities, to preserve DoD installation and range capabilities resulting from the current precipitous drop in real estate values nationally, and the increasing numbers of willing sellers in the existing economic downturn. REPI leverages the capabilities, resources and priorities of the private sector and state and local governments to obtain land and/or easements that will prevent development or other land uses that impact military operations. REPI partnerships

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IV. Performance Criteria and Evaluation Summary:

support sound planning, ecological integrity and interagency coordination, and help avoid more expensive costs, such as the need for training workarounds or segmentation and future Military Construction (MILCON) to modify or relocate training assets to less-restricted locations.

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

	Actual ¹	Projected	Projected
Measure/Description	FY 2012	FY 2013	FY 2014
Supply Chain and Inventory Management			
Metric #1: DLA Perfect Order Fulfillment (POF) for Stocked Items (Percentages)	87.2	85.1	85.1
Metric #2: Customer Wait Time - Army (Days)	12.3	15.0	15.0
Metric #3 Customer Wait Time - Air Force (Days)	5.6	7.5	7.5
Metric #4 Customer Wait Time - Navy (Days)	12.9	15.0	15.0

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IV. Performance Criteria and Evaluation Summary:

Supply Chain and Inventory Management:

Supply Chain Management: Responsiveness and reliability are desired attributes of the DoD Supply Chain in support of maximizing materiel readiness for warfighters. Customer Wait Time (CWT) is the measure that best reflects the responsiveness of the supply chain. Perfect Order Fulfillment reflects the reliability of the supply chain in providing items from Defense Logistics Agency's inventory items to warfighters. These items are either held in inventory in the Defense Distribution Depots or directly delivered from commercial vendors to customers of the DoD Supply Chain. These measures are tracked and updated in the Defense Performance Measurement Systems.

Inventory Management Initiative: The Comprehensive Inventory Management Improvement Plan (CIMIP) was developed to guide and direct DoD's collective efforts to improve inventory management and support to warfighters. This plan details specific objectives to ensure that inventory accurately reflects the needs of warfighters. It established actions to improved management of the Department's inventory. The overall objective of the plan is to prudently reduce current and future excess inventory. In that vein, by the end of FY2016, the Department will reduce total on-order excess inventory to 4.0%. The Department will also maintain potential reutilization stock a "not to exceed" goal of 10% for excess on-hand inventory. These measures are also tracked and updated in the Defense Performance Measurement System.

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IV. Performance Criteria and Evaluation Summary:

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

	Actual	Projected	Projected
Measure/Description	FY 2012	FY 2013	FY 2014
Third Party Certification of Armed Private Security Companies (PSC)			
Metric #1: Percentage of Covered Contracts for Private Security Functions which incorporate, and require compliance with, ANSI/ASIS PSC.1-2012, American National Standard, Management System for Quality of Private Security Operations-Requirements with Guidance.	0%	100%	100%
Metric #2: Percentage of Covered Contracts for Private Security Functions with independent third party certification of conformity with the PSC quality management standard IAW ANSI/ASIS PSC.2-2012, Conformity Assessment and Auditing Management Systems for Quality of Private Security Company Operations	0%	0%	25%

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IV. Performance Criteria and Evaluation Summary:

Third Party Certification of Armed Private Security Companies (PSC):

The objective is to develop policies and procedures for third-party certification of contractor compliance with the industry standard. NDAA 2011 requires DoD incorporate business and operational standards in all contracts for private security functions and encourages the use of independent third party certification to those standards in consideration of contract award and as a supplementary tool to DoD contract oversight. Standards for PSC operations and certification to those standards were recently approved by the American national Standards Institute. This was followed by DoD instructions to the DFARS requiring compliance with the PSC operations standard. DoD must identify and recognize independent certification bodies to assess conformity of PSCs with the industry standard. DoD must engage existing organizations that offer certification to higher quality management standards, or are capable of doing so, and determine willingness and costs to conduct such certification in accordance with ANSI/ASIS PSC.2-2012. This must be followed with a process to implement such recommendations for certification. These recommendations may include certification as a pre-condition of contract award and/or post-award certification as an allowable cost under the contract. The percentage of PSCs that can be independently certified is dependent upon establishing capacity of certification bodies.

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IV. Performance Criteria and Evaluation Summary:

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

	Actual	Projected	Projected
Measure/Description	FY 2012	FY 2013	FY 2014
Transportation Policy Initiatives			
Metric #1: Defense Transportation Coordination Initiative (DTCI): On-time Delivery	97%	97%	98%
Metric #2: Personal Property Regionalization Total Cost Savings	\$9.03M	\$17.15M	\$17.15M

Transportation Policy Initiatives:

Defense Transportation Coordination Initiative (DTCI): DTCI is a third party logistics contract for the movement of the Department's freight within the Continental United States. The contract is in its fourth year of operation with reported savings of over \$120M. The Contractor is meeting or exceeding all of the Key Performance Indicators (KPIs), including On-Time Delivery at 97%. As part of the SECDEF efficiencies, a Joint Service Team is reviewing additional third party logistics opportunities in other transportation functional areas that would yield similar savings.

Personal Property Regionalization: The Department plans to reduce the number of personal property shipping offices from 151 to 17 offices worldwide by 2016. This initiative will help leverage the Department's buying power and standardize business practices across the

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IV. Performance Criteria and Evaluation Summary:

Department. Regionalizing personal property offices is a Logistics efficiency initiative with estimated cost savings of \$92.10 million from FY 2012 to FY 2016. This includes estimated savings of \$9.03 million in FY 2012; \$17.15 million in FY 2013 and FY 2014.

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

Measure/Description	Actual	Projected	Projected
Acquisition Visibility (AV)	FY 2012	FY 2013	FY 2014
Metric #1: Number of Authorized Users with Access to AV Services	4,340	5,060	5,780
Metric #2: Number of Data Items under WSLM Governance	338	372	406
Metric #3: Number of Reports Submitted using AV Services	(see chart)	(see chart)	(see chart)

Year	SAR	MAR	DAES	MQR
FY12	102		400	
FY13	94	40	468	
FY14	94	40	348	120

Acquisition Visibility (AV) represents AT&L transformational activity to fundamentally alter the way in which Defense acquisition data is discovered, shared and trusted among the community of senior analysts, managers and officials responsible for management and oversight of Major Defense Acquisition Programs (MDAP), Major Automated Information Systems (MAIS), and special interest programs. The AV environment introduces an

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architectural approach to combine capabilities of different applications into a collection of services easily consumed by tools used in MDAP/MAIS management such as DAMIR and Kaleidoscope. A critical component of AV is the institutional governance of acquisition data to regulate definitions, technical standards, and authoritative sources for the data elements represented by this capability and used in acquisition decision making. AV governance is accomplished under DOD's Weapon System Lifecycle Management (WSLM) body through monthly Core Business Management Group (CBMG) and quarterly Senior Steering Group (SSG) meetings.

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

The Office of the Under Secretary of Defense (Comptroller) OUSD(C)/Chief Financial Officer (CFO) is the Principal Staff Assistant and advisor to the Secretary of Defense and Deputy Secretary Defense for all Department of Defense financial matters. This office oversees, and sets policy for budget and fiscal matters, including financial management, accounting policy and systems, management control systems, budget formulation, execution, and contract audit administration. The following Performance Evaluation Metrics are a sample from three of the largest programs under OUSD(C): Comptroller Initiatives, Enterprise Funds Distribution Support System (EFDSS), and Next Generation Resource Management Systems (NGMRMS). These three programs account over 95% of Comptroller's total Operations and Maintenance in FY 2014.

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IV. Performance Criteria and Evaluation Summary:

Major Program Title- Comptroller Initiatives

	Actual	Projected	Projected
Measure/Description	FY 2012	FY 2013	FY 2014
Financial Improvement and Audit Readiness			
Metric #1: Percent of General Fund Statement of Budgetary Resources (SBR) Validated Audit Ready	14%	20%	100%
Metric #2: Percent of Appropriations Received Validated Audit Ready	80%	100%	n/a
Metric #3: Percent of Funds Balance with Treasury Validated Audit Ready	9%	30%	100%
Metric #4: Percent of Mission Critical Asset Existence and Completeness Validated Audit Ready	41%	42%	55%

Statement of Budgetary Resources (SBR) Audit includes all processes, internal controls, systems and supporting documentation that must be audit-ready before the General Fund SBR can be audited. Audit readiness activities executed in line with these established priorities allow for the successful completion of dependencies necessary for remediation of subsequent line items. Significant processes in this wave include Military Pay, Civilian Pay, Reimbursable Budget Authority, Reimbursable Work Orders, Contracts (Major), Contracts (Minor), Supply Requisition (MILSTRIP), and Financial Reporting, in addition to

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Net Outlays (Funds at Treasury). The benefits of focusing improvement efforts on budgetary information and the SBR include:

- Improving the visibility of budgetary transactions resulting in more effective use of resources.
- Providing for operational efficiencies through more readily available and accurate cost and financial information.
- Improving fiscal stewardship (ensures that funds appropriated, expended and recorded are reported accurately, reliably and timely).
- Improving budget processes and controls (reduces Anti-deficiency Act violations).
- Linking fund execution to the President's Budget (more consistency with the financial environment).

An audit of Appropriations Received focuses on one section of the SBR, the Budget Authority section. The Department's immediate focus is on General Fund activities, which receive the preponderance of appropriated funds. The Army, Navy, and Air Force have all completed validations of their Appropriations Received audit readiness assertions. Appropriations Received for the Defense Agencies will be validated Defense-wide rather than individually. The Defense-wide Appropriations Received audit readiness assertion will be validated in FY 2013, making DoD goal of 100%. This goal will be removed from FY 2014 projected goals.

Mission Critical Asset Existence and Completeness Audit focuses primarily on the Existence and Completeness (E&C) financial statement assertions, but also includes the Rights assertion and portions of the Presentation and Disclosure assertion. That is, Components must ensure that all assets recorded in their accountable property systems of record exist (Existence), all of the Components' assets are recorded in their system (Completeness), and Components have the right to report all assets (Rights). The asset

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categories included in this wave are Military Equipment (ME), Real Property (RP), Inventory, Operating Materials and Supplies (OM&S) and General Equipment (GE).

A Component's audit readiness assertion is validated audit ready, and the metric result increased, when an Independent Public Accounting (IPA) firm or other qualified, independent reviewer to perform an examination to confirm management's assertion it is the audit ready.

Major Program Title- Comptroller Initiatives

	Actual	Projected	Projected
Measure/Description	FY 2012	FY 2013	FY 2014
Implement the DoD FM Certification Program			
Metric: DoD FM personnel (military and civilian) participating in the FM Certification Program	0%*	10%	46%

The Department has initiated a multi-year effort to develop a competency-based Financial Management (FM) Certification Program that will be applicable to the FM workforce. The FY 2012 NDAA provides the legal authority to implement the FM Certification Program. The Program is designed to ensure DoD meets the FM workforce and lifecycle management needs. All FM positions are being coded as Level 1, Level 2 or Level 3. Level 1 is the basic or foundational level, and Level 3 is the most advanced. All 05XX civilian Occupation Series positions and all military positions with a Finance or Comptroller military occupational specialty are being coded with an FM Certification Level 1, 2, or 3. Enterprise-wide, financial management competencies applicable to each financial management occupation have been established. Each certification level requires a minimum number of training course hours and FM experience. Training is targeted to specific FM

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technical competencies, DoD leadership competencies, and specific topics such as audit readiness, fiscal law and ethics.

*A DoD FM Certification Program Pilot began July 2012 and is ongoing. There are currently 652 participants in the pilot from 19 different organizations, 12 different Components. The pilot includes both military and civilian personnel and will continue until implementation. The pilot represents approximately 1% of the total DoD FM population. The FM Certification Program policy will be established in a Directive-Type Memorandum and promulgated in a DoDI. Pending approval, phased implementation of the FM Program will begin in the spring of 2013.

Major Program Title - Enterprise Funds Distribution Support System (EFDSS)

	Actual	Projected	Projected
Measure/Description	FY 2012	FY 2013	FY 2014
Enterprise Funds Distribution Support System			
Metric #1: Deployment of Basic Account Symbols / Appropriations in support of the Audit Readiness Efforts for Appropriations Received underway by FIAR	43%	62%	100%

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IV. Performance Criteria and Evaluation Summary:

Enterprise Funds Distribution Support System (EFDSS) system continues to deploy by appropriation and title to support:

- a. Improving quality, visibility and transparency of information
- b. Increasing exchange and reconciliation of budget execution information via automated methods

During FY 2013, remaining Family Housing appropriations are scheduled to be implemented. FY 2013 and FY 2014 efforts will include implementation or closure of remaining non-conventional appropriations.

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IV. Performance Criteria and Evaluation Summary:

Major Program Title- Next Generation Resource Management Systems (NGRMS)

	Actual	Projected	Projected
Measure/Description	FY 2012	FY 2013	FY 2014
Next Generation Resource Management Systems			
Metric #1: Number of agencies operating exhibit automation system tool	33%	33%	34%
Metric #2: Man-hours saved using new resource management decision tool	3%	10%	10%
Metric #3: Number of exhibits automated	12%	14%	18%

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

A key accomplishment for FY 2012 was the deployment of the exhibit automation system to 33 Defense Agencies, on both the classified and unclassified networks. Also in FY 2012, the number of exhibits was increased to 12 automated exhibits, and the addition of the

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IV. Performance Criteria and Evaluation Summary:

Chemical Demilitarization OP-5 exhibit. In FY 2013 and FY 2014, additional accounts such as the Defense Health Program and Overseas Contingency Operations will be added to the system, and additional exhibits will continue to be automated. Finally, the ability to integrate subordinate exhibits, with the narrative input, into a consolidated exhibit at the headquarters level will be analyzed for development. This will further streamline the budget build process and reduce data re-entry, saving time and reducing errors.

C. Deputy Chief Management Officer (DCMO):

The Deputy Chief Management Officer (DCMO) is the Principal Staff Assistant (PSA) and advisor to the Secretary and Deputy Secretary of Defense for matters relating to management and improvement of integrated DoD business operations. This includes providing leadership in terms of acquisition oversight and investment review of Defense business systems. Inherent in these management responsibilities, DCMO leads and integrates DoD Enterprise-wide performance improvement and business operations to enable and support the Warfighter.

With the disestablishment of the Department of Defense (DoD) Business Transformation Agency (BTA), an Agency under the purview and cognizance of the Office of the DCMO (ODCMO), DCMO was directed by the Secretary of Defense (SECDEF) to transition appropriate oversight and integration functionality heretofore performed by the BTA into the ODCMO.

In FY 2013, the ODCMO has realized this transformational reshaping and realignment of select functionality. This growth in scope within the ODCMO policy and oversight core mission areas accommodate greater visibility in orchestrating and synchronizing effective and efficient business operations across all Departmental Components. This growth and

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redefinition in ODCMO mission requirements has also prompted the separation of the office into a stand-alone reporting budgetary entity within OSD. It has also accommodated review and expansion of ODCMO performance based budget metrics as described in this document.

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IV. Performance Criteria and Evaluation Summary:

Major Program Title- Disciplined MAIS Program Oversight

	Actual	Projected	Projected
Measure/Description	FY 2012	FY 2013	FY 2014
Disciplined MAIS Program Oversight	62.5%	75%	90%

Disciplined MAIS Program Oversight: Number of cost, schedule and performance baselines that exist for Major Automated Information System (MAIS) Defense Business Systems (DBS). DCMO is the MDA for 16 programs.

Major Program Title- Agile Investment Review

	Actual	Projected	Projected
Measure/Description	FY 2012	FY 2013	FY 2014
Agile Investment Review	N/A	100%	100%

Agile Investment Review: This is a new DCMO Metric based on the Section 2222 of Title 10, USC. DCMO is responsible for establishing single IRB process for Business Mission Area programs. 100% of the Defense Business Systems (DBS) submitted to the Defense Business Council (DBC)/Investment Review Board (IRB) are arranged into portfolios, reviewed for BEA/BPR compliance, strategic alignment, utility and cost and as appropriate funds certification provided by portfolio. DCMO must maintain 100% compliance IAW with statutory requirements.

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IV. Performance Criteria and Evaluation Summary:

Major Program Title- Expanded Procure-to-Pay

	Actual	Projected	Projected
Measure/Description	FY 2012	FY 2013	FY 2014
Expanded Procure-to-Pay	N/A	75%	95%

This is a revised metric. The Expanded Procure-to-Pay (P2P) Match metric evaluates the number of contract actions that can be successfully identified across the complete P2P process, i.e., from requirements through obligation to entitlement and disbursement in the systems of record. The metric indicates how successful the Department of Defense (DoD) P2P business systems are in supporting needs of a Combatant Command operating in a contingency environment. The metric will measure the percentage of system traceability for all DoD funds obligated in theater, electronically capturing DoD approved and funded requirements, obligations, entitlements and disbursements.

For FY 2013, the metric goal is 75%.

In FY 2014, the goal is 95% as we continue to improve data quality in-theater, which will enhance the understanding of the full P2P process in contingency business environments. The team will capture lessons learned from ongoing contingency operations and share those lessons learned with other Combatant Commands.

D. Under Secretary of Defense Intelligence OUSD(I):

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IV. Performance Criteria and Evaluation Summary:

The Under Secretary of Defense for Intelligence (OUSDI) is the principal staff assistant and advisor to the Secretary of Defense and Deputy Secretary Defense for all matters concerning intelligence, counterintelligence, security, sensitive activities, and other intelligence-related matters. OUSD(I) exercises planning, policy, and strategic oversight over all DoD intelligence assets. The following Evaluation Metrics are samples from the Intelligence Mission and International Intelligence Technology and Architectures programs, the largest programs under OUSDI. These two programs account for 95% of OUSDI's total Operations and Maintenance in FY 2014.

Major Program Title: Intelligence Mission

Measure Description	Actual	Projected	
	FY 2012	FY 2013	FY 2014
Sensitive Activities (SA)			
Cover oversight reviews	4	4	4
Clandestine Quarterly (CQ) activity reports	4	4	4
Sensitive Execute Orders (EXORD) coordination	6	6	6
Compartmented Approvals	8	8	8
Cover plan/annex reviews	120	120	120

In accordance with DoD Directive 5143.01, OUSD(I) is responsible for oversight of the Defense Cover Program. The Clandestine Operations and Sensitive Activities Directorate conducts a strategic oversight review of a Defense Cover Component each quarter to assess effectiveness and compliance with policy. This formal review program began in 2Qtr FY

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2011. An annex to the Annual Defense Appropriations Act directs DoD to provide quarterly reports on certain clandestine activities. The directorate compiles and reviews inputs from DoD Components and distributes the Clandestine Quarterly (CQ) activity report to six Congressional Committees and senior Executive Branch officials. The directorate collaborates with the Joint Staff and the Office of the Under Secretary for Policy to prepare and coordinate sensitive and compartmented EXORDs for signature by the Secretary of Defense. Approvals for and notifications of sensitive deployments for clandestine special operations are coordinated by the directorate for signature by the OUSD(I) and Secretary of Defense. The directorate coordinates OSD-level approvals to conduct certain compartmented activities, conducts periodic reviews of these activities, and prepares/coordinates reports to the OUSD(I), Secretary of Defense, and Congressional oversight committees. The directorate reviews cover plans and annexes in accordance with DoD Directive 5105.63.

Major Program Title: Intelligence Mission

Measure Description	Actual	Projected	
	FY 2012	FY 2013	FY 2014
Reform the Department of Defense (DoD) Personnel Security Clearance Process			
DoD will adjudicate the fastest 90% of initial top secret and secret personnel security clearances within 20 days	90%/7 days	90%/20 days	90%/20 days
By October 2012, 90% of DoD adjudicators will be certified	89% certified	90% certified	90% certified
90% of Single Scope Background Investigations and Top Secret Periodic Investigations will meet 2009 adjudication documentation standards	Assessment not yet completed	95% will meet 2009 adjudication standards	95% will meet 2009 adjudication standards

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

Major Program Title: Intelligence Mission

Measure Description	Actual	Projected	
	FY 2012	FY 2013	FY 2014
Compliance, Currency, and Relevance of DoD Counterintelligence and Credibility Assessment Policies			
Review 100% of existing policy documents which are five years old and either revise, cancel or extend the issuance	100%	100%	100%
Complete development of new policy documents. (Three new policy documents in FY 2012, two new policy documents in FY 2013, and one new policy document in FY 2014.)	100%	100%	100%

OUSD(I) is responsible for identifying and developing new policy documents, reviewing and updating 23 current policy documents, and maintaining four National level agreements.

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IV. Performance Criteria and Evaluation Summary:

Major Program Title: Intelligence Mission

Measure Description	Actual	Projected	
	FY 2012	FY 2013	FY 2014
Establish All-Source Intelligence Analysis Policy (Defense Analysis)			
Complete review of USD(I) issuances to identify All-Source Intelligence Analysis roles and responsibilities and align and incorporate in DRAFT DoDI "All-Source Intelligence Analysis."	100%	N/A	N/A
By September 2013, establish and conduct quarterly reviews of All-Source Intelligence Analysis policy. Including policy gaps gleaned through DAC Oversight assessments/reviews. Identify issuances to develop and/or modify existing. Complete draft issuance submission within a target time period of no more than six months.	N/A	100%	100%

DA is responsible for identifying and developing new policy to structure and guide All-Source Intelligence Analysis. In FY 2012, two issuances, DODI "All-Source Intelligence Analysis" and DTM "Interim Policy Guidelines for Evaluating All-Source Intelligence Analysis" were drafted to address foundational programmatic guidelines. The DTM is in process for signature; the All-Source Analysis document is under review in light of the All-Source Analysis Implementation Plan designed to strengthen all-source analysis.

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IV. Performance Criteria and Evaluation Summary:

Major Program Title: Intelligence Mission

Measure Description	Actual	Projected	
	FY 2012	FY 2013	FY 2014
All-Source Intelligence Analysis Oversight (Defense Analysis)			
Beginning in FY 2013, DA will execute an Oversight Program with assessments/reviews to selected Enterprise Components responsible for All-Source Intelligence Analysis with priority on the Services (Production Centers and MIP funded within Service), the Defense Intelligence Agency (DIA)- Defense Intelligence Analysis Program (DIAP) and the Directorate for Analysis (DI), and the Combatant Commands.	N/A	4	6

DA is responsible for executing strategic and policy oversight assessment and reviews of the executors of DoD All-Source Intelligence Analysis. DA also coordinates with the Office of the Director of National Intelligence regarding development, implementation, and compliance to National directives and related issuances.

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IV. Performance Criteria and Evaluation Summary:

Major Program Title: Intelligence Mission

Measure Description	Actual	Projected	
	FY 2012	FY 2013	FY 2014
Policy Oversight (Counterintelligence) For FY 2012, completed four DoD components and 12 ad hoc policy oversight initiatives; For FY 2013, complete eight DoD components and five ad hoc policy oversight initiatives; for FY 2014, complete nine DoD components and five ad hoc policy oversight initiatives.	100%	100%	100%
For FY 2012, completed follow-up for compliance with 16 DoD components that were identified as non-compliant; For FY 2013 and FY 2014, follow-up on 100% of those DoD components that were identified as non-compliant.	100%	100%	100%

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IV. Performance Criteria and Evaluation Summary:

Major Program Title: International Intelligence Technology and Architectures (IITA)

Measure Description	Actual	Projected	
	FY 2012	FY 2013	FY 2014
US Battlefield Information Collection and Exploitation System (US BICES)			
Number of multilateral/bilateral intelligence information sharing connections with partner nations or Communities of Interest (COI)(e.g., Operation Unified Protector)	45	66	81
Number of US releasable intelligence products to coalition partners or COIs	81,000 (as of 6/22/12)	250,000+	400,000+
Number of coalition releasable intelligence products to US	15,000 (as of 6/22/12)	60,000	100,000
Number of US organizations producing intelligence products to US BICES	36 (as of 6/22/12)	40	45
Number of US and coalition partner personnel trained through classroom and mobile courses	680 (as of 6/22/12)	1700	2050
Number of US Government personnel within the US BICES program management office	5 (as of 7/2/12)	6	6

The Intelligence Systems and Architectures Directorate develops information sharing technologies and Combatant Command coalition information sharing architectures, through

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IV. Performance Criteria and Evaluation Summary:

the US BICES program mechanisms, to increase the amount of intelligence information shared with coalition allies and partner nations both bi-laterally and multi-nationally. US BICES capability expansion across the COCOMs, Services, and Agencies is key to implementing USD(I) effort to establish an enduring coalition intelligence sharing enterprise supporting both conventional forces and special operations forces worldwide. US BICES expanded to access over 85,000 US, NATO, and Non-NATO users during FY 2012. Commander, US SOCOM designated US BICES as the intelligence system for global coalition special operations. Coalition Data Centers (CDC) established at each COCOM in FY 2011 allowed increased multilateral/bilateral intelligence information sharing connections with partner nations or communities of interest (COIs). The expanded number of communication connections funded by O&M will result in an increased number of people connected. Number of US releasable intelligence products to coalition partners or COIs will increase based on the FY 2012/2013/2014 funded CDCs and the resulting increased capability to process products. Number of coalition releasable intelligence products to US will increase due to the establishment of the CDCs which provide increased capabilities to process products both being released to coalition partners and products received from coalition partners. As the CDCs become operational, the number of US intelligence organizations requesting connectivity to US BICES will increase thereby increasing the number of products released to US BICES from these organizations. The number of US and coalition partner personnel trained through classroom and mobile courses will increase as the US BICES on-line training becomes available. This training will be available through US BICES connectivity and is approved for US and non US.

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IV. Performance Criteria and Evaluation Summary:

E. DoD Chief Information Officer (DoD CIO):

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

Major Program Title: Information Enterprise

Measure/Description	Actual FY 2012	Projected FY 2013	Projected FY 2014
Train the Total Defense Workforce with the right competencies. Protect DoD critical infrastructure.			
Metric #1: Percent of information assurance positions and contract requirements filled with personnel meeting certification requirements.	85%	85%	85%
Metric #2: Cumulative percent reduction in the number of DoD Data Centers. (772 in FY 2010 to 428 in FY 2015, 45% reduction)	116 closed	117 closures	Re-baseline

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IV. Performance Criteria and Evaluation Summary:

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

Major Program Title: C4 Information Infrastructure Capabilities

Measure/Description	Actual	Projected	Projected
	FY 2012	FY 2013	FY 2014
Expand capacity to succeed against adversary states armed with anti-access capabilities and/or nuclear weapons and improve capabilities to conduct effective operations in cyberspace and space.			
Metric #1: Percent of DoD's NC3 crypto-modernization plan completed.	32%	44%	56%

Investments for C4 Information Infrastructure Capabilities are to assess success of critical Department information technology programs and initiatives and engage where

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IV. Performance Criteria and Evaluation Summary:

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

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IV. Performance Criteria and Evaluation Summary:

Major Program Title: Cyber Security

Measure/Description	Actual FY 2012	Projected FY 2013	Projected FY 2014
Protect critical DoD infrastructure and partner with other critical infrastructure owners in government and the private sector to increase mission assurance.			
Metric #1: Percentage of inspected military cyberspace organizations attaining a passing score on a comprehensive cyber security inspection that assesses compliance with technical, operational, and physical security standards, resulting in improved hardening and cyber defense.	88.7%	90%	90%
Metric #2: Percent of applicable IT and NSS that are certification and accreditation compliant.	91.1%	95%	95%
Metric #3: Cumulative percentage of DoD NIPRNet accounts with PKI cryptographic logon capability.	95.0%	95%	95%

Investments for cyber security are to manage security architectures, programming, and risk to provide a more defensible information environment and enable safe sharing of

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IV. Performance Criteria and Evaluation Summary:

information across the enterprise and with mission partners. Ensure DoD has an effective, properly funded cyber security program.

F. Under Secretary of Defense (Personnel and Readiness) OUSD(P&R):

The Under Secretary of Defense for Personnel and Readiness (OUSD (P&R)) is the principal staff assistant and advisor to the Secretary of Defense and Deputy Secretary Defense for all matters concerning personnel and readiness. OUSD (P&R) funds the operation and support of programs like Commanders Exercise Engagement& Training Transformation (CE2T2), Defense Readiness Reporting System (DRRS), Defense Safety Oversight Council, Wounded Warrior, Training Transformation, and others. In FY 2014 the top three programs are; CE2T2, Defense Oversight Council, and Advancing Diversity & EO. CE2T2 accounts for 94% of P&R's program.

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IV. Performance Criteria and Evaluation Summary:

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

	Actual	Projected	Projected
Measure/Description	FY 2012	FY 2013	FY 2014
CE2T2			
Metric #1: Percent of validated CCMD (Combatant Command) Joint Exercise Transportation Requirements executed with support of JETP (Joint Exercise Training Program)	74.60%	85%	85%
Metric #2: Percent of CCMD (Combatant Command) JMETs (Joint Mission-Essential Tasks) with assigned training performance assessments (TPAs)	86%	100%	100%
Metric #3: Percent of JNTC (Joint National Training Center) JTCP (Joint Training Coordination Program) supportable enabler requests filled	100%	75%	75%

The CE2T2 program has aggressively supported DoD component joint training needs. It has provided the resources and expertise to address training gaps that have improved the joint, integrated training of DoD components at the tactical through strategic levels of operations; actively supported Combatant Command (COCOM) theater campaign plans, through regional and country-specific engagements and exercises; assisted the DoD components with the fielding of robust opposing force capabilities, after action and ground truth instrumentation/ capabilities and improved realistic training; and built the Joint Training and Exercise Network or JTEN. The JTEN now has 51 current persistent nodes with links to other training networks ... well over 250 potential training sites connected

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IV. Performance Criteria and Evaluation Summary:

worldwide. This capability has yielded significant cost avoidance/savings by networking training capabilities rather than having to physically deploy them to support exercises around the world.

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

	Actual	Projected	Projected
Measure/Description	FY 2012	FY 2013	FY 2014
Metric #1: Number and rates of military fatalities and injuries, civilian lost time injuries and occupational illness, and aviation class A mishaps.	10% (reduction from the average rate over previous 5 FYs)	10% (reduction from the average rate over previous 5 FYs)	50% (reduction)

The Defense Safety Oversight Council provides governance on DoD-wide efforts to reduce preventable mishaps. It reviews accidents and incidents trends, ongoing safety initiatives, private sector and other governmental agency best practices, and make recommendations to the Secretary of Defense for safety improvement policies, programs, and investments.

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<u>V. Personnel Summary</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>Change FY 2012/ FY 2013</u>	<u>Change FY 2013/ FY 2014</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>550</u>	<u>404</u>	<u>404</u>	<u>-146</u>	<u>0</u>
Officer	440	382	382	-58	0
Enlisted	110	22	22	-88	0
<u>Reserve Drill Strength (E/S) (Total)</u>	<u>27</u>	<u>27</u>	<u>27</u>	<u>0</u>	<u>0</u>
Officer	22	22	22	0	0
Enlisted	5	5	5	0	0
<u>Reservists on Full Time Active Duty (E/S)</u>	<u>12</u>	<u>12</u>	<u>12</u>	<u>0</u>	<u>0</u>
Officer	11	11	11	0	0
Enlisted	1	1	1	0	0
<u>Civilian End Strength (Total)</u>	<u>2,031</u>	<u>2,240</u>	<u>2,174</u>	<u>209</u>	<u>-66</u>
U.S. Direct Hire	2,031	2,240	2,174	209	-66
Total Direct Hire	2,031	2,240	2,174	209	-66
Memo: Reimbursable Civilians Included	0	26	14	26	-12
<u>Active Military Average Strength (A/S)</u>	<u>550</u>	<u>404</u>	<u>396</u>	<u>-146</u>	<u>-8</u>
(Total)					
Officer	440	382	382	-58	0
Enlisted	110	22	14	-88	-8
<u>Reserve Drill Strength (A/S) (Total)</u>	<u>27</u>	<u>27</u>	<u>27</u>	<u>0</u>	<u>0</u>
Officer	22	22	22	0	0
Enlisted	5	5	5	0	0
<u>Reservists on Full Time Active Duty (A/S)</u>	<u>12</u>	<u>12</u>	<u>12</u>	<u>0</u>	<u>0</u>
(Total)					
Officer	11	11	11	0	0
Enlisted	1	1	1	0	0
<u>Civilian FTEs (Total)</u>	<u>2,076</u>	<u>2,150</u>	<u>2,113</u>	<u>74</u>	<u>-37</u>
U.S. Direct Hire	2,076	2,150	2,113	74	-37

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<u>V. Personnel Summary</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	Change FY 2012/ FY 2013	Change FY 2013/ FY 2014
Total Direct Hire	2,076	2,150	2,113	74	-37
Memo: Reimbursable Civilians Included	26	26	14	0	-12
Average Annual Civilian Salary (\$ in thousands)	186.4	178.0	185.0	-8.4	7.0
<u>Contractor FTEs (Total)</u>	<u>2,264</u>	<u>2,514</u>	<u>1,964</u>	<u>250</u>	<u>-550</u>

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

<u>OP 32 Line</u>	<u>FY 2012</u>	<u>Change</u>		<u>FY 2013</u>	<u>Change</u>		<u>FY 2014</u>
		<u>FY 2012/FY 2013</u>			<u>FY 2013/FY 2014</u>		
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	381,343	919	-4,688	377,574	3,304	6,874	387,752
103 Wage Board	94	0	-94	0	0	0	0
107 Voluntary Sep Incentives	730	0	-230	500	0	0	500
199 Total Civ Compensation	382,167	919	-5,012	378,074	3,304	6,874	388,252
308 Travel of Persons	112,630	2,252	-8,247	106,635	2,026	-13,153	95,508
399 Total Travel	112,630	2,252	-8,247	106,635	2,026	-13,153	95,508
680 Building Maint Fund Purch	6,332	1,021	-1,108	6,245	-219	-1,906	4,120
699 Total DWCF Purchases	6,332	1,021	-1,108	6,245	-219	-1,906	4,120
703 JCS Exercises	179,108	12,538	-21,598	170,048	4,591	-45,321	129,318
708 MSC Chartered Cargo	28,032	673	-456	28,249	3,136	-7,549	23,836
719 SDDC Cargo Ops-Port hndlg	75,689	23,691	-10,708	88,672	34,582	-63,972	59,282
771 Commercial Transport	2,133	43	-401	1,775	34	37,589	39,398
799 Total Transportation	284,962	36,945	-33,163	288,744	42,343	-79,253	251,834
912 Rental Payments to GSA (SLUC)	5,481	110	-2,962	2,629	50	-1,421	1,258
913 Purchased Utilities (Non-Fund)	2,384	48	20	2,452	47	1,336	3,835
914 Purchased Communications (Non-Fund)	8,763	175	466	9,404	179	-5,132	4,451
915 Rents (Non-GSA)	129,556	2,591	22,408	154,555	2,937	32,257	189,749
917 Postal Services (U.S.P.S)	302	6	5	313	6	47	366
920 Supplies & Materials (Non-Fund)	8,088	162	-1,873	6,377	121	1,507	8,005
921 Printing & Reproduction	2,157	43	133	2,333	44	-2,135	242
922 Equipment Maintenance By Contract	93,126	1,863	-30,245	64,744	1,230	11,642	77,616
923 Facilities Sust, Rest, & Mod by Contract	1,713	34	79	1,826	35	-866	995
925 Equipment Purchases (Non-Fund)	6,198	124	-2,065	4,257	81	2,044	6,382
932 Mgt Prof Support Svcs	405,452	8,109	-44,141	369,420	7,019	-39,461	336,978
933 Studies, Analysis & Eval	113,126	2,263	-30,602	84,787	1,611	-3,026	83,372
934 Engineering & Tech Svcs	198,199	3,964	-12,186	189,977	3,610	-9,369	184,218

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		Change			Change		
	FY 2012	<u>FY 2012/FY 2013</u>		FY 2013	<u>FY 2013/FY 2014</u>		FY 2014
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
958 Other Costs (Investments and Loans)	258	0	-258	0	0	0	0
959 Other Costs (Insurance Claims/Indmnties)	590	12	-602	0	0	0	0
987 Other Intra-Govt Purch	317,959	6,359	-45,894	278,424	5,290	-880	282,834
988 Grants	44,015	880	-39,837	5,058	96	251	5,405
989 Other Services	202,265	4,045	-79,694	126,616	2,406	-52,493	76,529
990 IT Contract Support Services	24,265	485	-12,258	12,492	237	-4,502	8,227
999 Total Other Purchases	1,563,897	31,273	-279,506	1,315,664	24,999	-70,201	1,270,462
Total	2,349,988	72,410	-327,036	2,095,362	72,453	-157,639	2,010,176

- * The FY 2012 Actual column includes \$102,609 thousand for Overseas Contingency Operations (OCO) funding (PL 112-74).
- * The FY 2013 Estimate column excludes \$87,805 thousand for OCO funding requested in the FY 2013 Defense-Wide OCO Budget Request.
- * The FY 2014 Estimate column excludes FY 2014 Defense-Wide OCO Budget Request.

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UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)



April 2013

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**United States Special Operations Command
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**Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
Budget Activity (BA) 1: Operating Forces**

	FY 2012 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2013 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2014 <u>Estimate</u>
SOCOM	7,460,579	173,010	-2,542,588	5,091,001	74,539	95,923	5,261,463

* The FY 2012 Actual column includes \$3,561.8 million of the FY 2012 OCO Appropriations funding (PL 112-74).

* The FY 2013 Estimate column excludes \$2,503.1 million requested in the FY 2013 Defense-Wide OCO Budget Request.

* The FY 2014 Estimate column excludes FY 2014 Defense-Wide OCO Budget Request.

I. Description of Operations Financed: The United States Special Operations Command's (USSOCOM) mission is to provide fully capable Special Operations Forces (SOF) to defend the United States and its interests, and to plan and synchronize operations against terrorist networks. To achieve this mission, SOF commanders and staff must plan and lead a full range of lethal and non-lethal special operations missions in complex and ambiguous environments. Likewise, SOF personnel serve as key members of Joint, Interagency, and International teams and must be prepared to employ all assigned authorities and apply all available elements of power to accomplish assigned missions. In this capacity, SOF personnel must maintain the highest degree of professionalism, cultural awareness, responsiveness and initiative.

The FY 2014 Budget Estimate directly supports the guidance set forth in the Defense Strategic Guidance and focuses on readiness and the continued recapitalization of Special Operations Forces (SOF). To support these efforts, resources were realigned to improve the command's ability to efficiently provide a ready, synchronized and agile force possessing multilateral capabilities that can identify, disrupt, and defeat a wide spectrum of threats. USSOCOM's support of the Defense Strategic Guidance can be described through four Lines of Effort (LOOs): Succeed in Current Conflicts, Strengthen Networks of Cooperation, Keep Faith with Our Troops, and Responsive Resourcing.

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I. Description of Operations Financed (cont.)

The Strategic Guidance also presents SOF an opportunity to rebalance the complementary nature of our direct and indirect approaches, while improving readiness in areas that have been de-emphasized since September 11, 2001. The FY 2014 Budget Estimate lays the foundation for changes necessary to achieve the Commands SOF 2020 Vision: A globally networked force of U.S. Government agencies and departments, allies, and partners able to rapidly and persistently address regional contingencies and threats to stability.

FY 2014 budget 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, while simultaneously focusing on the health and development our personnel and their families.

The United States Special Operations Command's (USSOCOM) baseline Operations and Maintenance (O&M) funding increases by \$170.5 million in FY 2014; of which, \$74.5 million is price growth and \$95.9 million is program growth.

The FY 2014 O&M Budget Estimate directly supports the SOF 2020 Vision through four Lines of Effort that focus on: Winning the Current Fight, Strengthening Global Networks of Cooperation, Preservation of the Force and their Families, and Responsive Resourcing. To support these efforts, O&M resources were realigned or applied to the following initiatives: SOF Warrior Reconditioning and Human Performance Program (WRP/HPP); Preservation of the Force and Family Resiliency Programs, Joint Human Resource (PERSTEMPO Tracking) System (JHRS); USSOCOM sponsored Regional SOF Coordination Center; USSOCOM Wargame Center; SOF Enterprise Advanced Education Programs; and support for financial auditability and compliance.

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I. Description of Operations Financed (cont.)

Overall, USSOCOM's FY 2014 baseline O&M increases by \$170.5 million. A significant portion of this increase can be attributed to the transition of enduring requirements supporting global operations from the FY 2014 Overseas Contingency Operations (OCO) request into the baseline budget.

USSOCOM's O&M request also includes resources for the Command's Preserve the Force and Families (POTFF) initiative. The POTFF is designed to mitigate and minimize the physical and emotional effects of a decade-long war in which SOF personnel experienced continuous rates of high operational tempo. This effort will employ a holistic approach that combines prevention, nutrition, physical resiliency, and rehabilitative services throughout the entire SOF readiness/deployment cycle. To improve the physical and psychological health of our SOF forces, the POTFF initiatives will build off the already proven USSOCOM and service programs to ensure our SOF force will be able to meet the ever-increasing demand for the world's finest special operations warriors.

Other significant O&M changes include additional funding to maintain fixed wing aircraft and weapon systems; utilize additional combat service support personnel; improve tactical and operational skills; build security capacity of partners; and provide additional support for classified units.

Together, the initiatives contained in USSOCOM's FY 2014 Budget Estimate will enable USSOCOM to achieve its core missions and provide the nation with the most capable Special Operations Force.

USSOCOM O&M is organized by Sub Activities within Budget Activity 01 (BA-01). The units and/or functions associated with these Sub Activities are:

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I. Description of Operations Financed (cont.)

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 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. Includes 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 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.

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I. Description of Operations Financed (cont.)

D. Other Operations - Includes manpower authorizations, SO-peculiar and support equipment, necessary SOF-unique facilities and other operational costs specifically associated with SOF Active Army Rangers; Active and National Guard Army Special Forces activities; Active Army Military Information Support Operations units; Active and Reserve

Army Civil Affairs Units; Naval Special Warfare groups, units, teams, and detachments; Marine Corps Forces Special Operations units and teams; Active and Reserve SOF units and detachments, Air Force 720th Special Tactics Group, Special Tactics Squadrons, Combat Control Squadrons, and SOF Para Rescue Forces. Also included is this sub activity is support for the Theater Special Operations Commands (TSOCs); NATO Special Operations Forces Headquarters, and USSOCOM's Center for Special Operations (CSO). Humanitarian/Civic Assistance (H/CA) activities carried out in conjunction with authorized military

operations which are subject to approval by the Secretary of State and Secretary of Defense. These activities promote security and foreign policy interests of the United States and the host nation and allow Special Operations Forces to demonstrate commitment to priority partners supporting overseas contingencies. The H/CA activities are a Title X, Section 401 function of the United States Code.

E. Force Related Training - Provides for the conduct of, or participation in, strategic mobility, Commander-In-Chief directed, and Joint Chiefs of Staff exercises. Force related training includes Joint Combined Exchange Training sponsored by Commander, Special Operations Command in support of regional Theater Commanders and the Services. Includes Headquarters USSOCOM and/or component manpower authorizations, SO-peculiar and support equipment, necessary facilities, and the associated costs specifically identified and measurable to the conduct of SOF-related training.

**United States Special Operations Command
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I. Description of Operations Financed (cont.)

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 USSOCOM Headquarters (HQ 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 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.

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I. Description of Operations Financed (cont.)

I. Maintenance - Supports maintenance (to include installation of modification and conversion kits) of weapons support systems and commodity groups associated with Special Operations Forces (SOF) activities. This also includes USSOCOM Headquarters and/or components' MFP-11 funds for reimbursement of Service industrial funds for depot maintenance of SOF-unique aircrafts, maritime crafts, and equipment. Includes reimbursement for maintenance activities at 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 SOF-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), the Naval Special Warfare Center (NSWCEN), the Marine Special Operations School (MSOS), and the Air Force Special Operations Training Center (AFSOTC). These schools provide recruitment and training in both basic and advanced special operations skills and operations, and educate American and Allied personnel in geo-political and military aspects of joint special operations. Funding also provides SOF Language Training which produces language proficient personnel.

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) at MacDill Air Force Base, Florida. The USAFSOS offers education in irregular warfare, regional studies and cultural awareness, Special Operations Forces professional development to educate Air Commandoes, the special operations community, services and

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I. Description of Operations Financed (cont.)

other U.S. government agencies. JSOU's mission is to educate Special Operations Forces executive, senior, and intermediate leaders and selected other national and international security decision-makers, both military and civilian, through teaching, research and outreach.

M. Logistics Operations, Acquisition and Program Management - Provides resources for Operation and Maintenance costs supporting SO-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 2012	FY 2013	FY 2014
Air Force	2,525	2,524	2,462
Army	2,537	2,479	2,625
Marine Corps	120	49	146
Navy	1,152	1,327	1,302
Total	6,334	6,379	6,535

Military End Strength	FY 2012	FY 2013	FY 2014
Air Force	14,671	15,287	15,677
Army	31,193	32,420	34,089
Marine Corps	2,530	2,984	3,178
Navy	9,054	9,524	9,861
Total	57,448	60,215	62,805

Contractor FTEs	FY 2012	FY 2013	FY 2014
Total	9,615	6,181	6645

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III. Financial Summary (\$ in thousands)

FY 2013							
			Congressional Action				
	FY 2012	Budget				Current	FY 2014
A. BA Subactivities	Actual	Request	Amount	Percent	Appropriated	Estimate	Estimate
1. Operational Forces	4,291,243	2,920,132				2,920,132	2,960,553
Combat Development Activities	1,809,790	817,211				817,211	823,611
Flight Operations	1,207,551	1,113,890				1,113,890	1,042,282
Other Operations	1,183,451	876,751				876,751	995,136
Ship/Boat Operations	90,451	112,280				112,280	99,524
2. Operational Support	2,643,393	1,723,252				1,723,252	1,879,330
Base Support	62,174	29,038				29,038	15,196
Communications	422,319	427,776				427,776	376,854
Force Related Training	56,874	56,606				56,606	51,500
Intelligence	763,979	467,759				467,759	484,560
Maintenance	928,213	414,790				414,790	552,952
Management/Operational Hqtrs	344,819	264,947				264,947	327,755
Operational Support	65,015	62,336				62,336	70,513
3. Training	380,889	355,794				355,794	337,053
Professional Development	23,470	18,246				18,246	23,629
Specialized Skill Training	357,419	337,548				337,548	313,424
4. Logistic Operations	145,054	91,823				91,823	84,527
Acquisition/Program Management	145,054	91,823				91,823	84,527
Total	7,460,579	5,091,001				5,091,001	5,261,463

* The FY 2012 Actual column includes \$3,561.8 million of the FY 2012 OCO Appropriations funding (PL 112-74).

* The FY 2013 Estimate column excludes \$2,503.1 million requested in the FY 2013 Defense-Wide OCO Budget Request.

* The FY 2014 Estimate column excludes FY 2014 Defense-Wide OCO Budget Request.

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	Change <u>FY 2013/FY 2013</u>	Change <u>FY 2013/FY 2014</u>
B. <u>Reconciliation Summary</u>		
Baseline Funding	5,091,001	5,091,001
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	5,091,001	
Fact-of-Life Changes (2013 to 2013 Only)		
Subtotal Baseline Funding	5,091,001	
Supplemental	2,503,060	
Reprogrammings		
Price Changes		74,539
Functional Transfers		
Program Changes		95,923
Current Estimate	7,594,061	5,261,463
Less: Wartime Supplemental	-2,503,060	
Normalized Current Estimate	5,091,001	

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	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2013 President's Budget Request (Amended, if applicable)		5,091,001
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2013 Appropriated Amount		5,091,001
2. War-Related and Disaster Supplemental Appropriations		2,503,060
a. OCO Supplemental Funding		
1) FY 2013 OCO Request	2,503,060	
3. Fact-of-Life Changes		
FY 2013 Baseline Funding		7,594,061
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2013 Estimate		7,594,061
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-2,503,060
FY 2013 Normalized Current Estimate		5,091,001
6. Price Change		74,539
7. Functional Transfers		
8. Program Increases		551,760
a. Annualization of New FY 2013 Program		
b. One-Time FY 2014 Increases		
c. Program Growth in FY 2014		
1) Communications - Blue Force Tracking	581	
Blue Force Tracking (BFT) provides the capability to track/monitor forces and platforms worldwide, with low probability of intercept and detection. These devices were originally developed and resourced in response to Combat Mission Needs Statements. Program increase of \$581 thousand supports estimated		

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C. Reconciliation of Increases and Decreases	Amount	Totals
sustainment levels and related support items. (FY 2013 Baseline \$1,320K; +0 FTEs)		
2) Communications - Command, Control, Communications, Computing and Information Automation (C4IAS) C4IAS program increase will provide sustainment of inventory, licensing and ancillary support. Funding provides additional maintenance for Intelligence Surveillance and Reconnaissance/Full Motion Video capability, and the expansion of workstation environment supporting the force structure growth in SOF Army, Navy and Air Force components. (FY 2013 Baseline \$54,930K; +0 FTEs)	8,976	
3) Communications - International SOF Information Sharing System (ISISS) ISISS is a new capability that is a coordination, collaboration, and information sharing environment consisting of two (2) coalition-centric environments (i.e., secure non-classified and coalition-classified) that will augment the SOF Information Environment. It enables the Global SOF Network (GSN) by linking US SOF, Partner Nation SOF, and mission partners (i.e., Inter-agency, Non-Governmental Organizations) with integrated capabilities, processes, and governance. ISISS will provide GSN stakeholders (i.e., Regional SOF Coordination Center, etc.), at a minimum, collaboration tools and services (i.e., chat, social media, information sharing, etc.); the ability to fuse mission partner data for a unified Common Operational Picture/Common Intelligence Picture; and the ability to provide low-	7,017	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
bandwidth connectivity options for tactical edge users. Cross Domain Services will provide the capability to share data across appropriate operational and security domains. (FY 2013 Baseline \$0; +0 FTEs)		
4) Communications - Public key Infrastructure (PKI) and Information Assurance (IA) PKI and IA programs reflect an increase to support IA tools and Field Security Operations. (FY 2013 Baseline \$6,329K; +0 FTEs)	289	
5) Communications - SCAMPI SCAMPI (not an acronym) increased to support the Distributed Data Center and secured Video Teleconferencing sustainment. (FY 2013 Baseline \$5,148K; +0 FTEs)	629	
6) Communications - SOF Deployable Node (SDN) SDN is a family of high bandwidth satellite systems that provide tactical connectivity and support Command and Control throughout the deployed SOF community. Systems supported include heavy, medium, light variants. Funding provides technical support/trainers to allow quick reaction capability for maintenance and repairs of variant systems and the Mobile SOF Strategic Entry Points. Baseline supports increased sustainment and engineering technical support for fielded inventory. (FY 2013 Baseline \$37,492K; +0 FTEs)	5,103	
7) Communications - Special Communication Enterprise (SPCOM) SPCOM incorporates several existing sensitive	8,104	

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C. Reconciliation of Increases and Decreases	Amount	Totals
programs. It does not rely on any existing program, but provides the infrastructure, transport, services, and end devices to enable capabilities that lie within other programs. (FY 2013 Baseline \$0; +0 FTEs)		
8) Communications - Special Operations Mission Planning Environment (SOMPE)	273	
SOMPE provides integrated software suite of tools to support all phases of SOF Operations Mission Planning, Preview and Execution for aviation, maritime and ground forces. Baseline sustainment growth meets obsolescence, concurrency and software integration issue. (FY 2013 Baseline \$4,663K; +0 FTEs)		
9) Flight Operations - 160th Special Operations Aviation Regiment Contractor Logistics Support	4,587	
The 160th Special Operations Aviation Regiment reflects an increase in contractor logistics support for the stand-up of a new MH-47 Company and one new Grey Eagle unmanned aircraft company. This baseline increase incorporates a vendor rate increase for the Special Operations Aircraft Technical Services contract which provides analysis, flight test, logistics, and program management support. (FY 2013 Baseline \$63,341K; +0 FTEs)		
10) Flight Operations - CV-22s	22,076	
CV-22: Air Force Special Operations Command has six CV-22s scheduled for delivery in FY 2014. Funding provides contractor logistics support, Power-By-The-Hour maintenance services, and unit stand-up costs at Royal Air Force Mildenhall, United Kingdom. (FY 2013		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
Baseline \$67,735K; +0 FTEs)		
11) Flight Operations - Technical Advisory and Assistance Requirements	781	
Increased Advisory and Assistance contract provides support for cockpit requirements and life cycle management costs for warfighter/airborne network integration and decision support systems. (FY 2013 Baseline \$0; +0 FTEs)		
12) Intelligence - MQ-1 Predator	3,505	
Increase in contractor logistics support for continuing sustainment of Un-manned aircraft system capabilities. Transitions Overseas Contingency Operations (OCO) to Baseline to provide required airborne intelligence, surveillance, and reconnaissance activities involved in ongoing operations. (FY 2013 Baseline \$27,770K; +0 FTEs)		
13) Intelligence - Special Access Program (SAP)	6,997	
Classified increase provides funding for civilian full time equivalents associated with a new mission beginning in FY 2014. Details provided in Special Access Program (SAP) annual report. (FY 2013 Baseline \$0; +0 FTEs)		
14) Intelligence- Distributed Common Ground/Surface System (DCGS)	1,577	
Increases depot level maintenance for additional DCGS backbone architecture, nodes, workstations, and full motion video capability procured in FY 2013-2014 in support of intelligence, surveillance, reconnaissance tasking and processing, exploitation, and dissemination. (FY 2013 Baseline \$24,061K; +0 FTEs)		

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C. Reconciliation of Increases and Decreases	Amount	Totals
15) Intelligence- SOCOM Research, Analysis and Threat Reduction (SOCRATES) Increases maintenance support for in-garrison information technology systems provided under the SOCRATES program. (FY 2013 Baseline \$28,842K; +0 FTEs)	1,147	
16) Intelligence- Special Operations Forces on Special Operations Tactical Video System (SOTVS) Increases depot level support, replacement of equipment, and engineering support for equipping and training Special Operations Forces on SOTVS ground intelligence, surveillance, reconnaissance and target acquisition capabilities. (FY 2013 Baseline \$6,631K; +0 FTEs)	2,430	
17) Intelligence- Special Operations Tactical Video System (SOTVS) OCO to Base Realignment Increased contractor technical support and replenishment of SOTVS program kits for ground intelligence, surveillance, reconnaissance, and target acquisition capabilities involved in ongoing operations. Funding represents a transition from Overseas Contingency Operations (OCO) to Baseline. (FY 2013 Baseline \$6,337K; +0 FTEs)	14,208	
18) Intelligence- Tagging, Tracking, and Locating (TTL) Realigns dedicated communications support for Forces TTL program from Communications sub-activity to Intelligence sub-activity to consolidate resources under the Military Intelligence Program. An additional \$4,583 was provided for contractor technical support and replenishment of mission kit	9,183	

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C. Reconciliation of Increases and Decreases	Amount	Totals
items for Forces TTL program support for find, fix, and finish capabilities involved in ongoing operations. (FY 2013 Baseline \$14,490K; +0 FTEs)		
19) Intelligence-U-28 Program	21,946	
Funding provides additional contractor logistics support commensurate with inventory and Ops-tempo growth. Supports continued manned aircraft system capabilities for airborne intelligence, surveillance, and reconnaissance activities. (FY 2013 Baseline \$72,759K; +0 FTEs)		
20) Maintenance - M-28 Contract Logistics Support (CLS)	20,004	
Realignment of fixed wing CLS funding (\$13,804) and MI-17 lease (\$6,200) to Special Operations Research, Development and Acquisition Center Fixed Wing Program Executive Office to support the M-28 Aircraft Contractor Logistics Support. Funding transferred from Flight Operations Sub-activity to Depot Maintenance Sub-activity. (FY 2013 Baseline \$12,427K; +0 FTEs)		
21) Maintenance - OCO to Base Realignment for Enduring Operational Requirements for Personal Equipment Advanced Requirements (SPEAR)	11,103	
Increase reflects realignment of enduring body armor and protective clothing requirements into the baseline budget. Funding provides maintenance, repair, and replacement of body armor and other personal protective clothing and gear. (FY 2013 Baseline \$39,665K; +0 FTEs)		
22) Maintenance - OCO to Base Transition of Enduring Aviation Foreign Internal Defense (AVFID) CLS	16,278	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
Requirements		
Increase reflects realignment into the baseline of enduring requirements supporting global operations. Requirements include: maintenance and contractor logistics support for globally deployed SOF aircraft performing aviation foreign internal defense missions. (FY 2013 Baseline \$12,427K; +0 FTEs)		
23) Maintenance - OCO to Base Transition of Enduring Operational Requirements for Precision Strike Package (PSP) Equipment	22,988	
Increase reflects realignment of enduring AC-130 PSP operational requirements into the baseline budget. Funding provides maintenance and contractor logistics support for the AC-130 Precision Strike Package. (FY 2013 Baseline \$5,290K; +0 FTEs)		
24) Maintenance - OCO to Base Transition of Non Standard Aviation (NSAV) Contract Logistics Support (CLS)	54,200	
Increase reflects realignment of enduring Non Standard Aviation (NSAV) requirements into the baseline budget. Funding will sustain global NSAV operations, forward deployed locations, maintenance, and contract logistics support. NSAV platforms support worldwide mobility requirements for Theater Special Operations Commands (TSOCs) with a combination of light and medium aircraft capable of performing short takeoff and landing for rapid access of special operations equipment and forces in remote and austere locations. (FY 2013 Baseline \$20,403K; +0 FTEs)		
25) Maintenance - Precision Strike Package (PSP)	22,457	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
Equipment for AC-130 Aircraft Additional funding provides maintenance and contract logistics support new Precision Strike Packages on recapped AC-130 aircraft. The PSP is a modular, platform neutral, weapons employment, communication, and sensor package. (FY 2013 Baseline \$5.920K; +0 FTEs)		
26) Maintenance - Special Operations Combat Assault Rifle (SCAR) SCAR erroneously coded under Acquisition Program Management Budget Sub Activity moved to Maintenance Budget Sub Activity in FY 2014. (FY 2013 Baseline \$0; +0 FTEs)	1,825	
27) Maintenance - Special Operations Forces Personal Equipment Advanced Requirements (SPEAR) Baseline increase supports purchases within the SPEAR program for body armor and protective clothing and provides additional contractor logistics support for increased storefront/warehouse space which will reduce downtime for repairs. (FY 2013 Baseline \$39,665K; +0 FTEs)	6,021	
28) Management & Operational Headquarters - Growth in Mission and Personnel at NAVSPECWARCOM Additional funding supports growth at NAVSPECWARCOM Headquarters to include logistics management, operational planning, contracting, joint training, exercises, and administrative support. (FY 2013 Baseline \$5,237K; +0 FTEs)	1,286	
29) Management & Operational Headquarters - Joint Training System	3,606	

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C. Reconciliation of Increases and Decreases	Amount	Totals
Funds 14 contract personnel to provide the core effort to fully implement the CJCS directed Joint Training System throughout USSOCOM. (FY 2013 Baseline \$0; +0 FTEs)		
30) Management & Operational Headquarters - Naval Special Warfare Command (NAVSPECWARCOM) FTEs Increase in civilian pay to fund 62 additional full time civilian equivalents at Naval Special Warfare Command to provide logistical, medical, engineering, contracting, and operational planning support. (FY 2013 Baseline \$22,682K; +62 FTEs)	10,279	
31) Management & Operational Headquarters - Warrior Athlete Reconditioning Program (WARP) Funding supports SOF wounded warriors participation in various physical activities as a part of their recuperation program. Funded events include training camps and athletic events (annual Warrior Games, etc). The athletic training provides a positive, motivational, non-medical environment to inspire recovery beyond the level of the rehabilitation process and increase the Warrior's expectation for success. Programs support equipment costs, maintenance, travel and per diem, and storage requirements supporting the program/athletic event. (FY 2013 Baseline \$0; +0 FTEs)	5,643	
32) Management & Operational Headquarters - Warrior Rehab at Naval Special Warfare Command (NAVSPECWARCOM) The Wounded Warrior Rehabilitation and Human Performance Program improves the performance of SOF personnel through prevention, mitigation, and	1,275	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
recovery and supports the Commander's intent to focus on people and families. This increase coincides with the planned expansion of services at the Naval Special Warfare Command facility. Additional funding provides more treatment capacity as well as sustainment for higher rates of facility operations. Costs include: equipment, treatment, supplies, and staff. These facilities are dedicated to accelerating the recovery period for injured SOF warriors, allowing them to return to duty sooner. (FY 2013 Baseline \$2,888K; +0 FTEs)		
33) Management & Operational Headquarters- Baseline to OCO Realignment Additional baseline funding provides a portion of HQ USSOCOM's enduring requirement to support global operations previously funded with OCO funding. Requirements include: mission planning, analysis, and rehearsal; global logistics; joint training, exercises and experimentation; joint integration and interoperability; and centrally managed language training and cultural assessments. (FY 2013 Baseline \$37,291K; +0 FTEs)	16,305	
34) Management & Operational Headquarters- Chief Financial Officer Compliance Accountability Funding will be used for six audit and accounting specialists required to successfully achieve CFO compliance and auditability. (FY 2013 Baseline \$284K; +0 FTEs)	1,360	
35) Management & Operational Headquarters- Enterprise Task Management Tool (TMT)	1,794	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
Provides for one man-year equivalent, software updates, and system maintenance for the Enterprise TMT. Contractor support provides necessary expertise and support required for the development, sustainment and upgrades of the United States Special Operations Command Task Management Tool. Other associated costs include the annual Customer Relations Management License Fee and travel to the USSOCOM Component locations on a quarterly basis. (FY 2013 Baseline \$0; +0 FTEs)		
36) Management & Operational Headquarters- Marine Corps Special Operations Command (MARSOC) Full Time Equivalents (FTEs) The Marine Corps Special Operations Command (MARSOC) realigned +81 FTEs from "Other Operations" Budget Sub-Activity into Budget Sub-Activity "Management Operational Headquarters" Budget Sub-Activity to properly reflect the skills and services provided by these positions. (FY 2013 Baseline \$0; +81 FTEs)	7,918	
37) Management & Operational Headquarters- MARSOC Operations Increase supports purchase of Video Teleconferencing Equipment and software licenses. (FY 2013 Baseline \$10,283K; +0 FTEs)	1,007	
38) Management & Operational Headquarters- SOCOM Enterprise Advanced Education Program Funding Establishes Special Operations Forces (SOF) career enhancing advanced learning opportunities, above and outside of traditional service provided civilian education program quotas and service/joint	8,466	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
Professional Military Education (PME) SOF forces are reliant upon service funding for their education opportunities which have historically been equal to or below their conventional counterparts. Depending on the Service, there is inconsistency among the opportunities/programs provided by the four services, and ill-timed for the unique career timeline of SOF personnel, and often requires a payback tour to their parent service in a non-SOF role. This program will manage SOF attendance at DoD Regional Center Programs, consolidate USASOC and AFSOC student tuition at Naval Post-Graduate School, and broaden educational learning opportunities for SOF personnel. In addition, the program establishes annual internships with research think-tanks, post-graduate academic institutions, industry programs relevant to SOF, and creates Olmsted or Downing-like fellowships. (FY 2013 Baseline \$0; +0 FTEs)		
39) Management & Operational Headquarters- SOCOM Wargame Center Funding establishes and sustains the SOCOM Wargame Center with organic capability and capacity to support up to 10 events per year. The SOCOM Wargame Center will support USSOCOM CDR directed and/or hosted events and utilizes Specialized Graphic Training Aids and Models, e.g. Terrain Model. Funding will provide installation, maintenance, travel, and training. (FY 2013 Baseline \$0; +0 FTEs)	1,684	
40) Operational Support - Civilian Pay Civilian pay increase supporting 21 additional Full	1,821	

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C. Reconciliation of Increases and Decreases	Amount	Totals
Time Equivalents (FTEs) to provide logistics planning and coordination at United States Army Special Operations Command. (FY 2013 Baseline \$0; +21 FTEs)		
41) Operational Support - Leased Space	1,326	
Increase supports additional leased space for the Special Operations Forces Support Activity to provide additional contracting and warehouse operations. (FY 2013 Baseline \$6,258K; +0 FTEs)		
42) Operational Support - Transformation of Group Support Company to Battalion	5,806	
The United States Army Special Forces Command (Airborne) supports the increase of one battalion and transformation of Group Support Company to battalion status. Increase provides for personnel training and operational costs of intergrating the new capability into five active duty SF Groups (1st SFG/3rd SFG.5th SFG/7th SFG/10th SFG). (FY 2013 Baseline \$6,491K; +0 FTEs)		
43) Other Operations - National Capital Region	10,000	
Funding enables USSOCOM's vision of the Global SOF Network includes a strong emphasis on working with interagency partners. USSOCOM plans to relocate primary functions of the Interagency Task Force to the National Capital Region (NCR) to establish the USSOCOM-NCR office in 2014. USSOCOM-NCR will serve as the command's conduit for coordinating, collaborating and supporting the synchronization of global SOF operations with the Interagency (U.S. Department of State of the Secretary of Government Agencies including law enforcement and the intelligence		

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C. Reconciliation of Increases and Decreases	Amount	Totals
community), key partner nations, TSOCs, and private sector partners. SOCOM NCR has a multi phased planning approach. Phase 0: Administrative Planning and Concept Development. Restructure or thickening of Interagency and multinational relationships. Phase I: Initial concept implementation. Realignment of select Interagency Task Force functions within Tampa and from Tampa to NCR. Does not require new facilities. Phase II: SECDEF Relocation Waiver. IOC is achieved during this phase. Begins with approval of relocation waiver and Congressional notification package. Finalizes manpower shifts and requires facilities. (FY 2013 Baseline \$0; +0 FTEs)		
44) Other Operations - NATO Special Operations Forces Headquarters (NSHQ) NSHQ - O&M funding realigned from Army to USSOCOM to support designation of USSOCOM as lead component for NSHQ. This transfer also includes \$3,658K for 27 civilian full time equivalents. This transfer is subject to the approval of a corresponding legislative proposal. (FY 2013 Baseline \$0; +27 FTEs)	31,200	
45) Other Operations - OCO to Base Realignment of Marine Corps Forces Special Operations Regiment (MSOR) Requirements Increase reflects realignment of enduring MSOR operational requirements into the baseline budget. Funding will provide MSOR pre-deployment costs, unit operational costs, deployed communications, combat service support in austere locations, supplies and equipment, transportation, and language and cultural	7,996	

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C. Reconciliation of Increases and Decreases	Amount	Totals
training. (FY 2013 Baseline \$40,240K; +0 FTEs)		
46) Other Operations - OCO to Base Realignment of SIGINT Requirements Increase associated with the migration of OCO to baseline funding to sustain SIGINT Targeting Training Element that provides critical targeting training for advanced tactics, techniques and procedures (TTPs) for SOF personnel (additional information is classified). (FY 2013 Baseline \$0; +0 FTEs)	9,874	
47) Other Operations - OCO to Base realignment Trans-Regional Web Initiative (TRWI) Increase reflects the realignment of ongoing Trans-Regional Web Initiative (TRWI) requirements into the baseline budget. The TRWI is a strategic level information operations program that supports Geographic Combatant Command Priorities. (FY 2013 Baseline \$0; +0 FTEs)	19,700	
48) Other Operations - Ongoing Baseline Contingency Operations Increase to conduct and sustain ongoing "baseline" non Overseas Contingency Operations as directed by the Secretary of Defense. USSOCOM continues to support various baseline contingency operations on a recurring annual basis as directed by the Secretary of Defense. Since many of these operations have continued for several years, USSOCOM established a baseline program to ensure these commitments continued to be supported. (FY 2013 Baseline \$0; +0 FTEs)	35,519	
49) Other Operations - Preserve the Force and Families -	46,605	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases

Amount

Totals

Human Performance Program (HPP)

One of the top priorities of USSOCOM Commander is the Preservation of the Force and Families. USSOCOM recently conducted an extensive 10 month study to assess the effects of the current operational environment on the Special Operations Force (SOF), particularly sustained combat operations over a ten year period. the study found the unpredictability associated with the tremendous amount of time that SOF spend away from home for training and deployments is the single most contributing factor to the stress and pressure on our force. Based on the results of this study, several programs were created to help negate the effects of deployments on the SOF service member and assist with retention and mission accomplishment. POTFF has three subsets that make the program. Human Performance Program (HPP); Preserve the Force and Families; Resiliency and PERSTEMPO.

Special Operations Force (SOF) operators must be able to withstand extraordinary physical demands and psychological stress to complete their missions. The Human Performance Program was developed to enhance SOF operator physical and mental performance, reduce the incidence of casualties, speed the recovery from wounds and injuries, and maximize the return on investment for our operators. Attaining and maintaining peak human performance requires the development of a top-caliber physical conditioning and rehabilitative program comparable to those of

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
professional sports organizations. The SOCOM Human Performance Program will focus on physical conditioning to not only accomplish military mission in the short-term, but emphasizes the maintenance of long-term peak performance in order to lengthen the service life of the SOF operators. Funding is required for human performance technologies, techniques, procedures, equipment, supplies, advanced protocols, training, facilities and support to reduce occupational injuries, minimize effects of injuries, expedite rapid recovery and return the SOF operator to peak performance levels. (FY 2013 Baseline \$0; +0 FTEs)		
50) Other Operations - Preserve the Force and Families - Joint Human System (JHRS)	3,728	
Currently, there is no adequate tool or system to efficiently monitor individual personnel tempo, therefore, USSOCOM is acquiring a tracking tool which compiles and evaluates historic data and predicts future PERSTEMPO. This tool will provide Commanders and leaders at all levels a way to manage PERSTEMPO and provide predictability to the Special Operations Force. Funding is required to implement this tool across the SOF components and to maintain the system once installed. This effort will enable USSOCOM Component Commanders to monitor and address one the Commands most important concerns, the PERSTEMPO stress on the health and welfare of SOF personnel. In order to increase predictability, USSOCOM recently published a PERSTEMPO Policy Memorandum which		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
requires that SOF service members will be home at a minimum 34% of the time during their training and deployment cycle and directs SOF Commanders to monitor compliance with this guidance. (FY 2013 Baseline \$0; +0 FTEs)		
51) Other Operations - Preserve the Force and Families - Resiliency	8,786	
Funding is required to mitigate the adverse psychosocial effects related to exposure to combat, frequent deployments and other occupational and social stressors experienced by SOF warriors through: SOF unique resiliency programs to compliment traditional DOD clinical models, which emphasize tertiary care, and do not adequately support the total needs of SOF warriors and their families. Embedded Behavioral Health assets consisting of multidisciplinary groups of Behavioral Health providers and support personnel to ensure a standard level of Behavioral Health care for all SOF. Embedding these assets within the SOF units will reduce the stigma associated with seeking diagnosis and treatment. Early preventive behavioral health care to assure early identification, diagnosis and treatment of existing behavioral health problems throughout the SOF community. Baseline funding is required to develop and implement these holistic, preventive, SOF unique family resiliency programs in order to improve SOF operator readiness and mission effectiveness. (FY 2013 Baseline \$0; +0 FTEs)		
52) Other Operations - USSOCOM Sponsored Regional SOF	14,725	

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C. Reconciliation of Increases and Decreases

Amount

Totals

Coordination Center (RSCC)

The January 2012 Defense Strategic Guidance, augmented by the Capstone Concept for Joint Operations, this effort enables USSOCOM to pursue new security partnerships while maintaining key military-to-military relations aimed at building partner nation capacity. RSCC planning, development, socialization, and implementation supports COCOM Commander Approved SOCPAC (RSCC-IAP) and SOCSOUTH (CREAS) concepts. In the PACOM AOR, SOF planning teams will focus on establishing a hub for multi-lateral engagement with a comprehensive range of education, training, and engagement activities that will link a multinational network of over 1000 partners ready to cooperate, share information, and respond to opportunities or crisis. In the SOUTHCOM Area of Operation (AO), Columbia Minister of Defense (MOD) volunteered to be the Host Nation with the caveat that the U.S., as the framework nation, provides the bulk of financial backing. Columbia will lead the effort to establish a multinational education venue with an operation/inter-agency focus designed to strengthen relations, build trust, and foster cooperation among regional allies in the Western Hemisphere to better counter threats to regional security and stability. Funding supports the required planning efforts for both COCOM efforts, including the determination and creation of area specific training and education requirements and material, collaboration, coordination, and support to

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C. Reconciliation of Increases and Decreases	Amount	Totals
multiple inter-agencies and MODs, planning, executing and sponsoring education academic events, development of a SOF course catalog for global and AO specific training. (FY 2013 Baseline \$0; +0 FTEs)		
53) Professional Development Education - Joint Special Operations University (JSOU) Classroom Curriculum Funding provides additional curriculum development and research, as well as additional courses in SOF strategic and joint operational education including: funding for the Enlisted Career Education Program (four course series) for Non-Commissioned Officers to enhance joint war fighting, leader competency, and ability to recognize and operate in tactical, operational and strategic levels of traditional and irregular warfare; and funding for the development and implementation of a USSOCOM directed Theater Special Operations Command (TSOC) education program with course content tailored to and conducted onsite at each TSOC location; funding for the anticipated expansion and enhancement of the USSOCOM Senior Enlisted Academy; and funding to support the recently established Joint Professional Military Education courses. (FY 2013 Baseline \$15,200K; +0 FTEs)	4,551	
54) Professional Development Education - Joint Special Operations University (JSOU) Technical Support Funding provides dedicated information technology services, system administration, and video teleconferencing support directly to JSOU and provides library subscriptions and support. (FY 2013 Baseline \$0; +0 FTEs)	500	

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C. Reconciliation of Increases and Decreases	Amount	Totals
55) Ship/Boat Operations - SEAL Delivery Vehicle Unit Training Increase supports pre-deployment training for Seal Delivery Vehicle (SDV) platoons to meet National Level Tasking within multiple Theaters and to provide increased SDV battery requirements. (FY 2013 Baseline \$10,762K; +0 FTEs)	10,224	
56) Specialized Skill Training - Air Force Special Operations Training Center Funding provides for AC130J training devices, courseware, initial build-up for aircrews and sustained aircrew production; increased training requirements for the CV-22; requirements for the new basing location at Royal Air Force Mildenhall, UK; and increased training requirements for standup of the 26th Special Tactics Squadron/Joint Terminal Attack Control Training and Special Tactics Force training at Cannon Air Force Base. (FY 2013 Baseline \$62,713K; +0 FTEs)	2,183	
57) Specialized Skill Training - Naval Special Warfare Training Center Funding provides for conversion of 2 civilian terms into permanent positions in support of Advanced Skills static jump operations; 3 full time equivalents to provide Advanced Skills support for San Clemente Island facilities and the Advanced Training Command; 1 full time equivalent in support of the Advanced Skills Instructor Qualifications Course; and increases due to civilian reprice updates. (FY 2013 Baseline \$12,323K; +6 FTEs)	620	

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C. Reconciliation of Increases and Decreases	Amount	Totals
58) Specialized Skill Training - U.S. Army JFK Special Warfare Center Funding provides contractor to civilian conversion for 19 full time equivalents for instructors of priority language training and online administrators for Distance Learning programs. (FY 2013 Baseline \$52,999K; +607 FTEs)	1,688	
9. Program Decreases		-455,837
a. Annualization of FY 2013 Program Decreases		
b. One-Time FY 2013 Increases		
c. Program Decreases in FY 2014		
1) Acquisition/Program Management - Military Information Support Operations (MISO) Military Information Support Operations (MISO) assumes risk in engineering and information accreditation support in the lifecycle management of MISO systems. MISO will seek opportunities to mitigate this decrease of through software version management initiatives. (FY 2013 Baseline \$3,643K; +0 FTEs)	-2,548	
2) Acquisition/Program Management - OCO to Base Transition Decrease in baseline funding associated with program management and logistics support for enduring overseas contingency requirements. Funding previously transitioned from OCO to Base. (FY 2013 Baseline \$12,116K; +0 FTEs)	-4,280	
3) Acquisition/Program Management - Special Operations Combat Assault Rifle (SCAR) SCAR erroneously coded under Acquisition Program	-1,825	

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C. Reconciliation of Increases and Decreases	Amount	Totals
Management Budget Sub Activity moved to Maintenance Budget Sub Activity in FY 2014. (FY 2013 Baseline \$3,107K; +0 FTEs)		
4) Base Support - Naval Special Warfare Command (NSWC) transfer of base operations support to NSWC Decrease reflects memorandum of agreement between USSOCOM and the Department of Navy (DON) regarding base operating support associated with NSWC. The agreement resulted in the realignment of resources and base operating responsibilities from USSOCOM to the DON. (FY 2013 Baseline \$29,038K; +0 FTEs)	-14,000	
5) Combat Development Activities - Classified Combat Development Activities - (See classified submission). Details provided in Special Access Program (SAP) annual report. (FY 2013 Baseline \$827,754K; +68 FTEs)	-12,130	
6) Communications - Airtime, Bandwidth, and TTL support for Deployed Operations Decrease reflects a reduction in baseline task orders for circuits, airtime, and bandwidth supporting deployed unit garrison requirements, unmanned aerial operations, and TTL operations. (FY 2013 Baseline \$109,231K; +0 FTEs)	-44,725	
7) Communications - Command, Control, Communications, Computing and Information Automation (C4IAS) Command, Control, Communications, Computing and Information Automation (C4IAS) program reflects the realignment of Advisory and Assistance contract support, previously identified in Communications Sub activity to Acquisition/Logistics Sub activity.	-3,523	

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C. Reconciliation of Increases and Decreases	Amount	Totals
Funding was consolidated under the Global Battle staff Program Support contract (GBPS) to meet program management support functions. (FY 2013 Baseline \$2,716K; +0 FTEs)		
8) Communications - Head Quarters C-4 Information (HQC4I)	-21,536	
HQC4I decreased due to a revised estimate for the Firm-Fixed Price cost of the SOF Information Technology Enterprise contract. The revised projection is lower than the initial independant government cost estimate. The savings was applied to the Data Center server/storage requirements. (FY 2013 Baseline \$128,206K; +0 FTEs)		
9) Communications - Joint Base Station (JBS) and Distributed Common Ground/Surface System (DCGS)	-673	
JBS and DCGS reflect Reductions of -\$396 thousand and -\$277 thousand, respectively as offsets to support other command priorities. (FY 2013 Baseline \$9,598K; +0 FTEs)		
10) Communications - Joint Tactical C4I Transceiver System (JTCITS)	-3,789	
JTCITS provides personnel in a tactical environment the ability to receive and transmit live video feeds and telemetry data from a variety of sources. Capital Equipment Replacement was completed in FY 2013 reflecting a decrease in FY 2014 of required sustainment. (FY 2013 Baseline \$5,902K; +0 FTEs)		
11) Communications - SOF Tactical Communications	-3,704	
SOF Tactical Communications provides radios, software support, maintenance/repair parts, government		

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C. Reconciliation of Increases and Decreases	Amount	Totals
management and technical support. Fielding of new radios in FY 2013, with warranty, reflects a subsequent reduction in maintenance requirements. (FY 2013 Baseline \$26,128K; +0 FTEs)		
12) Communications - Tactical Local Area Network (TACLAN)	-5,803	
TACLAN requirements were provided Capital Equipment Replacement of Mission Planning Kits and Field Computing Devices (FCDs) in FY 2013. A decrease in contracted sustainment support was issued, consistent with the CERP cycle, minimizing required repairs. (FY 2013 Baseline \$27,471K; +0 FTEs)		
13) Communications - Tagging, Tracking and Locating (TTL) Program	-6,026	
TTL program fields new devices and close target audio/video and reconnaissance technologies. Tactics, techniques and procedures for employment are adapted continuously to dynamic missions, targets and operating environments. Program Field Service Representatives (FSRs) provide the components and Theater Special Operations Forces Commands (TSOCs) with critical on-site technical training to ensure units are knowledgeable of the full spectrum of fielded capabilities. FSRs also serve as command advisors and mission planners for technical collection operations and reach back support. This requirement moved from the Communications Sub activity to the Intelligence Sub activity in FY 2014. (FY 2013 Baseline \$6,026K; +0 FTEs)		
14) Flight Operations - AFSOC Flying Hours	-70,121	

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C. Reconciliation of Increases and Decreases	Amount	Totals
Negative program growth is due to the divestiture of older aircraft (MC-130Ps, MC-130Es, UH-1s) which results in decreased Material Support Division and General Support Division Supply requirements. Additionally, the reduced estimates are the result of refined training requirements based on actual aircraft, crew performance, and increased utilization of simulator based training. (FY 2013 Baseline \$388,198K; +0 FTEs)		
15) Flight Operations - Fixed Wing Contractor Logistics Support (CLS) Fixed Wing CLS funding and MI-17 lease funding realigned from Air Force Special Operations Command to the Maintenance sub-activity to provide CLS for the U-28 aircraft. (FY 2013 Baseline \$46,875K; +0 FTEs)	-20,004	
16) Flight Operations - Transfer of Civilian Personnel to the Air Force National Guard In FY 2014, 44 civilian full time equivalent positions at the 193rd Special Operations Wing will be realigned within the Air Force National Guard and no longer be funded from USSOCOM baseline resources. (FY 2013 Baseline \$16,891K; -44 FTEs)	-3,514	
17) Flight Operations - USASOC Flying Hours Negative program growth is due to a decrease in flying hours as the US Army Special Operations Aviation Regiment transitions to a pure fleet of MH-60M from a mixture of MH60K, L, M aircraft. (FY 2013 Baseline \$247,699; +0 FTEs)	-18,015	
18) Force Related Training - Exercises	-6,255	

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C. Reconciliation of Increases and Decreases	Amount	Totals
Reduced funding due to adjusted schedule and cost estimates associated with Joint Chiefs of Staff Exercises and Joint Combined Exchange Training. Reduced costs estimates reflect lower transportation and travel costs. (FY 2013 Baseline \$56,606K; +0 FTEs)		
19) Intelligence- Classified Program Decreases baseline program support for a U.S. Army Special Operations Command Special Access Program. (FY 2013 Baseline \$51,141K; +0 FTEs)	-12,999	
20) Intelligence- Joint Threat Warning System (JTWS) Reduction to JTWS program depot maintenance requirements for legacy systems. A portion of the decrease (-\$801 thousand) represents funding that was previously migrated from OCO into the USSOCOM base budget, but will realign back into the OCO request for FY 2014. (FY 2013 Baseline \$32,474K; +0 FTEs)	-1,342	
21) Intelligence- Rapid Integration Facility Program Rapid Integration Facility Program: Requirements decrease due to reduced reliance on contractors for scientific, engineering, and technical expertise. (FY 2013 Baseline \$7,444K; +0 FTEs)	-2,492	
22) Intelligence- Special Access Program (SAP) Decreases program support of a Special Mission Unit due to reduced mission requirements involved in ongoing operations. Details provided in Special Access Program (SAP) annual report. (FY 2013 Baseline \$35,448K; +0 FTEs)	-35,448	
23) Maintenance - Family Special Operations Vehicles (FSOV)	-3,673	

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C. Reconciliation of Increases and Decreases	Amount	Totals
Mechanical maintenance, repair, and logistical support decreased commensurate with Commander USSOCOM decision to reduce total baseline funding for FSOV. Primary support is provided with Overseas Contingency Operations (OCO). (FY 2013 Baseline \$32,091K; +0 FTEs)		
24) Maintenance - Naval Special Warfare Maritime Craft Decrease reflects program and schedule delays associated with completion of C4 Intelligence, Surveillance, and Reconnaissance (MARC4) installations on maritime platforms in FY 2013; divestiture of the Mark V Special Operations Craft; and a reduction-in-scope of the Visual Augmentation Systems (VAS), all contribute to the decrease in contractor logistics support and sustainment requirements. (FY 2013 Baseline \$19,507K; +0 FTEs)	-7,688	
25) Maintenance - Realignment from Base to OCO Funding for SOF Support Activity (SOFSA) Decrease reflects requirements realigned to the OCO request to provide SOFSA logistics and CLS at forward locations. SOFSA forward support locations provide maintenance and CLS of SOF peculiar equipment such as tactical vehicles, weapons, and communications equipment. (FY 2013 Baseline \$10,961K; +0 FTEs)	-10,557	
26) Maintenance - Simulator Training Devices Completion of system upgrades to complete establishment at Cannon AFB in FY 2013. (FY 2013 Baseline \$25,844K; +0 FTEs)	-1,990	
27) Operational Support - Special Operations Sustainment Brigade (SUSB)	-928	

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C. Reconciliation of Increases and Decreases	Amount	Totals
Special Operations Sustainment Brigade (SUSB) completes expansion in FY 2013 of logistical capabilities supporting combat enablers for the United States Army Special Forces Command, 75th Ranger Regiment and Special Operations Aviation Regiment. Reduction includes the discontinuance of Overseas Contingency Operations (OCO) to base support. (FY 2013 Baseline \$12,986K; +0 FTEs)		
28) Operational Support - Staff Support Decrease reflects reduction in United States Army Special Operations Command's Headquarter staff and logistics support activities to include travel, supplies, and contracting services. (FY 2013 Baseline \$8,493K; +0 FTEs)	-747	
29) Other Operations - Civilian Pay at Marine Corps Forces Special Operations Command MARSOC realigned (-81) FTEs from "Other Operations" Budget Sub-Activity into Budget Sub-Activity "Management Operational Headquarters" Budget Sub-Activity to properly reflect the skills and services provided by these positions. (FY 2013 Baseline \$7,918K; -81 FTEs)	-7,918	
30) Other Operations - Civilian Pay at Naval Special Warfare Command Decrease reflects an internal consolidation and realignment of 20 civilian full time equivalents at NAVSPECWARCOM. These positions will provide consolidated logistics and combat service support for Naval Special Warfare Groups. After realignment these positions will be reported in Budget Sub Activity	-2,115	

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C. Reconciliation of Increases and Decreases	Amount	Totals
"Management and Operational Headquarters". (FY 2013 Baseline \$32,098K; -20 FTEs)		
31) Other Operations - Deactivation of Special Operations Command-Joint Command (SOC-JC) Funding eliminated for SOC-JC due to the disestablishment of Joint Forces Command. Includes reduction in funding for 18 civilian full time equivalents, travel, contracts and supplies. (FY 2013 Baseline \$6,779K; -18 FTEs)	-6,779	
32) Other Operations - HQ USSOCOM Interagency Task Force Realignment of funds previously budgeted for HQ USSOCOM Interagency Task Force in Tampa, FL to support USSOCOM's plans to relocate the Interagency Task Force to the National Capital Region (NCR) with establishment of the USSOCOM-NCR office in 2014. If approved, USSOCOM-NCR will serve as the command's focal point for coordinating, collaborating and supporting the synchronization of global SOF operations with interagency partners. (FY 2013 Baseline \$15,065K; +0 FTEs)	-5,882	
33) Other Operations - Military Information Operations Equipment Reduction in sustainment and replacement of Military Information Operations equipment supporting Pre-mission, advance skills, Battalion and company level MRX training. (FY 2013 Baseline \$17,996; +0 FTEs)	-4,831	
34) Other Operations - Naval Special Warfare Command's Phased Equipment Replacement Plan (PERP) Decrease reflects Naval Special Warfare Command's decision to reduce their PERP inventories for items	-1,104	

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C. Reconciliation of Increases and Decreases	Amount	Totals
such as parachutes, dive equipment, outboard motors and Zodiac craft due to operational requirements. (FY 2013 Baseline \$8,862K; +0 FTEs)		
35) Other Operations - Naval Special Warfare Group 11 Reduction in Unit Level Training for Reserve SEALs and a reduction in associated travel costs and gear issue. (FY 2013 Baseline \$5,637K; +0 FTEs)	-2,240	
36) Other Operations - Naval Special Warfare Groups One and Two Decrease reflects redistribution and rebalancing of Naval Special Warfare unit deployment and pre-deployment requirements. Reductions are associated with consolidation of contracting efforts and re-phasing of equipment replacement and deployment plans. (FY 2013 Baseline \$138,843K; +0 FTEs)	-9,371	
37) Other Operations - Naval Special Warfare Range Support Other Operations-Naval Special Warfare Range Improvement: Delayed or cancelled range capability improvements for tactical skill and core competency requirements including targetry, range facility upgrades and requisite environmental assessments. (FY 2013 Baseline \$10,825K; +0 FTEs)	-3,318	
38) Other Operations - United States Army Special Operations Command (USASOC) Establishment of USASOC's recently approved Program of Record for Ground Mobility Vehicle 1.1 (GMV 1.1) resulted in the divestiture of previous GMVs, allowing US Army Special Forces Command (A) to prioritize the usage of O&M funding lines to maintain	-34,128	

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C. Reconciliation of Increases and Decreases	Amount	Totals
their current vehicles. (FY 2013 Baseline \$40,870K; +0 FTEs)		
39) Ship/Boat Operations - High Speed Assault Craft (HSAC)	-11,503	
A delay in the scheduled delivery date for the HSAC will reduce the FY 2014 operational and sustainment requirements for craft and the unit (NSWG4). (FY 2013 Baseline \$16,603K; +0 FTEs)		
40) Ship/Boat Operations - Mk-V Special Operations Craft	-874	
Operations and sustainment funding decreases for the MK-V Special Operations Craft as this platform is phased out and approaches end of service life. (FY 2013 Baseline \$874K; +0 FTEs)		
41) Ship/Boat Operations - Naval Special Warfare Civilian Pay	-1,097	
Civilian Pay decrease reflects the realignment of 9 Full Time Equivalents (FTEs) from Naval Special Warfare Group Four (NSWG4) to Naval Special Warfare Group 10 (NSWG10) to provide logistical support for SOF maritime operations. (FY 2013 Baseline \$14,697K; -9 FTEs)		
42) Ship/Boat Operations - Naval Special Warfare Maritime and Undersea Operations	-7,365	
Enduring Overseas Contingency Operations (OCO) requirements for maritime and undersea operations, previously funded in FY 2013 within the Baseline (OCO to Base), migrates back to OCO. (FY 2013 Baseline \$18,607K; +0 FTEs)		
43) Ship/Boat Operations - Range Support	-3,100	
Decrease due to Range Program support realigned under		

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C. Reconciliation of Increases and Decreases	Amount	Totals
Other Operations sub-activity. This action reflects a net sum zero impact to funding but adjusts funding to the Appropriate functional area. (FY 2013 Baseline \$3,100K; +0 FTEs)		
44) Specialized Skill Training - Enduring Overseas Contingency Operations (OCO)	-7,021	
Enduring Overseas Contingency Operations (OCO) funded in FY 2013 within the Baseline (OCO to Base) migrates back to OCO. (FY 2013 Baseline \$101,381K; +0 FTEs)		
45) Specialized Skill Training - Marine Special Operations School	-6,072	
Decrease reflects a reduction and return to steady state for Initial Skills training requirements in FY 2014 after sustaining increased student throughput requirements in FY 2012 and FY 2013. (FY 2013 Baseline \$24,759K; +0 FTEs)		
46) Specialized Skill Training - Naval Special Warfare Training Center	-1,874	
Decrease reflects reductions in travel for Foreign Language program to shift from in-country immersion training to alternate local Live Environment Training; and reductions in student enrollment for Special Operations Curriculum course due to projected resource constraints; and realignment of funding to Professional Development Education from Specialized Skill Training-Advanced Skills to more accurately recognize Platoon Leaders course as Professional Development Education. (FY 2013 Baseline \$9.3M; +0 FTEs)		
47) Specialized Skill Training - U.S. Army JFK Special	-18,910	

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C. Reconciliation of Increases and Decreases	Amount	Totals
Warfare Center:		
Decrease reflects reductions due to the termination of Initial Skills foreign language training to the Ranger Regiment including Pre-Mission Training and foreign language familiarization courses; reductions in Military Free Fall training due to a projected shortfall in aircraft support; anticipated reductions in availability of joint instructors and expendable materials for joint Medical Training Facility courses; and projected cost savings and efficiencies to be generated through an agreement to migrate private vendor training to joint accredited institutional training for the Advanced Skills Surveillance Training Program. (FY 2013 Baseline \$132,919K; +0 FTEs)		
FY 2014 Budget Request		5,261,463

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IV. Performance Criteria and Evaluation Summary:

Flying Hours

End of FY	FY 2012		FY 2013		FY 2014
Program Data	<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	6,636	10,739	5,414	5,414	4,836
% Executed		162%			
A/MH-6M					
TAI	52	52	52	52	52
PAA	47	47	47	47	47
BAI	5	5	5	5	5
Flying Hours	9,052	10,048	9,287	9,287	9,313
% Executed		111%			
C-12C					
TAI	1	1	1	1	1
PAA	1	1	1	1	1
BAI	0	0	0	0	0
Flying Hours	492	359	492	492	492
% Executed		73%			
C-130E					
TAI	2	2	0	0	0
PAA	2	2	0	0	0
BAI	0	0	0	0	0
Flying Hours	876	621	0	0	0
% Executed		71%			

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IV. Performance Criteria and Evaluation Summary:

Flying Hours

		FY 2012		FY 2013		FY 2014
		<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	0	0	0	0	0
	Flying Hours	1,190	1,630	1,190	1,190	1,667
	% Executed		137%			
CASA-212						
	TAI	5	5	5	5	5
	PAA	5	5	5	5	5
	BAI	0	0	0	0	0
	Flying Hours	3,050	1,882	3,050	3,050	2,850
	% Executed		62%			
CV-22B						
	TAI	28	27	36	35	41
	PAA	26	26	34	34	40
	BAI	2	1	2	1	1
	Flying Hours	6,603	5,747	7,605	7,605	7,970
	% Executed		87%			
C-145A/M-28						
	TAI	10	9	10	13	16
	PAA	10	9	10	13	16
	BAI	0	0	0	0	0
	Flying Hours	14,287	3,375	10,375	10,375	10,631
	% Executed		24%			

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IV. Performance Criteria and Evaluation Summary:

Flying Hours

	FY 2012		FY 2013		FY 2014
	<u>Budgeted</u>	<u>Actuals</u>	<u>Budgeted</u>	<u>Estimate</u>	<u>Estimate</u>
C-146A/Do-328					
TAI	12	11	17	16	17
PAA	12	11	17	16	17
BAI	0	0	0	0	0
Flying Hours	8,766	6,972	15,332	15,332	12,668
% Executed		80%			
EC/C-130J					
TAI	7	7	7	7	7
PAA	6	6	6	6	6
BAI	1	1	1	1	1
Flying Hours	3,170	2,555	3,194	3,194	1,998
% Executed		81%			
MC-130E/H					
TAI	25	25	25	25	20
PAA	24	24	24	24	20
BAI	1	1	1	1	0
Flying Hours	7,428	11,312	6,919	6,919	5,630
% Executed		152%			
MC-130J					
TAI	10	10	15	13	18
PAA	10	10	15	13	18
BAI	0	0	0	0	0
Flying Hours	2,643	2,734	5,495	5,495	5,942
% Executed		103%			

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IV. Performance Criteria and Evaluation Summary:

Flying Hours

	FY 2012		FY 2013		FY 2014
	<u>Budgeted</u>	<u>Actuals</u>	<u>Budgeted</u>	<u>Estimate</u>	<u>Estimate</u>
MC-130P					
TAI	20	20	16	15	13
PAA	17	16	14	11	10
BAI	3	4	2	4	3
Flying Hours	5,701	8,387	4,623	4,623	2,924
% Executed		147%			
MC-130W					
TAI	12	12	12	12	12
PAA	11	11	11	11	11
BAI	1	1	1	1	1
Flying Hours	4,119	5,464	4,058	4,058	4,107
% Executed		133%			
MH-47G					
TAI	60	61	61	61	62
PAA	56	56	56	56	57
BAI	4	5	5	5	5
Flying Hours	12,765	16,038	12,778	12,778	11,828
% Executed		126%			
MH-60K/L/M					
TAI	101	101	82	84	85
PAA	62	63	66	68	69
BAI	39	38	16	16	16
Flying Hours	15,692	16,127	20,510	20,510	18,193
% Executed		103%			

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IV. Performance Criteria and Evaluation Summary:

Flying Hours

		FY 2012		FY 2013		FY 2014
		<u>Budgeted</u>	<u>Actuals</u>	<u>Budgeted</u>	<u>Estimate</u>	<u>Estimate</u>
MQ-1B						
	TAI	32	26	28	25	25
	PAA	32	26	28	25	25
	BAI	0	0	0	0	0
	Flying Hours	69,290	32,343	26,984	26,984	19,022
	% Executed		47%			
MQ-9A						
	TAI	20	15	23	23	25
	PAA	17	15	20	20	22
	BAI	3	0	3	3	3
	Flying Hours	38,084	19,993	33,625	33,625	17,292
	% Executed		52%			
U-28A/PC-12						
	TAI	37	36	37	36	37
	PAA	37	36	37	36	37
	BAI	0	0	0	0	0
	Flying Hours	72,828	54,892	54,524	54,524	37,286
	% Executed		75%			

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IV. Performance Criteria and Evaluation Summary:

Flying Hours

	FY 2012		FY 2013		FY 2014
	<u>Budgeted</u>	<u>Actuals</u>	<u>Budgeted</u>	<u>Estimate</u>	<u>Estimate</u>
UH-1H/N					
TAI	4	4	4	4	0
PAA	4	4	4	4	0
BAI	0	0	0	0	0
Flying Hours	1,072	758	1,072	1,072	0
% Executed		71%			
UH-60L					
TAI	1	1	1	1	2
PAA	1	1	1	1	2
BAI	0	0	0	0	0
Flying Hours	540	273	540	540	540
% Executed		51%			
UV-20A					
TAI	1	1	1	1	1
PAA	1	1	1	1	1
BAI	0	0	0	0	0
Flying Hours	300	400	300	300	300
% Executed		133%			

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IV. Performance Criteria and Evaluation Summary:

Flying Hours

	FY 2012		FY 2013		FY 2014
	<u>Budgeted</u>	<u>Actuals</u>	<u>Budgeted</u>	<u>Estimate</u>	<u>Estimate</u>
<u>USSOCOM Total</u>					
TAI	467	453	460	456	466
PAA	406	395	422	417	429
BAI	61	58	38	39	37
Flying Hours	284,584	212,649	227,367	227,367	175,489
% Executed		75%			
 Crew Ratio					
Average	1.5	1.5	1.6	1.5	1.5
 OPTEMPO (Hrs/Crew/Mo)					
Average	12.5	17.8	12.9	12.9	11.8

Explanation of Performance Variances

Prior Year: The total aircraft inventory and flying hours decrease between the Fiscal Year 2012 budgeted and actual positions are the net effect of reductions in ISR platforms and associated ISR hours as well as reduced estimates for Non Standard Aviation Platform hours.

Current Year: The total flying hours decrease between the Fiscal Year 2013 and Fiscal Year 2014 Estimate position. The reduced estimates result from refined training requirements based on actual aircraft and crew performance and the increased utilization of simulator based training.

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IV. Performance Criteria and Evaluation Summary:

Facilities Sustainment and Restoration/Modernization

	(Dollars in Thousands)				
	FY 2012	FY 2012	FY 2013	FY 2013	FY 2014
	<u>Actuals</u>	<u>OCO</u>	<u>Estimate</u>	<u>OCO</u>	<u>Estimate</u>
<u>Funding Levels</u>					
Sustainment	15,889	7,502	5,112	0	1,987

Narrative justification of Sustainment funding: FSRM sustainment funding supports unique sustainment contracts for Special Operations Forces (SOF) facilities. These sustainment costs are not included in normal facility sustainment provided by Services/Host bases. Other projects supported by FSRM sustainment funding include, but are not limited to, the repair/replacement of uninterrupted power supply systems, circuit/power panels, bollards, security devices, air conditioning units, generators, and communication infrastructure of various SOF facilities at Fort Bragg, NC; Hurlburt Field, FL; Naval Base Coronado, CA; and MacDill AFB, FL.

The decrease in FY 2014 reflects lower sustainment requirements relative to improvement of facilities in FY 2013. This equates to a decrease in maintenance cost.

Facilities Sustainment and Restoration/Modernization

	(Dollars in Thousands)				
	FY 2012	FY 2012	FY 2013	FY 2013	FY 2014
	<u>Actuals</u>	<u>OCO</u>	<u>Estimate</u>	<u>OCO</u>	<u>Estimate</u>
<u>Funding Levels</u>					
Restoration/Modernization	38,327	1,484	5,704	0	3,503

Narrative justification of Restoration/Modernization funding: Funding is used for O&M Minor Construction contracts supporting Special Operations units. These totals are for infrastructure updates, building.

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IV. Performance Criteria and Evaluation Summary:

Facilities Sustainment and Restoration/Modernization

Renovations, reconfiguration, modification and adjustments. FY 2014 costs relate to the evolving SOF missions. Projects included, but are not limited to, doors, walls, security enhancements, communication and electrical upgrades, and rehabilitation/recovery facilities at various SOF training sites.

The decrease in FY 2014 is attributable to a higher number of priority projects planned in FY 2013.

	FY 2012 <u>Actuals</u>	FY 2012 <u>OCO</u>	FY 2013 <u>Estimate</u>	FY 2013 <u>OCO</u>	FY 2014 <u>Estimate</u>
<u>Funding Levels</u>					
Demolition	0	0	0	0	0

Narrative justification of Demolition funding: Decommissioning of temporary facilities upon completion of permanent facilities at MacDill AFB, FL.

	FY 2012 <u>Actuals</u>	FY 2012 <u>OCO</u>	FY 2013 <u>Estimate</u>	FY 2013 <u>OCO</u>	FY 2014 <u>Estimate</u>
TOTAL O&M FUNDING	54,216	8,986	10,816	0	5,471

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IV. Performance Criteria and Evaluation Summary:

Depot Maintenance

		<u>FY 2012</u>				<u>FY 2013</u>				<u>FY 2014</u>	
		Budget		Actual Inductions		Budget		Estimated Inductions		Budget	
<u>Type of Maint</u>	<u>Qty</u>	<u>(\$M)</u>		<u>Qty</u>	<u>(\$M)</u>	<u>Qty</u>	<u>(\$M)</u>	<u>Qty</u>	<u>(\$M)</u>	<u>Qty</u>	<u>(\$M)</u>
Airframe	283	177.6		525	156.6	317	145.4	317	145.4	335	170.8
Engine	183	45.7		372	35.6	256	57.5	256	57.5	285	56.9
Software	138	5.7		305	0.9	249	0.7	249	0.7	297	5.3
Other	1,156	48.0		3,693	78.6	693	60.6	693	60.6	4,028	81.6
<u>Automotive Equip</u>											
Other	1,437	17.2		1,082	11.3	1,082	16.0	1,082	16.0	1,509	12.9
<u>Electronics & Communications</u>											
End Items	6,277	91.5		21,794	76.6	21,215	106.6	21,215	106.6	19,837	87.7
Software	7,003	61.1		1,223	107.9	4,594	59.8	4,594	59.8		96.7
Other	66	1.7		35	2.8	339	18.7	339	18.7	1,147	24.2
<u>Ordnance, Weapon & Munitions</u>											
Ordnance	318	1.3		320	1.3	428	2.3	428	2.3	319	1.2
Other	301	1.8		9,630	3.0	74	0.9	74	0.9	9,555	3.0
<u>Other</u>											
Other	638	30.3		394	47.1	457	33.9	457	33.9	464	33.9

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IV. Performance Criteria and Evaluation Summary:

DEPOT MAINT TOTAL	481.9	521.7	502.4	502.4	574.2
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Depot Maintenance

Explanation of Performance Variances

Fiscal Year 2012: Variance comparison between the FY 2012 Budget columns and FY 2012 Actual columns reflects an overall increase of \$39.8 million. USSOCOM executed \$106.4 million in Overseas Contingency Operations (OCO), however off-setting variances totaling \$-66.6 million directly relate to aircraft, communications equipment, and military information support operations (MISO) systems deployed in support of overseas operations that reduced the total variance. These assets are generally removed from operations at failure point rather than for scheduled maintenance.

Fiscal Year 2013: Variance comparison between the FY 2013 Budget columns and the FY 2013 Estimated columns reflects no increase/decrease.

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IV. Performance Criteria and Evaluation Summary:

<u>Training</u>			
	<u>FY 2012 Actuals</u>	<u>FY 2013 Estimate</u>	<u>FY 2014 Estimate</u>
SOF Specialized Skill Training-Initial Skill			
Number of Classes	464	459	452
Number of Graduates	12,346	12,614	11,805
Cost per Graduate	\$16,592	\$15,499	\$15,031
SOF Specialized Skill Training-Advanced Skills			
Number of Classes	1,452	1,969	1,977
Number of Graduates	9,848	9,571	9,268
Cost per Graduate	\$15,492	\$14,841	\$14,672
SOF Professional Education			
Number of Classes	300	346	365
Number of Graduates	9,898	11,073	12,045
Cost per Graduate	\$2,371	\$1,648	\$1,962

* FY 2012 Actuals includes Overseas Contingency Operations (OCO) funded training.
Explanation of Changes:

SOF Specialized Skill Training-Initial Skill represents training courses for qualifying the required pipeline of operators needed to produce new Special Operations Forces (SOF). Initial SOF Specialized Skill Training is comprised of numerous requirements designed to ensure students meet and/or acquire the initial qualifications required to become a SOF operator. The funding to operate and sustain these classes include costs for civilian and contract instructors, curriculum development, training supplies and equipment, uniform items, medical equipment and services,

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IV. Performance Criteria and Evaluation Summary:

Training

weapons and ordinance sustainment, diving systems, maritime craft, communication devices, range support, and other necessary equipment or material. Decreases from FY 2013 to FY 2014 reflect anticipated course reductions for Joint Medical Training Facility courses due to an anticipated unavailability of joint instructors and decreases in student throughput requirements due to expected drawdowns for language courses at U.S. Army JFK Special Warfare Center; curriculum changes and minor fluctuations in student enrollment at Naval Special Warfare Training Center; and a return to steady state for FY 2014 training requirements at Marine Special Operations School after sustaining increased student throughput requirements in FY 2012 and FY 2013.

SOF Specialized Skill Training-Advanced Skills provides advanced training focused on the unique strategic skills and tactics required to conduct SOF operations. Advanced Skills courses are numerous, typically have smaller class sizes, and are designed for mature SOF personnel including individual currency training courses designed to maintain qualifications and/or proficiency. In addition, these advanced courses are in constant demand and are heavily reliant on specialized equipment and technology that require continuous maintenance and upgrades. Changes in FY 2013 and FY 2014 primarily support increased training requirements at Air Force Special Operations Training Center including AC130J training devices, courseware, initial build-up for aircrews and sustained aircrew production; increased training requirements for the CV-22 and new basing training requirements of CV-22 at RAF Mildenhall, UK; and increased training requirements for standup of the 26th Special Tactics Squadron/Joint Terminal Attack Control Training and Special Tactics force training at Cannon Air Force Base, partially offset by reductions in Military Free Fall training due to a projected shortfall in aircraft support as well as anticipated reductions in the SOF Diving Medical Technician course and SOF Sniper course student throughput at U.S. Army JFK Special Warfare Center.

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IV. Performance Criteria and Evaluation Summary:

Training

SOF Professional Education 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 that focus on the interagency aspects of conducting joint special operations. SOF Professional Education courses are conducted at the Joint Special Operations University, the Air Force Special Operations Training Center, and the Naval Special Warfare Center. Increases in FY 2013 and FY 2014 reflect additional curriculum development and research as well as provide for additional courses in SOF strategic and joint operational education including: funding for the Career Education Program for Non-Commissioned Officers to enhance joint warfighting, leader competency, and ability to recognize and operate in tactical, operational and strategic levels of traditional and irregular warfare; funding for the development and implementation of a USSOCOM-directed Theater Special Operations Command (TSOC) education program with course content tailored to and conducted onsite at each TSOC location; funding for the anticipated expansion and enhancement of the USSOCOM Senior Enlisted Academy; and funding to support the recently established Joint Professional Military Education courses at the Joint Special Operations University.

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<u>V. Personnel Summary</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	Change FY 2012/ FY 2013	Change FY 2013/ FY 2014
<u>Active Military End Strength (E/S) (Total)</u>	<u>54,889</u>	<u>57,620</u>	<u>60,210</u>	<u>2,731</u>	<u>2,590</u>
Officer	10,869	11,112	11,446	243	334
Enlisted	44,020	46,508	48,764	2,488	2,256
<u>Reservists on Full Time Active Duty (E/S)</u>	<u>2,559</u>	<u>2,595</u>	<u>2,595</u>	<u>36</u>	<u>0</u>
Officer	542	572	572	30	0
Enlisted	2,017	2,023	2,023	6	0
<u>Civilian End Strength (Total)</u>	<u>6,334</u>	<u>6,379</u>	<u>6,535</u>	<u>45</u>	<u>156</u>
U.S. Direct Hire	6,334	6,379	6,535	45	156
Total Direct Hire	6,334	6,379	6,535	45	156
<u>Active Military Average Strength (A/S)</u> <u>(Total)</u>	<u>54,889</u>	<u>57,620</u>	<u>60,210</u>	<u>2,731</u>	<u>2,590</u>
Officer	10,869	11,112	11,446	243	334
Enlisted	44,020	46,508	48,764	2,488	2,256
<u>Reserve Drill Strength (A/S) (Total)</u>	<u>2,559</u>	<u>2,595</u>	<u>2,595</u>	<u>36</u>	<u>0</u>
Officer	542	572	572	30	0
Enlisted	2,017	2,023	2,023	6	0
<u>Civilian FTEs (Total)</u>	<u>6,334</u>	<u>6,379</u>	<u>6,535</u>	<u>45</u>	<u>156</u>
U.S. Direct Hire	6,334	6,379	6,535	45	156
Total Direct Hire	6,334	6,379	6,535	45	156
 <u>Contractor FTEs (Total)</u>	 <u>9,615</u>	 <u>6,181</u>	 <u>6,645</u>	 <u>-3,434</u>	 <u>464</u>

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Personnel Summary Explanations:

* USSOCOM military and civilian personnel are reported in Military Service Estimates.
The personnel information is provided as a memo entry.

* Active Military End Strength and Active Military Average Strength includes both Active
Duty and Guard personnel.

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

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2012</u>	<u>FY 2012/FY 2013</u>		<u>FY 2013</u>	<u>FY 2013/FY 2014</u>		<u>FY 2014</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
308 Travel of Persons	445,942	8,919	-120,418	334,443	6,354	20,352	361,149
399 Total Travel	445,942	8,919	-120,418	334,443	6,354	20,352	361,149
401 DLA Energy (Fuel Products)	183,939	15,396	-26,956	172,379	-5,085	-17,887	149,407
402 Service Fund Fuel	942	79	-757	264	-8	68	324
411 Army Supply	93,701	-1,031	5,869	98,539	-2,710	13,573	109,402
412 Navy Managed Supply, Matl	17,929	443	6,832	25,204	-28	-9,890	15,286
413 Marine Corps Supply	24	-1	-23	0	0	0	0
414 Air Force Consol Sust AG (Supply)	337,561	13,536	-68,927	282,170	10,722	-31,295	261,597
416 GSA Supplies & Materials	22,395	448	8,709	31,552	599	-10,728	21,423
417 Local Purch Supplies & Mat	241,803	4,836	-177,933	68,706	1,305	115,759	185,770
418 Air Force Retail Supply (Gen Support Div)	206	5	-211	0	0	0	0
424 DLA Mat Supply Chain (Weapon Sys)	5,757	63	79,548	85,368	640	-84,345	1,663
499 Total Supplies & Materials	904,257	33,774	-173,849	764,182	5,435	-24,745	744,872
502 Army Fund Equipment	50,530	-556	2,154	52,128	-1,434	8,856	59,550
503 Navy Fund Equipment	4,358	107	-4,465	0	0	1,221	1,221
505 Air Force Fund Equip	1,845	74	-1,919	0	0	0	0
506 DLA Mat Supply Chain (Const & Equip)	3,178	222	-1,513	1,887	-4	1,919	3,802
507 GSA Managed Equipment	24,476	489	23,013	47,978	912	-22,844	26,046
599 Total Equipment Purchases	84,387	336	17,270	101,993	-526	-10,848	90,619
601 Army Industrial Operations	29,498	1,469	-29,870	1,097	44	19,132	20,273
610 Navy Air Warfare Center	5,799	142	15,924	21,865	420	-17,757	4,528
611 Navy Surface Warfare Ctr	17,228	477	36,389	54,094	157	-29,327	24,924
612 Navy Undersea Warfare Ctr	652	8	-660	0	0	4,195	4,195
614 Space & Naval Warfare Center	294	5	2,567	2,866	55	-2,773	148
620 Navy Transportation (Combat Logistics Force)	0	0	0	0	0	242	242
621 Navy Transportation (Afloat Prepositioning Force Navy)	0	0	0	0	0	14	14

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		Change			Change		
	FY 2012	FY 2012/FY 2013		FY 2013	FY 2013/FY 2014		FY 2014
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
623 Navy Transportation (Special Mission Ships)	3,100	533	-3,633	0	0	0	0
631 Navy Base Support (NFESC)	8,841	111	-8,937	15	0	2,261	2,276
633 DLA Document Services	1,139	72	2,372	3,583	-3	-2,329	1,251
634 NAVFEC (Utilities and Sanitation)	18,501	2,239	-15,670	5,070	421	5,379	10,870
635 Navy Base Support (NAVFEC Other Support Services)	0	0	23,165	23,165	-1,344	-21,821	0
640 Marine Corps Depot Maint	0	0	0	0	0	2,376	2,376
647 DISA Enterprise Computing Centers	27,251	464	-24,986	2,729	91	959	3,779
671 DISA DISN Subscription Services (DSS)	1,990	34	3,650	5,674	233	-3,710	2,197
677 DISA Telecomm Svcs - Reimbursable	5,006	-173	-3,843	990	85	4,992	6,067
699 Total DWCF Purchases	119,299	5,381	-3,532	121,148	159	-38,167	83,140
702 AMC SAAM (fund)	304,879	21,342	-326,221	0	0	66,697	66,697
703 JCS Exercises	8,105	567	67,078	75,750	2,045	-67,501	10,294
705 AMC Channel Cargo	14,784	251	-10,763	4,272	81	-711	3,642
707 AMC Training	373	22	-395	0	0	0	0
708 MSC Chartered Cargo	12,201	292	-12,493	0	0	0	0
710 MSC Surge Sealift (Full Operating Status)	0	0	0	0	0	386	386
718 SDDC Liner Ocean Transport	22	0	-22	0	0	20	20
722 MSC Afloat Prepositioning Army	304	57	-361	0	0	0	0
771 Commercial Transport	34,395	688	-22,422	12,661	241	2,889	15,791
799 Total Transportation	375,063	23,219	-305,599	92,683	2,367	1,780	96,830
912 Rental Payments to GSA (SLUC)	2,782	55	-461	2,376	45	2,222	4,643
913 Purchased Utilities (Non-Fund)	13,656	274	1,152	15,082	287	1,132	16,501
914 Purchased Communications (Non-Fund)	422,076	8,442	-214,793	215,725	4,099	-131,024	88,800
915 Rents (Non-GSA)	19,201	384	-11,493	8,092	154	4,090	12,336
917 Postal Services (U.S.P.S)	1,834	37	-945	926	18	-236	708

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		Change			Change		
	FY 2012	FY 2012/FY 2013		FY 2013	FY 2013/FY 2014		FY 2014
<u>OP 32 Line</u>	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
920 Supplies & Materials (Non-Fund)	373,285	7,465	261,750	642,500	12,208	-333,573	321,135
921 Printing & Reproduction	13,167	263	2,110	15,540	295	-9,851	5,984
922 Equipment Maintenance By Contract	797,986	15,960	1,230	815,176	15,488	-236,733	593,931
923 Facilities Sust, Rest, & Mod by Contract	37,694	754	-27,632	10,816	206	-7,344	3,678
924 Pharmaceutical Drugs	1,829	73	-1,631	271	11	746	1,028
925 Equipment Purchases (Non-Fund)	646,448	12,929	-450,610	208,767	3,967	210,961	423,695
926 Other Overseas Purchases	7,429	149	-7,578	0	0	1,700	1,700
928 Ship Maintenance By Contract	24,115	482	-9,117	15,480	294	-10,547	5,227
929 Aircraft Reworks by Contract	94	2	-96	0	0	5,775	5,775
930 Other Depot Maintenance (Non-Fund)	542,696	10,854	-299,005	254,545	4,836	230,311	489,692
932 Mgt Prof Support Svcs	57,609	1,152	-30,301	28,460	541	8,460	37,461
933 Studies, Analysis & Eval	11,632	233	-11,865	0	0	0	0
934 Engineering & Tech Svcs	28,546	571	-23,357	5,760	109	-3,793	2,076
937 Locally Purchased Fuel (Non-Fund)	27,940	2,339	17,245	47,524	-1,402	-21,423	24,699
955 Other Costs (Medical Care)	8,607	345	-8,952	0	0	9,775	9,775
957 Other Costs (Land and Structures)	25,508	510	-26,018	0	0	1,793	1,793
984 Equipment Contracts	224,379	4,488	-228,867	0	0	0	0
986 Medical Care Contracts	24,513	980	-25,493	0	0	65,670	65,670
987 Other Intra-Govt Purch	449,384	8,987	-261,751	196,620	3,736	128,845	329,201
989 Other Services	922,599	18,452	-564,370	376,681	7,157	241,251	625,089
990 IT Contract Support Services	179,694	3,594	-31,169	152,119	2,890	-34,807	120,202
998 Other Costs (SOCOM Only)	666,928	1,607	-4,443	664,092	5,811	24,151	694,054
999 Total Other Purchases	5,531,631	101,381	-1,956,460	3,676,552	60,750	147,551	3,884,853
Total	7,460,579	173,010	-2,542,588	5,091,001	74,539	95,923	5,261,463

* The FY 2012 Actual column includes \$3,561.8 million of the FY 2012 OCO Appropriations funding (PL 112-74).

* The FY 2013 Estimate column excludes \$2,503.1 million requested in the FY 2013 Defense-Wide OCO Budget Request.

* The FY 2014 Estimate column excludes FY 2014 Defense-Wide OCO Budget Request.

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Operation and Maintenance, Defense-Wide

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Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
Budget Activity (BA) 1: Operating Forces

	FY 2012 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2013 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2014 <u>Estimate</u>
TJS	531,321	457	-46,070	485,708	9,847	-23,316	472,239

* The FY 2012 Actual column includes \$2,000 thousand requested in the FY 2012 OCO Appropriations funding (P.L. 112-74).

* The FY 2013 Estimate column excludes \$2,000 thousand requested in the FY 2013 Defense-Wide OCO Budget Request.

* The FY 2014 Estimate column excludes FY 2014 Defense-Wide OCO Budget Request.

I. Description of Operations Financed: The Chairman of the Joint Chiefs of Staff (CJCS) is the principal military adviser to the President, National Security Council, and Secretary of Defense. The Chairman presides over and serves as a member of the Joint Chiefs of Staff. CJCS relies upon the Joint Staff (TJS) to craft and distribute guidance for combatant forces' unified strategic direction, operations under unified commands, and integration into effective combat forces. On behalf of the Chairman, TJS provides Combatant Commands (CCMDs), the Services, and U.S. war fighters with joint policy, strategy, and doctrine necessary to employ effective joint combat forces in contingencies worldwide.

Goldwater-Nichols legislation (P.L. 99-433) strengthened joint military participation in the management of Department of Defense (DoD) resources by providing the CJCS, CCMDs, and the Joint Staff a greater voice in the planning, programming, budgeting, and execution process. While resource management is an internal matter of each Military Department by statute, the Chairman retains responsibility to review major personnel, materiel, and logistics requirements of the Armed Services in relation to strategic and operational plans. Ultimately, the CJCS is the one person tasked with providing the President and Secretary of Defense (SecDef) strategic planning, direction, and advice on requirements, programs, and budget priorities identified by the CCMDs and Services.

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I. Description of Operations Financed (cont.)

Six major program areas make up TJS's Operation and Maintenance funding for FY 2014. Three programs enable the Joint and CCMD staffs to provide advice and recommendations to the CJCS through information gathering and sharing, joint doctrine and education development, and detailed studies and analyses: the Planning and Decision Aid System (PDAS), the Joint Analytical Model Improvement Program (JAMIP), and Joint Staff Analytical Support (JSAS). The Combatant Commander Initiative Fund (CCIF) directly supports combatant commanders with unforeseen contingency requirements. The final two programs support day-to-day operations: the Pentagon Reservation Maintenance Revolving Fund (PRMRF) and Management Headquarters.

1. The Planning and Decision Aid System (PDAS) supports the planning and execution of Integrated Joint Special Technical Operations. PDAS is a classified, protected program under the SecDef.

2. The Joint Analytical Model Improvement Program (JAMIP) is a co-sponsored analytic agenda program that supports strategic analysis for the entire DoD and enables the Joint Data Support (JDS) program. The JDS program supports OSD and Joint Staff management of DoD's Analytic Agenda. This includes support to DoD-level study teams developing Defense Planning Scenarios (DPS), Multi-Service Forces Data (MSFD), and Current and Future-Year Analytical Baselines. The Services and CCMDs use these Analytic Agenda products as starting points for analysis supporting their planning, programming, and acquisition efforts.

3. The Joint Staff Analytical Support (JSAS) family of programs provides defense analytical support capabilities for the CJCS and CCMDs. JSAS encompasses the developmental tools and infrastructure required to conduct analyses and formulate the results to best assist the CJCS in fulfilling his statutory responsibilities. Key

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I. Description of Operations Financed (cont.)

deliverables provided by JSAS include wide-ranging force structure assessments, course of action development for the Joint Force environment, analysis and studies to aid in decision-making, and other analysis efforts to implement timely, low-cost initiatives. Summary-level descriptions of the five major categories include:

Joint Collaborative Analysis (JCA) provides the CJCS with the analytical capabilities needed to support decision making associated with force structure assessment, joint course of action development, and joint and coalition analysis that directly contribute to the accomplishment of CCMD and Joint Staff missions.

Functional Capabilities Boards (FCBs) provide analytic support for the Joint Requirements Oversight Council (JROC). FCBs support the JROC by integrating stakeholder views (OSD, CCMDs, Services, Defense agencies, Joint Staff, and other federal agencies) in concept development, capabilities planning, and force development to ensure the US military can execute assigned missions. FCBs provide assessments and recommendations that enhance capabilities integration, examine joint priorities among existing and future programs, assess program alternatives (including unclassified, collateral, compartmented, and special access programs), minimize duplication of effort throughout the Services, and provide oversight in the management of materiel and non-materiel changes that support the national defense and military strategies to achieve optimum effectiveness and efficiency of the Armed Forces.

Joint Logistics provides strategic guidance with a global perspective to the Joint Logistics Enterprise in order to advocate for CCMDs requirements while accounting for Military Services' responsibilities enabling timely, effective, and efficient initiatives to improve logistics processes, practices, and technologies for the Joint Force. With detailed readiness assessments, concept development and analyses, multi-national and

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I. Description of Operations Financed (cont.)

interagency partnerships, joint doctrine and education development, and a comprehensive understanding of supply, maintenance, distribution, operational contract support and services, health services support and engineering, Joint Logistics provides the best possible logistics advice to the CJCS.

Adaptive Planning provides an analytic baseline for developing scenarios, contingency operations, forces, and equipment for future challenges. This common and collaborative framework also provides the starting point for strategic analysis in support of the Planning, Programming, Budgeting, and Execution process.

Joint Training System (JTS) manages training throughout the DoD. JTS provides an integrated, capability-requirements-based method for aligning individual, staff, and collective training programs with assigned missions consistent with command priorities, required capabilities, and available resources. The JTS supports DoD's implementation of the Joint Learning Continuum by providing the construct to plan and implement a comprehensive organizational program that may include elements of training, education, self-development, and experience to achieve mission capability.

4. The Combatant Commander Initiative Fund (CCIF) enables the CJCS to act quickly to support the Combatant Commanders when they lack the authority, flexibility, or resources to solve emergent challenges and unforeseen contingency requirements critical to joint war fighting readiness and national security interests. The strongest candidates for approval are initiatives that support CCMD activities and functions, enhance interoperability, and yield high benefits at low cost. Initiatives support authorized activities such as force training, joint exercises, contingencies, command and control, military education and training of foreign personnel, defense personnel expenses for

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I. Description of Operations Financed (cont.)

bilateral or regional cooperation programs, urgent and unanticipated humanitarian relief and reconstruction assistance, force protection, and joint war fighting capabilities.

5. Pentagon Reservation Maintenance Revolving Fund (PRMRF) pays TJS's share of the maintenance, sustainment, protection, repair, and renovation of the Pentagon Reservation. The PRMRF budget request includes TJS rent, force protection provided by the Pentagon Force Protection Agency, and real property operations to include standard maintenance, repair and utilities. TJS's annual PRMRF funding requirements also include the costs of real property operations and security of Raven Rock Mountain Complex. The Washington Headquarters Service (WHS) is now the executive agent for Raven Rock Mountain Complex, and tenants share financing of operations via the PRMRF Defense Working Capital Fund. TJS's share of construction and maintenance of the Unified Command Center (UCC), which includes the National Military Command Center (NMCC), Resource Situational Awareness Center (RSAC), and National Joint Operations and Intelligence Center (NJOIC), is also included in the PRMRF line.

6. Management Headquarters provides the day-to-day financial resources necessary to support TJS operations. Across the Joint Staff, Management Headquarters resources support various efforts to include the following: The Office of the Joint Staff Comptroller operates and maintains auditable systems for Joint Staff specific program development, budget formulation for Congressional justification books, recording of financial transactions, financial reporting, acquisition package development, and management of official representation funds. The J-6 directorate provides secure/non secure data services through the Joint Staff Information Network (JSIN), management of video teleconferencing services, and executes operations to ensure IT services at the Pentagon and remote site locations operate efficiently. The Joint Staff Security Office (JSSO) develops and implements security policies and procedures, issues security badges,

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I. Description of Operations Financed (cont.)

processes security clearances, and maintains network access security. The Office of the Secretary, Joint Staff (SJS) supports the Nation's top military leadership with precise and timely action processing and information management operations that enable the CJCS and other Joint Staff leaders to effectively communicate decisions and strategic information. Finally, the Joint Staff Support Service Office (JSSSO) provides maintenance support for facilities and new construction and renovation of existing spaces.

In addition, two programs were added to gain the former United States Joint Forces Command (USJFCOM) functions: Joint Force Functions and Joint Staff Activities. Upon completion of integration into TJS, these functions were closed in FY 2013 and FY 2014 respectively.

1. Joint Force Functions are those programs necessary to maintain essential joint capability transferred to the Joint Staff as part of the USJFCOM disestablishment while final analysis of where the programs should ultimately reside is conducted. This program element is consolidated into the Joint Staff Activities program element in FY 2013.

2. Joint Staff Activities maintain critical functions necessary for essential joint capability transferring to TJS from the USJFCOM disestablishment. Critical pieces of the following functions were reassigned to the Joint Staff: Joint Force Provider, Joint Force Trainer, Joint Force Enabler, Concept Development and Experimentation and Joint Force Integrator. Similar to Management Headquarters, Joint Staff Activities provides the day-to-day financial resources necessary to support TJS operations in Hampton Roads. In order to project a unified support program, this element was consolidated into the Management Headquarters program in FY 2014.

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I. Description of Operations Financed (cont.)

Personnel Summary Explanation: In FY 2014, TJS has a total of 1,162 civilian Full-time Equivalents (FTE), consisting of 881 direct funded and 281 reimbursable funded FTEs. 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 seasoned professionals with joint experience.

II. Force Structure Summary:

N/A

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III. Financial Summary (\$ in thousands)

	FY 2013						
			Congressional Action				
	FY 2012	Budget				Current	FY 2014
A. BA Subactivities	Actual	Request	Amount	Percent	Appropriated	Estimate	Estimate
Combatant Commanders	26,127	30,000				30,000	25,000
Initiatives Fund (CCIF)							
Joint Analytical Model	10,084	8,809				8,809	8,289
Improvement Program							
Joint Force Functions	389	0				0	0
Joint Staff Activities	107,324	102,342				102,342	0
Joint Staff Analytical	78,004	53,624				53,624	47,436
Support							
Management HQ OCJS	191,991	179,008				179,008	271,740
Pentagon Reservation	68,398	66,233				66,233	73,196
Planning and Decision Aid	49,004	45,692				45,692	46,578
System (PDAS)							
Total	531,321	485,708				485,708	472,239

* The FY 2012 Actual column includes \$2,000 thousand requested in the FY 2012 OCO Appropriations funding (P.L. 112-74).

* The FY 2013 Estimate column excludes \$2,000 thousand requested in the FY 2013 Defense-Wide OCO Budget Request.

* The FY 2014 Estimate column excludes FY 2014 Defense-Wide OCO Budget Request.

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III. Financial Summary (\$ in thousands)

	Change <u>FY 2013/FY 2013</u>	Change <u>FY 2013/FY 2014</u>
B. <u>Reconciliation Summary</u>		
Baseline Funding	485,708	485,708
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	485,708	
Fact-of-Life Changes (2013 to 2013 Only)		
Subtotal Baseline Funding	485,708	
Supplemental	2,000	
Reprogrammings		
Price Changes		9,847
Functional Transfers		-2,100
Program Changes		-21,216
Current Estimate	487,708	472,239
Less: Wartime Supplemental	-2,000	
Normalized Current Estimate	485,708	

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2013 President's Budget Request (Amended, if applicable)		485,708
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2013 Appropriated Amount		485,708
2. War-Related and Disaster Supplemental Appropriations		2,000
a. OCO Supplemental Funding		
1) Pakistan Afghanistan Coordination Cell	2,000	
3. Fact-of-Life Changes		
FY 2013 Baseline Funding		487,708
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2013 Estimate		487,708
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-2,000
FY 2013 Normalized Current Estimate		485,708
6. Price Change		9,847
7. Functional Transfers		-2,100
a. Transfers In		
b. Transfers Out		
1) Management Headquarters - Afghanistan-Pakistan Hands Master's Degree Program	-2,100	
Program transfers to National Defense University's College of International Security Affairs. (FY 2013 Baseline \$0K; 0 MIL, 0 FTE, 0 CFTE)		
8. Program Increases		101,896
a. Annualization of New FY 2013 Program		
b. One-Time FY 2014 Increases		
c. Program Growth in FY 2014		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
1) Management Headquarters - IT Support Services Better identification of IT Support Services in Management Headquarters and Joint Staff Activities led to realignment of funding from OP-32 codes 922, 934, 987 & 989 into 990 (IT Support Services). Similar to Management Headquarters, Joint Staff Activities provides the day-to-day financial resources necessary to support TJS operations in Hampton Roads. In order to project a unified support program, Joint Staff Activities is consolidated into the Management Headquarters program in FY 2014. (FY 2013 Baseline \$0; 0 MIL, 0 FTE, 0 CFTE)	79,318	
2) Management Headquarters - Program Consolidation Similar to Management Headquarters, Joint Staff Activities provides the day-to-day financial resources necessary to support TJS operations in Hampton Roads. In order to project a unified support program, Joint Staff Activities is consolidated into the Management Headquarters program in FY 2014. (FY 2013 Baseline \$181,008; 0 MIL, 0 FTE, 0 CFTE)	18,871	
3) Pentagon Reservation - Rent Pentagon Reservation Maintenance Revolving Fund increase supports rent increase based upon Washington Headquarter Service's (WHS) rates; includes utilities. (FY 2013 Baseline: \$66,233; 0 MIL, 0 FTE, 0 CFTE)	3,707	
9. Program Decreases		-123,112
a. Annualization of FY 2013 Program Decreases		
b. One-Time FY 2013 Increases		
c. Program Decreases in FY 2014		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
1) Joint Staff Activities - Program Consolidation Closed upon completion of former USJFCOM transfer to TJS. Similar to Management Headquarters, Joint Staff Activities provides the day-to-day financial resources necessary to support TJS operations in Hampton Roads. In order to project a unified support program, Joint Staff Activities is consolidated into the Management Headquarters program in FY 2014. (FY 2013 Baseline: \$102,342; 0 MIL, 0 FTE, 0 CFTE)	-104,286	
2) Joint Staff Analytical Support - Contract Support Services Reduction of 16 CFTE in National Capital Region. (FY 2013 Baseline: \$53,624; 0 MIL, 0 FTE, 16 CFTE)	-6,194	
3) Combatant Commander Initiative Fund - Reduced Footprint No Labor Change - Anticipate reduced initiatives as US footprint decreases in Afghanistan. (FY 2013 Baseline: \$30,000; 0 MIL, 0 FTE, 0 CFTE)	-5,570	
4) Management Headquarters - Manpower Decrease Decrease in 41 Civilian FTEs. (FY 2013 Baseline \$134,518; 0 MIL, 41 FTE, 0 CFTE)	-5,230	
5) Joint Staff Analytical Support - Travel Eliminated travel for Missile Defense Exercises and greater Joint Staff-wide reliance on electronic communications. (FY 2013 Baseline \$5,624; 0 MIL, 0 FTE, 0 CFTE)	-1,013	
6) Joint Analytical Model Improvement Program Reduced 3 CFTE in National Capital Region. (FY 2013 Baseline: \$8,809; 0 MIL, 0 FTEs, 3 CFTE)	-687	
7) Management Headquarters - DoD Central Adjudications	-132	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
Facilities Consolidation		
Transfers 1 Civilian FTE to Washington Headquarters		
Service (WHS) (FY 2013 Baseline \$0; 0 MIL, 1 FTE, 0 CFTE)		
FY 2014 Budget Request		472,239

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IV. Performance Criteria and Evaluation Summary:

DoD Strategic Objective 5.2-2C: Protect critical DoD infrastructure and partner with other critical infrastructure owners in government and the private sector to increase mission assurance.

Performance Measure #1

5.2.1-2C: Percent of applicable Information Technology (IT) and National Security Systems (NSS) that are Certification and Accreditation (C&A)-compliant (DoD CIO).

DoD Long-Term Performance Goals

5.2.1-2C: By FY 2015, 99 percent of applicable Information Technology (IT) and National Security Systems (NSS) will be Certification and Accreditation (C&A)-compliant.

JS Annual Performance Goal

FY14: 100%

Performance Measure #2

5.2.3-2C: Cumulative percentage of DoD Non-secure Internet Protocol Router Network (NIPRNet) accounts with Public Key Infrastructure (PKI) cryptographic logon capability (DoD CIO).

DoD Long-Term Performance Goals

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IV. Performance Criteria and Evaluation Summary:

5.2.3-2C: By FY 2015, 95 percent of DoD NPRNet accounts will have PKI cryptographic logon capability.

JS Annual Performance Goal

FY14: 100%

Performance Measure #3

5.2.4-2C: Cumulative percentage of DoD Secure Internet Protocol Router Network (SIPRNet) accounts with Public Key Infrastructure (PKI) cryptographic logon capability (DoD CIO).

DoD Long-Term Performance Goals

5.2.4-2C: By FY 2015, 95 percent of DoD SIPRNet accounts will have PKI cryptographic logon capability.

JS Annual Performance Goal

FY14: 100%

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IV. Performance Criteria and Evaluation Summary:

DoD Strategic Objective 5.5-2U/2V: Improve financial management and increase efficiencies in headquarters and administrative functions, support activities, and other overhead accounts.

Performance Measure #1

5.5.1-2U: Percent of DoD's general funds, Funds Balance with Treasury, validated as audit-ready (USD(C/CFO)).

DoD Long-Term Performance Goals

5.5.1-2U: By FY 2014, 100 percent of DoD's Funds Balance with Treasury will be validated as audit-ready.

JS Annual Performance Goal

FY14: 100%

Performance Measure #2

5.5.2-2U: Percent of DoD's general fund Statement of Budgetary Resources for material Components validated as audit-ready (USD(C/CFO)).

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IV. Performance Criteria and Evaluation Summary:

DoD Long-Term Performance Goals

5.5.2-2U: By FY 2014, 100 percent of DoD's general fund Statement of Budgetary Resources for material Components will be validated as audit-ready.

JS Annual Performance Goal

FY14: 100%

Performance Measure #3

5.5.3-2U: Percent of DoD mission-critical assets (Real Property, Military Equipment, General Equipment, Operating Materials and Supplies, and Inventory balances) validated for existence and completeness (USD(C/CFO)).

DoD Long-Term Performance Goals

5.5.3-2U: By FY 2017, 100 percent of DoD mission-critical assets (Real Property, Military Equipment, General Equipment, Operating Materials and Supplies, and Inventory balances) will be validated as audit-ready for existence and completeness.

JS Annual Performance Goal

FY14: 75%

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<u>V. Personnel Summary</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	Change FY 2012/ FY 2013	Change FY 2013/ FY 2014
<u>Active Military End Strength (E/S) (Total)</u>	<u>1,488</u>	<u>1,435</u>	<u>1,435</u>	<u>-53</u>	<u>0</u>
Officer	1,132	1,168	1,168	36	0
Enlisted	356	267	267	-89	0
<u>Reserve Drill Strength (E/S) (Total)</u>	<u>688</u>	<u>413</u>	<u>413</u>	<u>-275</u>	<u>0</u>
Officer	426	264	264	-162	0
Enlisted	262	149	149	-113	0
<u>Reservists on Full Time Active Duty (E/S)</u>	<u>123</u>	<u>39</u>	<u>39</u>	<u>-84</u>	<u>0</u>
Officer	102	30	30	-72	0
Enlisted	21	9	9	-12	0
<u>Civilian End Strength (Total)</u>	<u>1,003</u>	<u>1,204</u>	<u>1,162</u>	<u>201</u>	<u>-42</u>
U.S. Direct Hire	1,003	1,204	1,162	201	-42
Total Direct Hire	1,003	1,204	1,162	201	-42
Memo: Reimbursable Civilians Included	377	281	281	-96	0
<u>Active Military Average Strength (A/S) (Total)</u>	<u>2,089</u>	<u>1,435</u>	<u>1,435</u>	<u>-654</u>	<u>0</u>
Officer	1,375	1,168	1,168	-207	0
Enlisted	714	267	267	-447	0
<u>Reserve Drill Strength (A/S) (Total)</u>	<u>688</u>	<u>413</u>	<u>413</u>	<u>-275</u>	<u>0</u>
Officer	426	264	264	-162	0
Enlisted	262	149	149	-113	0
<u>Reservists on Full Time Active Duty (A/S) (Total)</u>	<u>123</u>	<u>39</u>	<u>39</u>	<u>-84</u>	<u>0</u>
Officer	102	30	30	-72	0
Enlisted	21	9	9	-12	0
<u>Civilian FTEs (Total)</u>	<u>1,003</u>	<u>1,204</u>	<u>1,162</u>	<u>201</u>	<u>-42</u>
U.S. Direct Hire	1,003	1,204	1,162	201	-42

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<u>V. Personnel Summary</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	Change FY 2012/ FY 2013	Change FY 2013/ FY 2014
Total Direct Hire	1,003	1,204	1,162	201	-42
Memo: Reimbursable Civilians Included	377	281	281	-96	0
Average Annual Civilian Salary (\$ in thousands)	163.1	145.7	148.1	-17.4	2.4
<u>Contractor FTEs (Total)</u>	<u>1,332</u>	<u>836</u>	<u>812</u>	<u>-496</u>	<u>-24</u>

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 seasoned professionals with joint experience. The Department initiated a plan to improve the oversight of contractor services, acquire those services more effectively, and to in-source contractor services where it is more appropriate and efficient.

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

<u>OP 32 Line</u>	<u>FY 2012</u> <u>Actual</u>	<u>Change</u> <u>FY 2012/FY 2013</u>		<u>FY 2013</u> <u>Estimate</u>	<u>Change</u> <u>FY 2013/FY 2014</u>		<u>FY 2014</u> <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	102,072	246	32,134	134,452	1,176	-5,213	130,415
103 Wage Board	49	0	17	66	1	-17	50
199 Total Civ Compensation	102,121	246	32,151	134,518	1,177	-5,230	130,465
308 Travel of Persons	7,660	153	1,063	8,876	169	-782	8,263
399 Total Travel	7,660	153	1,063	8,876	169	-782	8,263
672 PRMRF Purchases	66,200	-7,050	4,646	63,796	3,209	3,707	70,712
699 Total DWCF Purchases	66,200	-7,050	4,646	63,796	3,209	3,707	70,712
771 Commercial Transport	95	2	2	99	2	8	109
799 Total Transportation	95	2	2	99	2	8	109
912 Rental Payments to GSA (SLUC)	9,308	186	1,380	10,874	207	810	11,891
913 Purchased Utilities (Non-Fund)	3,084	62	-427	2,719	52	183	2,954
914 Purchased Communications (Non-Fund)	3,296	66	361	3,723	71	-370	3,424
915 Rents (Non-GSA)	0	0	0	0	0	42	42
917 Postal Services (U.S.P.S)	75	2	-9	68	1	-3	66
920 Supplies & Materials (Non-Fund)	4,372	87	-417	4,042	77	-44	4,075
921 Printing & Reproduction	132	3	5	140	3	-8	135
922 Equipment Maintenance By Contract	58,770	1,175	31,988	91,933	1,747	-36,434	57,246
923 Facilities Sust, Rest, & Mod by Contract	9,992	200	-9,162	1,030	20	87	1,137
925 Equipment Purchases (Non-Fund)	1,362	27	-530	859	16	1,875	2,750
932 Mgt Prof Support Svcs	38,095	762	-16,362	22,495	427	-3,309	19,613
933 Studies, Analysis & Eval	17,601	352	-5,032	12,921	245	-510	12,656
934 Engineering & Tech Svcs	30,491	610	-9,504	21,597	410	-22,007	0
987 Other Intra-Govt Purch	23,839	477	32,640	56,956	1,082	-21,956	36,082
989 Other Services	154,828	3,097	-108,863	49,062	932	-18,693	31,301
990 IT Contract Support Services	0	0	0	0	0	79,318	79,318
999 Total Other Purchases	355,245	7,106	-83,932	278,419	5,290	-21,019	262,690
Total	531,321	457	-46,070	485,708	9,847	-23,316	472,239

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- * The FY 2012 Actual column includes \$2,000 thousand requested in the FY 2012 OCO Appropriations funding (P.L. 112-74).
- * The FY 2013 Estimate column excludes \$2,000 thousand requested in the FY 2013 Defense-Wide OCO Budget Request.
- * The FY 2014 Estimate column excludes FY 2014 Defense-Wide OCO Budget Request.

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Fiscal Year 2014 Budget Estimates

Washington Headquarters Services (WHS)



April 2013

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**Washington Headquarters Services
Operation and Maintenance, Defense-Wide
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Operation and Maintenance, Defense-Wide Summary (\$ in thousands)

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

	FY 2012	Price	Program	FY 2013	Price	Program	FY 2014
	<u>Actual</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
WHS	559,337	-1,793	-36,247	521,297	10,811	84,464	616,572

* The FY 2012 column reflects actuals.

I. Description of Operations Financed: The Washington Headquarters Services (WHS) was established under the Department of Defense (DoD) Directive 5100.4, on October 1, 1977. In general, the organization represents a consolidation of functions providing over 160 administrative and operational support services for 70 distinct customers across the National Capital Region (NCR) to include the Office of the Secretary of Defense (OSD), the defense agencies, field activities, and other specified DoD components which do not have internal support capability. For reasons of economy and efficiency, the organizations that WHS supports are not authorized their own administrative capability.

Changes from FY 2013 to FY 2014: The FY 2014 budget estimate is based on (DoD) strategic and fiscal guidance. This resulted in a net increase in the FY 2014 budget of \$+95,275 thousand; the net of an overall price change of \$+10,811 thousand and a program change of \$+84,464 thousand.

The establishment of the DoD Central Adjudication Facility (CAF) is the primary driver of overall growth to the WHS budget. The DoD CAF is the consolidation of the Department's Personnel Security adjudication, Homeland Security Presidential Directive 12 (HSPD-12), and Suitability adjudicative functions, exclusive of Intelligence Agency adjudicative functions, into a single DoD organization under the direction and control of the Director, Administration and Management. The purpose of the consolidation is to promote

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I. Description of Operations Financed (cont.)

and enhance greater consistency, standardization, and efficiency throughout the adjudicative process.

The Compensation and Benefits program nets an increase of \$+73,405 thousand. This increase is to resource +667 FTE which were transferred into WHS for the newly established DoD CAF. It also reflects the funding transferred out for -47 O&M FTEs to the Pentagon Reservation Maintenance Revolving Fund (PRMRF) and the Building Maintenance Fund (BMF). This transfer is a result of a review to ensure FTEs are funded out of the appropriate account based on the mission performed. Additionally, it reflects the funding reduction for -3 FTEs in accordance with the Department's goal to resize and reshape its civilian workforce commensurate with the reduced force structure and military end strength; an increase of +20 FTEs which completes the implementation of the OSD contracting services, and a re-computation of the average annual rate based on actuals.

The Information Technology (IT) program net increase of \$+10,664 thousand reflects the transfer of funds to support the IT requirements of the newly established DoD CAF, Video Teleconferencing (VTC) upgrades for the OSD enterprise, and accounts for efficiencies realized in accordance with Executive Order 13589 "Promoting Efficient Spending," and the OMB Memorandum, "Reduced Contract Spending for Management Support Services" of November 7, 2011.

WHS Operations has a net program increase of \$+7,666 thousand which includes funding for DoD CAF contractor support as well as indirect support for the DoD CAF such as travel, supplies, etc. It also accounts for reductions in travel, contracts, supplies, and other purchases in accordance with Executive Order 13589, and the OMB Memorandum, "Reduced Contract Spending for Management Support Services" of November 7, 2011.

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I. Description of Operations Financed (cont.)

Human Resource Management net program increase of \$+770 thousand is driven by training and Defense Logistics Agency (DLA) HR transactional support for the DoD CAF. It accounts for efficiencies implemented in accordance with the OMB Memorandum "Campaign to Cut Waste," of June 28, 2011.

Facilities/Installation Management net program decrease of \$-7,430 thousand is primarily driven by reductions in square footage of GSA leased space as a result of the BRAC moves, and a reprioritization of the Anti-Terrorism/Force Protection compliant moves. In addition, it reflects the realignment of funding for the Pentagon Delivery Service from O&M to the appropriate account - PRMRF.

Financial Management net program decrease of \$-611 thousand reflects efficiencies gained from the migration to the Enterprise Business Accountability System (EBAS) financial management system. EBAS, with its multi-function capability, replaces several legacy systems that support varied financial management functions. This action is in accordance with the OMB Memorandum "Campaign to Cut Waste," of June 28, 2011.

WHS is responsible for planning, managing and administering core competencies in the following functional areas:

Compensation and Benefits (\$186,480K): WHS has a centrally managed civilian compensation and benefits program which resources 1,412 direct FTEs, which include +667 FTEs that were transferred from the MILDEPS and other DoD components to WHS to establish the DoD CAF.

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I. Description of Operations Financed (cont.)

WHS Operations (\$57,201K): Provides administrative and operational support to the Office of the Secretary of Defense (OSD) and its principal staff, certain DoD field activities, and other specified DoD activities. Maintains an Enterprise Performance Management Program to systematically measure and analyze performance across the WHS enterprise. Other services include support for the Freedom of Information Act (FOIA), continuity of operations, planning and program evaluation, legal services, the Mass Transit Subsidy Program, declassification of Executive Order requirements, and the Federal Executive Boards Program. Support is also provided for acquisition planning, technical guidance and business strategy development for all programs, executive level advice and assistance on all procurement and contracting matters to the Director of Administration and Management, WHS, and OSD. It includes contract and indirect support for the newly established DoD CAF.

Information Technology (\$155,596K): WHS provides information technology infrastructure, office automation systems, and IT support services for WHS, OSD, and the Pentagon Force Protection Agency (PFPA) users and supported communities. The funds associated with this program promote continued consolidation of common IT systems, provide essential IT support services for the functional business processes of the customers supported, and support information assurance and telecommunications programs. The WHS IT program services have been expanded to include the DoD CAF beginning in FY 2014.

Facilities and Installation Management (\$192,612K): The funds associated with this program pay the OSD and WHS portions of rent for the Pentagon, including Raven Rock Mountain Complex, Mark Center, and leased space within the National Capital Region. Rent payments for the Pentagon, Mark Center, and leased space of delegated buildings finance the Pentagon Reservation Maintenance Revolving fund and the Building Maintenance Fund respectively which enable WHS to provide the tenants of these facilities real property

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I. Description of Operations Financed (cont.)

and operations/administrative services including space management, facility operations, maintenance, repair, building alterations, custodial, physical security, property management, safety, health, environmental management, fire protection and other support. Funds within this program are also used to pay GSA rent for OSD/WHS occupied leased space within non-delegated buildings.

Financial Management (\$12,038K): Financial management services include planning, programming, budgeting and execution, and accounting services for WHS and its customers. Develops policies for and performs the administration of funds, provides accounting support, and establishes reporting procedures for all funds allotted to OSD, WHS and selected DoD field activities. Key functions also performed include developing the Program Objective Memorandum, Budget Estimate Submission, and President's Budget; funds distribution and certification; financial reporting; civilian pay management; and leads the audit readiness effort. WHS maintains quality, efficiency, and effectiveness of financial operations through the delivery of timely, accurate, and reliable products and services.

Human Resources (\$12,645K): Provides support for executive, political, military and civilian personnel. Services and functions include: Employee benefits, administration of the Drug-Free Workforce Program, advisory services on staffing activities, classification and management advisory on compensation, external recruitment efforts, work force development, awards and incentive programs, and labor and management employee relations services. Also includes personnel security, as well as the management of military personnel assigned to OSD and WHS and specified DoD components, the White House, the National Security Council and Congress.

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II. Force Structure Summary:

N/A

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III. Financial Summary (\$ in thousands)

	FY 2013						
			Congressional Action				
	FY 2012	Budget				Current	FY 2014
A. BA Subactivities	Actual	Request	Amount	Percent	Appropriated	Estimate	Estimate
1. Compensation and Benefits	99,208	112,094				112,094	186,480
2. WHS Operations	47,829	48,610				48,610	57,201
3. Information Technology	154,218	142,230				142,230	155,596
4. Facilities/Installation Management	229,291	194,728				194,728	192,612
5. Financial Management	15,330	11,981				11,981	12,038
6. Human Resources	13,461	11,654				11,654	12,645
Total	559,337	521,297				521,297	616,572

* The FY 2012 column reflects actuals.

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III. Financial Summary (\$ in thousands)

	Change <u>FY 2013/FY 2013</u>	Change <u>FY 2013/FY 2014</u>
B. <u>Reconciliation Summary</u>		
Baseline Funding	521,297	521,297
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	521,297	
Fact-of-Life Changes (2013 to 2013 Only)		
Subtotal Baseline Funding	521,297	
Supplemental		
Reprogrammings		
Price Changes		10,811
Functional Transfers		95,330
Program Changes		-10,866
Current Estimate	521,297	616,572
Less: Wartime Supplemental		
Normalized Current Estimate	521,297	

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2013 President's Budget Request (Amended, if applicable)		521,297
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2013 Appropriated Amount		521,297
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2013 Baseline Funding		521,297
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2013 Estimate		521,297
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2013 Normalized Current Estimate		521,297
6. Price Change		10,811
7. Functional Transfers		95,330
a. Transfers In		
1) Compensation and Benefits	81,156	
Compensation and Benefits program increased by		
+\$81,156 and 667 Full Time Equivalents (FTEs) as a		
result of the DoD Central Adjudication Facilities		
(CAF) transfers. (FY 2013 Base: \$112,094 thousand;		
+667 FTEs)		
2) WHS Operations	11,363	
Transfer in to provide DoD CAF with contract services		
(\$6,954); utilities (\$508); other services (\$955);		
supplies (\$830); travel (\$1,395) and other costs		
(\$721). (FY 2013 Baseline \$48,610; 0 FTEs)		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
3) Information Technology Transfer in to provide DoD CAF with IT service and support. (FY 2013 Baseline \$142,230; 0 FTEs)	11,012	
4) Human Resources Transfer in to provide DoD CAF with transactional human resource support provided by the Defense Logistics Agency and training support. (FY 2013 Baseline \$11,654; 0 FTEs)	1,118	
b. Transfers Out		
1) Compensation and Benefits Transfer out of 47 civilian FTEs and funding to the appropriate accounts - Pentagon Reservation Maintenance Revolving Fund and the Building Maintenance Fund. (FY 2013 Baseline \$112,094; -47 FTEs)	-6,388	
2) Facilities/Installation Management Transfer out for the Pentagon Delivery Service to the appropriate account - Pentagon Reservation Maintenance Revolving Fund. (FY 2013 Baseline \$194,728; 0 FTEs)	-2,931	
8. Program Increases		16,285
a. Annualization of New FY 2013 Program		
b. One-Time FY 2014 Increases		
c. Program Growth in FY 2014		
1) Facilities/Installation Management The \$12,529 of program growth is attributed to the following: (1) \$8,059 for the partial restoration of the FY 2013 rent abatement (2) \$4,229 for an ~7% increase in WHS assigned space in the Mark Center,	12,529	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
and (3) \$241 attributed to the aforementioned transfer of FTEs from O&M into the Building Maintenance Fund. (FY 2013 Baseline \$194,728; 0 FTEs)		
2) Compensation and Benefits Compensation and Benefits received an increase of 20 FTEs which completes the implementation of the OSD the OSD Contracting Services. (FY 2013 Base: \$112,094 thousand; +20 FTEs)	2,979	
3) Information Technology Increase for modernizing, integrating and maintaining Videoteleconferencing capabilities for OSD, WHS, and PFPA; DISA computing rate increase. (FY 2013 Baseline \$142,230; 0 FTEs)	511	
4) Financial Management DFAS rate adjustment. (FY 2013 Baseline \$11,981; 0 FTEs)	266	
9. Program Decreases		-27,151
a. Annualization of FY 2013 Program Decreases		
b. One-Time FY 2013 Increases		
c. Program Decreases in FY 2014		
1) Facilities/Installation Management The \$-17,027 in program decrease is attributed to the following: (1) \$-2,740 to rental payments to GSA which was driven by the reduction of leased space as a result of BRAC moves, (2) \$-12,825 as a result of reprioritizing Anti-terrorism/Force Protection compliant moves, and (3) -1,462 to comply with aforementioned OMB memorandum to reduce spending on management support contracts and EO 13589 to promote	-17,027	

**Washington Headquarters Services
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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
efficient spending. (FY 2013 Baseline \$194,728; 0 FTEs)		
2) Compensation and Benefits	-4,342	
Program decrease reflects 3 fewer FTEs due to civilian workforce reshaping commensurate with the reduced force structure and military end strength, and a change in grade composition and adjustments to the average annual rate based on actuals and pay raise adjustments; Compensable days remain at 261. (FY 2013 Baseline \$112,094; -3 FTEs)		
3) WHS Operations	-3,698	
The \$-3,698 in program decrease is attributed to the following: (1) \$-1,916 in travel to comply with the OMB memorandum to promote efficient spending, and (2) \$-1,782 in contracts, printing and reproduction, supplies and other purchases to comply with the OMB memorandum to reduce contract spending for management support services and EO 13589 to promote efficient spending. (FY 2013 Baseline \$48,610; 0 FTEs)		
4) Financial Management	-877	
Efficiency achieved by migrating to a consolidated, efficient financial management system to comply with the OMB memorandum to cut waste. (FY 2013 Baseline \$11,981; 0 FTEs)		
5) Information Technology	-859	
Reductions in Enterprise IT Service contract support and purchased communications, wireless telecommunications program and printers and labor/materials to comply with the EO to promote		

Washington Headquarters Services
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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
efficient spending and the OMB memorandum to reduce contract spending. (FY 2013 Baseline \$142,230; 0 FTEs)		
6) Human Resources	-348	
Reduce training program support costs, supplies, materials and contracts, to comply with the aforementioned OMB Memorandum and EO 13589. (FY 2013 Baseline \$11,654; 0 FTEs)		
FY 2014 Budget Request		616,572

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IV. Performance Criteria and Evaluation Summary:

The WHS provides administrative and operational support services to OSD as well as certain defense agencies and joint activities which do not have their own administrative support capability. WHS's objectives are to provide accurate and responsive support in civilian and military personnel services, information technology, facilities operations and management, acquisition and procurement, financial management, and other miscellaneous activities. Additionally WHS strives to ensure compliance with the 2007 National Security Presidential Directive (NSPD)-51 and Homeland Security Presidential Directive (HSPD)-20 risk management principles for continuing operations during the event of a national emergency.

In addition to these traditional services, WHS administers data systems in support of the OSD decision and policy making processes, provides automated data processing services, continuity integration enterprise-level storage devices, information technology resources, and manages Department of Defense-occupied, GSA-controlled space in common support facilities throughout the National Capital Region. WHS has also expanded its services to include the newly established DoD CAF.

The following identifies some of the more significant indicators for WHS Operations and Maintenance:

	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
1) <u>Personnel and Personnel Security</u>			
Civilian Personnel serviced by the WHS Human Resources Directorate	7,675	5,990	8,425
Personnel Security Administration and Security Clearances (amount processed)	20,000	13,000	20,125

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IV. Performance Criteria and Evaluation Summary:

	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
Military Personnel receiving personnel security and human resource services for OSD, WHS and WHS-Serviced organizations	2,600	3,100	2,610
Civilian and military personnel receiving training and developmental services for OSD, WHS and WHS-Serviced organizations	4,185	3,425	4,935
2) <u>Information Technology Support</u>			
IT Seats (Networked Personal Computers, Stand Alone Computers, Laptops)	21,240	21,240	23,883
Communications			
Number of Lines	22,016	22,016	24,331
Number of Instruments	22,016	22,016	24,331
Personnel Serviced	11,091	11,091	13,103
3) <u>Facilities and Operational Services</u>			
Space Managed (square feet in 000)			
Pentagon Reservation	6,885	8,756	6,885
Other Leased Space	8,986	9,561	6,611
4) <u>Acquisition and Procurement Support</u>			
Total Contract Actions Processed	2,187	3,000	3,100
Total Obligations Processed (\$000)	\$835,815	\$800,000	\$864,447

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IV. Performance Criteria and Evaluation Summary:

	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
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	79,000
Mandatory Declassification Review Cases	6,519	8,449	7,100
7) <u>DoD Consolidated Adjudication Facility</u>			
DoD Civilian, Military, & Contractor personnel serviced by the DoD CAF (Population)			2,500,000
Personnel security clearance, sensitive position, suitability, and HSPD-12 determinations (amount processed per annum)			800,000

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IV. Performance Criteria and Evaluation Summary:

FY 2012

FY 2013

FY 2014

Note: DoD CAF commences in FY 2014; the FY 13 column reflects the FY 2013 PB and not revised estimates for FY 13.

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<u>V. Personnel Summary</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>Change FY 2012/ FY 2013</u>	<u>Change FY 2013/ FY 2014</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>150</u>	<u>186</u>	<u>196</u>	<u>36</u>	<u>10</u>
Officer	34	55	55	21	0
Enlisted	116	131	141	15	10
<u>Reservists on Full Time Active Duty (E/S)</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>
Enlisted	1	1	1	0	0
<u>Civilian End Strength (Total)</u>	<u>819</u>	<u>788</u>	<u>1,478</u>	<u>-31</u>	<u>690</u>
U.S. Direct Hire	819	788	1,478	-31	690
Total Direct Hire	819	788	1,478	-31	690
Memo: Reimbursable Civilians Included	79	22	60	-57	38
<u>Active Military Average Strength (A/S)</u>	<u>150</u>	<u>186</u>	<u>196</u>	<u>36</u>	<u>10</u>
(Total)					
Officer	34	55	55	21	0
Enlisted	116	131	141	15	10
<u>Reservists on Full Time Active Duty (A/S)</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>
(Total)					
Enlisted	1	1	1	0	0
<u>Civilian FTEs (Total)</u>	<u>781</u>	<u>797</u>	<u>1,472</u>	<u>16</u>	<u>675</u>
U.S. Direct Hire	781	797	1,472	16	675
Total Direct Hire	781	797	1,472	16	675
Memo: Reimbursable Civilians Included	68	22	60	-46	38
Average Annual Civilian Salary (\$ in thousands)	139.1	144.6	132.1	5.5	-12.5
 <u>Contractor FTEs (Total)</u>	 <u>916</u>	 <u>776</u>	 <u>885</u>	 <u>-140</u>	 <u>109</u>

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FY 2013-2014 (+675 FTEs):

Net +637 Direct FTEs: WHS reduced its civilian workforce by -3 in accordance with the Department's goal to resize and reshape the civilian workforce commensurate with the reduced force structure and military end strength. Accounts for the transfer of -47 Operation and Maintenance FTEs to the Revolving Funds to properly align personnel to the appropriate fund, and includes +667 FTEs that were transferred for the newly established DoD Central Adjudication Facilities (DoD CAF). Also includes +20 FTEs which completes the implementation of the Department's efficiency initiative to establish a Single Enterprise Contracting Office, in WHS, to serve the OSD components.

Net +38 Reimbursable FTEs: Includes +48 FTEs for the Task Force Business Stability Operations (TFSBO) that were transferred to WHS during the FY 2012 budget cycle, but were erroneously excluded in the FY 13 budget. Also accounts for -10 FTEs in accordance with the Department's goal to resize and reshape the civilian workforce commensurate with the reduced force structure and military end strength.

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

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2012</u>	<u>FY 2012/FY 2013</u>		<u>FY 2013</u>	<u>FY 2013/FY 2014</u>		<u>FY 2014</u>
	<u>Actual</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	98,965	239	12,890	112,094	981	73,205	186,280
107 Voluntary Sep Incentives	243	0	-243	0	0	200	200
199 Total Civ Compensation	99,208	239	12,647	112,094	981	73,405	186,480
308 Travel of Persons	909	18	2,077	3,004	57	-521	2,540
399 Total Travel	909	18	2,077	3,004	57	-521	2,540
417 Local Purch Supplies & Mat	12	0	-12	0	0	0	0
499 Total Supplies & Materials	12	0	-12	0	0	0	0
672 PRMRF Purchases	112,546	-11,986	3,165	103,725	5,217	8,059	117,001
680 Building Maint Fund Purch	19,700	3,176	7,322	30,198	-1,060	4,229	33,367
696 DFAS Financial Operation (Other Defense Agencies)	1,956	324	1,683	3,963	516	266	4,745
699 Total DWCF Purchases	134,202	-8,486	12,170	137,886	4,673	12,554	155,113
771 Commercial Transport	10	0	-10	0	0	0	0
799 Total Transportation	10	0	-10	0	0	0	0
912 Rental Payments to GSA (SLUC)	63,189	1,264	-36,935	27,518	523	-2,499	25,542
913 Purchased Utilities (Non-Fund)	2,313	46	686	3,045	58	504	3,607
914 Purchased Communications (Non-Fund)	16,681	334	4,514	21,529	409	-1,403	20,535
915 Rents (Non-GSA)	1,896	38	-1,669	265	5	0	270
917 Postal Services (U.S.P.S)	0	0	28	28	1	23	52
920 Supplies & Materials (Non-Fund)	28,187	564	-8,440	20,311	386	-3,015	17,682
921 Printing & Reproduction	1,478	30	-111	1,397	27	-3	1,421
922 Equipment Maintenance By Contract	9,865	197	-3,593	6,469	123	1,330	7,922
923 Facilities Sust, Rest, & Mod by Contract	10,820	216	-10,244	792	15	666	1,473
925 Equipment Purchases (Non-Fund)	9,077	182	-5,813	3,446	65	4,130	7,641
932 Mgt Prof Support Svcs	28,344	567	-12,000	16,911	321	13,158	30,390
933 Studies, Analysis & Eval	1,603	32	2,339	3,974	76	-9	4,041
934 Engineering & Tech Svcs	3,650	73	-2,691	1,032	20	3,690	4,742

Exhibit OP-5, Operation and Maintenance
Detail

WHS-964

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	FY 2012	Change		FY 2013	Change		FY 2014
<u>OP 32 Line</u>	<u>Actual</u>	<u>FY 2012/FY 2013</u>		<u>Estimate</u>	<u>FY 2013/FY 2014</u>		<u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
957 Other Costs (Land and Structures)	1,300	26	-1,326	0	0	600	600
958 Other Costs (Investments and Loans)	2,224	0	-2,224	0	0	0	0
959 Other Costs (Insurance Claims/Indmmties)	160	3	-132	31	1	0	32
985 Research & Development, Contracts	1,000	0	-1,000	0	0	0	0
987 Other Intra-Govt Purch	41,202	824	12,581	54,607	1,038	-10,634	45,011
989 Other Services	102,007	2,040	2,911	106,958	2,032	-7,512	101,478
999 Total Other Purchases	324,996	6,436	-63,119	268,313	5,100	-974	272,439
Total	559,337	-1,793	-36,247	521,297	10,811	84,464	616,572

* The FY 2012 column reflects actuals.