OFFICE OF THE SECRETARY OF DEFENSE

FISCAL YEAR (FY) 2015 BUDGET ESTIMATES

March 2014
VOLUME 1
PART 1 of 2

Justification for FY 2015
Operation and Maintenance, Defense-Wide

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Office of the Under Secretary of Defense-Comptroller
Operation and Maintenance, Defense-Wide
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Preparation of the Defense-Wide budget, excluding revolving funds, cost the Department of Defense a total of approximately $1,339,000 in FY 2014.

Operation and Maintenance, Defense-Wide Baseline

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$ in thousands	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
O&M,D-W	35,973,786	592,845	-5,419,384	31,147,247	506,613	-455,628	31,198,232

The FY 2013 Actual column includes $6.352 million of FY 2013 Overseas Contingency Operations (OCO) funding (PL 113-6). The FY 2014 Estimate column excludes $6.227 million of OCO funding enacted in the FY 2014 Budget (113-76). 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

<u>Overview</u>   Changes between FY 2013 and FY 2014 include (dollars in millions)

32,656	FY 2014 column of the FY 2014 Budget Request
31,147	Adjusted FY 2014
-353	Net program changes in Defense Agencies (unclassified)
+308	Net pricing changes in Defense Agencies (unclassified)
<u>+96</u>	Price and program growth in classified programs
31,198	FY 2015 President's Budget Request

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Classified Programs Major Changes:

Measured growth in classified programs, totaling $96 million, may be found in Volume III of the Operation and Maintenance, Defense-Wide justification entitled "Other Programs, Classified Justification Book."

Defense Agency Programs FY 2015 Highlights:

Highlights of Defense Agency FY 2015 funding include program changes of:

- $+366.036 million (USSOCOM): Significant changes in the USSOCOM FY 2015 base budget request include funds to restore readiness, increase in SOF education and Preservation of the Force and Families (POTFF) efforts, enhance SOF-unique communications programs, and increase and foster communication, cooperation and interoperability among partner nations. Decreases are reflected in USSOCOM management headquarters activities in support of the Department's management headquarters activities streamlining efforts and in flying hours.

- $+158.120 million (DCMA): The FY 2015 DCMA budget includes additional funding to continue to support the DoD acquisition workforce and the conversion of formerly Defense Acquisition Workforce Development Fund (DAWDF) journeymen and keystone interns to Operations & Maintenance full time permanent employees. The enacted FY 2014 appropriation constrained DCMA's ability to fully achieve hiring plans and meet salary requirements without unsustainable reductions to non-labor expenses.

- $-172.406 million (DSCA): The FY 2015 DSCA base budget represents a net reduction primarily due to the removal of an one-time increase in FY 2014 for building partnership capacity programs in Yemen and East Africa and the reorganization of course duration and size across various Regional Centers.

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- $-139.300 million (DODEA): The DODEA base budget represents a net reduction in funding which is attributed to a combination of efficiency initiatives, one-time congressional adds in FY 2014, and select reductions to DODEA programs.

- $-137.748 million (DHRA): The DHRA base budget represents a net reduction in funding which is attributed to a combination of efficiency initiatives, one-time congressional adds in FY 2014, a transfer of the Transition to Veterans Office program funds to the military services, and reductions to various DHRA programs.

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Summary by Agency ($ in thousands)

OP-32A	FY 2013	Price	Program	FY 2014	Price	Program	FY 2015
CMP	148,587	2,823	25,976	177,386	3,193	-60,691	119,888
DAU	131,993	1,402	17,255	150,650	1,980	-17,193	135,437
DCAA	534,540	5,141	25,968	565,649	6,354	-15,510	556,493
DCMA	1,174,126	11,821	-3,693	1,182,254	13,199	144,921	1,340,374
DFAS	0	0	0	0	0	0	0
DHRA	631,640	10,470	116,486	758,596	12,452	-137,748	633,300
DISA	1,380,816	25,550	-130,901	1,275,465	23,354	-35,141	1,263,678
DLA	404,910	7,367	43,945	456,222	8,308	-83,060	381,470
DLSA	130,145	1,904	-102,459	29,590	339	-3,219	26,710
DMA	213,091	3,312	-1,527	214,876	3,263	-23,619	194,520
DoDDE	2,706,133	42,904	-43,313	2,705,724	44,154	-183,454	2,566,424
DPMO	18,573	262	2,512	21,347	288	-150	21,485
DSCA	1,720,414	32,230	-1,047,749	704,895	12,297	-172,406	544,786
DSS	459,027	7,653	85,788	552,468	9,068	-28,606	532,930
DTRA	406,054	6,143	7,344	419,541	6,238	-11,408	414,371
DTSA	31,207	372	3,169	34,748	438	-2,399	32,787
MDA	221,609	4,211	143,551	369,371	6,655	40,618	416,644
NDU	77,026	887	9,575	87,488	1,157	-8,563	80,082
OEA	295,671	5,595	-84,678	216,588	3,852	-33,453	186,987
OSD	2,006,840	54,938	-113,304	1,948,474	32,693	-90,004	1,891,163
SOCOM	7,083,337	121,633	-2,423,027	4,781,943	73,801	366,036	5,221,780
TJS	420,843	8,912	7,700	437,455	18,242	6,410	462,107
WHS	476,709	9,666	102,127	588,502	27,011	-4,531	610,982
Other	15,300,495	227,649	-2,060,129	13,468,015	198,277	-102,458	13,563,834
Total	**35,973,786**	**592,845**	**-5,419,384**	**31,147,247**	**506,613**	**-455,628**	**31,198,232**

The FY 2013 Actual column includes $6.352 million of FY 2013 Overseas Contingency Operations (OCO)
appropriations funding (PL 113.6).
The FY 2014 Estimate column excludes $6.227 million requested in the FY 2014 Defense-Wide Overseas
Contingency Operations Budget (113-76).
The FY 2015 Estimate column excludes OCO funding.

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0100D Operation and Maintenance, Defense-Wide	FY 2013 (Base & OCO)	FY 2014 Base Enacted	FY 2014 OCO Enacted	FY 2014 Total Enacted	FY 2015 Base
Budget Activity 01: Operating Forces					
0100D 010 1PL1 Joint Chiefs of Staff	420,842	437,455		437,455	462,107
0100D 020 1PL2 Special Operations Command	7,083,337	4,781,943	2,219,868	7,001,811	4,762,245
Total, BA 01: Operating Forces	7,504,179	5,219,398	2,219,868	7,439,266	5,224,352
Budget Activity 03: Training and Recruiting					
0100D 030 3EV2 Defense Acquisition University	131,993	150,650		150,650	135,437
0100D 040 PEV5 National Defense University	77,026	87,488		87,488	80,082
0100D 050 3EV7 Special Operations Command/Training and Recruiting					371,620
Total, BA 03: Training and Recruiting	209,019	238,138		238,138	587,139
Budget Activity 04: Administration and Servicewide Activities					
0100D 060 4GT3 Civil Military Programs	148,587	177,386		177,386	119,888
0100D 080 4GT6 Defense Contract Audit Agency	534,540	565,649	27,781	593,430	556,493
0100D 090 4GTO Defense Contract Management Agency	1,174,126	1,182,254	45,746	1,228,000	1,340,374
0100D 100 4GT8 Defense Human Resources Activity	631,640	758,596	13,000	771,596	633,300
0100D 110 4GT9 Defense Information Systems Agency	1,380,816	1,275,465	76,348	1,351,813	1,263,678
0100D 130 4GTA Defense Legal Services Agency	130,145	29,590	99,538	129,128	26,710
0100D 140 4GTB Defense Logistics Agency	404,910	456,222		456,222	381,470
0100D 150 ES18 Defense Media Activity	213,091	214,876	9,620	224,496	194,520
0100D 160 4GTC Defense POW/MIA Office	18,573	21,347		21,347	21,485
0100D 170 4GTD Defense Security Cooperation Agency	1,720,414	704,895	1,707,000	2,411,895	544,786
0100D 180 4GTE Defense Security Service	452,754	547,753		547,753	527,812
0100D 200 4GTH Defense Technology Security Administration	31,207	34,748		34,748	32,787
0100D 220 4GTI Defense Threat Reduction Agency	397,932	413,165		413,165	407,485
0100D 230 4GTJ Department of Defense Education Activity	2,706,133	2,705,724	100,100	2,805,824	2,566,424

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0100D Operation and Maintenance, Defense-Wide	FY 2013 (Base & OCO)	FY 2014 Base Enacted	FY 2014 OCO Enacted	FY 2014 Total Enacted	FY 2015 Base
0100D 240 011A Missile Defense Agency	221,609	369,371		369,371	416,644
0100D 260 4GTM Office of Economic Adjustment	295,671	216,588		216,588	186,987
0100D 270 4GTN Office of the Secretary of Defense	2,006,840	1,948,474	68,227	2,016,701	1,891,163
0100D 280 4GT1 Special Operations Command/Admin & Svc-Wide Activities					87,915
0100D 290 4GTQ Washington Headquarters Services	476,709	588,502	2,784	591,286	610,982
0100D 999 Classified Programs	15,314,890	13,479,106	1,856,666	15,335,772	13,575,838
Total, BA 04: Administration and Servicewide Activities	28,260,587	25,689,711	4,006,810	29,696,521	25,386,741
Total Operation and Maintenance, Defense-Wide	**35,973,785**	**31,147,247**	**6,226,678**	**37,373,925**	**31,198,232**

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Operation and Maintenance, Defense-Wide (0100)

Object	Object Sub-Class Title	FY 2013 Program Amount	FY 2013 Foreign Currency Amount	Price Growth Percent	Price Growth Growth	FY 2013 Program Growth Amount	FY 2014 Program Amount	FY 2014 Foreign Currency Amount	Price Growth Percent	Price Growth Growth	FY 2014 Program Growth Amount	FY 2015 Program Amount
	Civ Compensation											
101	Exec, Gen'l & Spec Scheds	4,322,724	1,307	0.75%	32,432	84,684	4,441,147	1,210	1.00%	44,425	95,121	4,581,903
103	Wage Board	17,595	0	0.77%	135	-1,928	15,802	0	0.99%	157	-254	15,705
104	FN Direct Hire (FNDH)	9,390	0	0.76%	71	1,032	10,493	0	1.00%	105	-476	10,122
105	Separation Liability (FNDH)	0	1	0.00%	0	-1	0	0	0.00%	0	0	0
106	Benefit to Fmr Employees	820	0	0.00%	0	-760	60	0	0.00%	0	11,259	11,319
107	Voluntary Sep Incentives	5,983	0	0.00%	0	-5,193	790	0	0.00%	0	106	896
111	Disability Compensation	9,172	0	0.00%	0	-648	8,524	0	0.00%	0	469	8,993
121	PCS Benefits	18,769	30	0.00%	0	-295	18,504	26	0.00%	0	2,207	20,737
199	**Total Civ Compensation**	**4,384,453**	**1,338**		**32,638**	**76,891**	**4,495,320**	**1,236**		**44,687**	**108,432**	**4,649,675**
	Travel											
308	Travel of Persons	739,580	552	1.90%	14,064	-53,131	701,065	550	1.80%	12,630	-36,103	678,142
399	**Total Travel**	**739,580**	**552**		**14,064**	**-53,131**	**701,065**	**550**		**12,630**	**-36,103**	**678,142**
	Supplies & Materials											
401	DLA Energy (Fuel Products)	202,303	0	-2.95%	-5,969	-46,462	149,872	0	2.21%	3,311	516	153,699
402	Service Fund Fuel	23,484	0	-2.95%	-692	-22,468	324	0	2.16%	7	2,916	3,247
411	Army Supply	22,023	0	-2.75%	-606	87,985	109,402	0	1.26%	1,378	-101,223	9,557
412	Navy Managed Supply, Matl	8,822	0	-0.10%	-9	6,468	15,281	0	1.26%	192	173	15,646
413	Marine Corps Supply	2,442	0	-0.90%	-22	-2,420	0	0	0.00%	0	0	0
414	Air Force Consol Sust AG (Supply)	320,059	0	3.80%	12,161	-70,623	261,597	0	-1.15%	-3,009	-34,321	224,267
416	GSA Supplies & Materials	22,584	0	1.90%	430	-1,263	21,751	0	1.80%	391	-10,659	11,483
417	Local Purch Supplies & Mat	107,499	0	1.90%	2,041	46,254	155,794	0	1.80%	2,805	-87,713	70,886
418	Air Force Retail Supply (Gen Support Div)	32	0	6.25%	2	-34	0	0	0.00%	0	22,694	22,694
423	DLA Mat Supply Chain (Subsistence)	13	0	0.00%	0	-13	0	0	0.00%	0	0	0

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424	DLA Mat Supply Chain (Weapon Sys)	7,036	0	0.74%	52	-5,498	1,590	0	-2.39%	-38	7,180	8,732
499	**Total Supplies & Materials**	**716,297**	**0**		**7,388**	**-8,074**	**715,611**	**0**		**5,037**	**-200,437**	**520,211**
	Equipment Purchases											
502	Army Fund Equipment	13,811	0	-2.75%	-380	24,988	38,419	0	1.26%	484	-10,251	28,652
503	Navy Fund Equipment	434	0	0.00%	0	787	1,221	0	1.23%	15	3,451	4,687
505	Air Force Fund Equip	2,915	0	3.77%	110	-3,025	0	0	0.00%	0	5,669	5,669
506	DLA Mat Supply Chain (Const & Equip)	4,450	0	-0.18%	-8	-640	3,802	0	0.68%	26	1,177	5,005
507	GSA Managed Equipment	11,143	0	1.90%	212	16,316	27,671	0	1.80%	497	-14,092	14,076
599	**Total Equipment Purchases**	**32,753**	**0**		**-66**	**38,426**	**71,113**	**0**		**1,022**	**-14,046**	**58,089**
	DWCF Purchases											
601	Army Industrial Operations	2,380	0	4.03%	96	-1,332	1,144	0	3.06%	35	1,225	2,404
603	DLA Distribution	100	0	0.00%	0	-100	0	0	0.00%	0	90	90
610	Navy Air Warfare Center	14,958	0	1.92%	287	-14,406	839	0	1.07%	9	5,927	6,775
611	Navy Surface Warfare Ctr	34,993	0	0.29%	102	-17,537	17,558	0	2.87%	504	17,059	35,121
612	Navy Undersea Warfare Ctr	1,866	0	-0.80%	-15	4,027	5,878	0	3.42%	201	-4,105	1,974
614	Space & Naval Warfare Center	11,988	0	1.90%	228	-12,068	148	0	1.35%	2	1,014	1,164
620	Navy Transportation (Combat Logistics Force)	0	0	0.00%	0	242	242	0	8.26%	20	-62	200
621	Navy Transportation (Afloat Prepositioning Force Navy)	0	0	0.00%	0	14	14	0	28.57%	4	-18	0
623	Navy Transportation (Special Mission Ships)	5,027	0	-38.39%	-1,930	-3,097	0	0	0.00%	0	28,750	28,750
631	Navy Base Support (NFESC)	6,868	0	-0.06%	-4	-4,588	2,276	0	0.70%	16	-141	2,151
633	DLA Document Services	1,505	0	-0.07%	-1	1,415	2,919	0	5.69%	166	-1,542	1,543
634	NAVFEC (Utilities and Sanitation)	17,093	0	8.30%	1,419	-11,485	7,027	0	4.95%	348	-4,299	3,076

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640	Marine Corps Depot Maint	0	0	0.00%	0	2,376	2,376	0	3.24%	77	-2,453	0
647	DISA Enterprise Computing Centers	32,183	0	3.35%	1,079	-21,074	12,188	0	-0.74%	-90	-1,256	10,842
671	DISA DISN Subscription Services (DSS)	80,656	0	4.10%	3,306	-62,233	21,729	0	1.91%	414	23,979	46,122
672	PRMRF Purchases	195,435	0	5.03%	9,830	-14,943	190,322	0	18.70%	35,590	3,192	229,104
675	DLA Disposition Services	3	0	0.00%	0	-3	0	0	0.00%	0	0	0
677	DISA Telecomm Svcs - Reimbursable	9,672	0	8.53%	825	-244	10,253	0	7.80%	800	-176	10,877
679	Cost Reimbursable Purchase	176,251	0	1.90%	3,349	41,166	220,766	0	1.80%	3,974	-36,602	188,138
680	Building Maint Fund Purch	32,926	0	-3.51%	-1,156	5,717	37,487	0	0.78%	292	19,752	57,531
695	DFAS Financial Operations (DLA)	2,431	0	-0.04%	-1	1,836	4,266	0	13.48%	575	-1,300	3,541
696	DFAS Financial Operation (Other Defense Agencies)	31,857	0	13.01%	4,145	968	36,970	0	1.76%	651	-3,138	34,483
697	Refunds	4	0	0.00%	0	-4	0	0	0.00%	0	0	0
699	**Total DWCF Purchases**	**658,196**	**0**		**21,559**	**-105,353**	**574,402**	**0**		**43,588**	**45,896**	**663,886**
	Transportation											
702	AMC SAAM (fund)	325,602	0	2.70%	8,789	-263,302	71,089	0	0.00%	0	-7,396	63,693
703	JCS Exercises	105,160	0	2.70%	2,839	42,931	150,930	0	12.80%	19,319	-19,005	151,244
705	AMC Channel Cargo	746	0	1.88%	14	2,882	3,642	0	1.78%	65	-2,287	1,420
708	MSC Chartered Cargo	20,848	0	11.10%	2,314	674	23,836	0	-0.90%	-215	-2,335	21,286
710	MSC Surge Sealift (Full Operating Status)	0	0	0.00%	0	386	386	0	0.00%	0	-386	0
718	SDDC Liner Ocean Transport	6	0	16.67%	1	13	20	0	15.00%	3	-22	1
719	SDDC Cargo Ops-Port hndlg	50,959	0	39.00%	19,874	-11,551	59,282	0	-22.30%	-13,220	7,666	53,728
724	MSC Afloat Prepositioning DLA	126	0	0.00%	0	-126	0	0	0.00%	0	0	0
771	Commercial Transport	113,076	370	1.90%	2,157	-30,353	85,250	279	1.80%	1,541	-3,755	83,315

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799	Total Transportation	616,523	370		35,988	-258,446	394,435	279		7,493	-27,520	374,687
	Other Purchases											
901	Foreign National Indirect Hire (FNIH)	14,396	10	0.75%	108	513	15,027	9	1.00%	151	-71	15,116
912	Rental Payments to GSA (SLUC)	130,119	0	1.90%	2,472	-26,526	106,065	0	1.80%	1,911	-29,394	78,582
913	Purchased Utilities (Non-Fund)	84,081	286	1.90%	1,603	-615	85,355	236	1.80%	1,542	-8,603	78,530
914	Purchased Communications (Non-Fund)	456,536	141	1.90%	8,675	-229,339	236,013	75	1.80%	4,250	-2,206	238,132
915	Rents (Non-GSA)	182,356	265	1.90%	3,469	73,552	259,642	193	1.80%	4,677	117,287	381,799
917	Postal Services (U.S.P.S)	4,074	0	1.82%	74	287	4,435	0	1.83%	81	8,533	13,049
920	Supplies & Materials (Non-Fund)	477,087	240	1.90%	9,070	-68,277	418,120	251	1.80%	7,529	100,987	526,887
921	Printing & Reproduction	21,086	0	1.90%	400	-6,372	15,114	0	1.81%	274	16,659	32,047
922	Equipment Maintenance By Contract	1,681,517	0	1.90%	31,949	12,105	1,725,571	0	1.80%	31,061	-176,567	1,580,065
923	Facilities Sust, Rest, & Mod by Contract	172,065	408	1.90%	3,276	46,692	222,441	847	1.80%	4,020	97,311	324,619
924	Pharmaceutical Drugs	621	0	3.70%	23	-207	437	0	3.66%	16	-8	445
925	Equipment Purchases (Non-Fund)	859,115	143	1.90%	16,325	-326,659	548,924	153	1.80%	9,883	1,767	560,727
926	Other Overseas Purchases	5,264	0	1.90%	100	-5,359	5	0	0.00%	0	56,642	56,647
928	Ship Maintenance By Contract	8,207	0	1.90%	156	-3,136	5,227	0	1.80%	94	15,423	20,744
929	Aircraft Reworks by Contract	0	0	0.00%	0	5,775	5,775	0	1.80%	104	56,376	62,255
930	Other Depot Maintenance (Non-Fund)	1,019,423	0	1.90%	19,368	-549,099	489,692	0	1.80%	8,814	54,334	552,840
932	Mgt Prof Support Svcs	668,328	0	1.90%	12,699	-166,624	514,403	0	1.80%	9,259	11,230	534,892
933	Studies, Analysis & Eval	166,356	0	1.90%	3,161	-51,209	118,308	0	1.80%	2,130	-12,012	108,426
934	Engineering & Tech Svcs	399,949	0	1.90%	7,599	-136,271	271,277	0	1.80%	4,883	-44,592	231,568
937	Locally Purchased Fuel	33,130	0	-2.95%	-977	-9,286	22,867	0	2.21%	505	3,396	26,768

Office of the Under Secretary of Defense-Comptroller
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

Operation and Maintenance, Defense-Wide (0100)

Object	Object Sub-Class Title (Non-Fund)	FY 2013 Program Amount	FY 2013 Foreign Currency Amount	Price Growth Percent	Price Growth Growth	FY 2013 Program Growth Amount	FY 2014 Program Amount	FY 2014 Foreign Currency Amount	Price Growth Percent	Price Growth Growth	FY 2014 Program Growth Amount	FY 2015 Program Amount
951	Other Costs (Special Personal Svc Pay)	6,625	0	0.00%	0	-6,625	0	0	0.00%	0	0	0
955	Other Costs (Medical Care)	28,981	0	3.90%	1,131	-20,348	9,764	0	3.70%	361	-1,427	8,698
957	Other Costs (Land and Structures)	58,841	0	1.90%	1,119	-56,170	3,790	0	1.79%	68	3,558	7,416
958	Other Costs (Investments and Loans)	17	0	0.00%	0	-17	0	0	0.00%	0	0	0
959	Other Costs (Insurance Claims/Indmnties)	318	0	1.89%	6	-291	33	0	3.03%	1	-33	1
960	Other Costs (Interest and Dividends)	137	0	1.46%	2	-51	88	0	2.27%	2	67	157
962	Other Costs (Undistributed)	440	0	0.00%	0	146	586	0	0.00%	0	2	588
964	Other Costs (Subsistence and Support of Persons)	1,055	0	1.90%	20	-1,041	34	0	2.94%	1	-6	29
984	Equipment Contracts	7,502	0	1.89%	142	-4,090	3,554	0	1.80%	64	4,200	7,818
985	Research & Development, Contracts	1,992	0	0.00%	0	-1,992	0	0	0.00%	0	5,094	5,094
986	Medical Care Contracts	5,202	0	3.88%	202	18,810	24,214	0	3.70%	896	51,799	76,909
987	Other Intra-Govt Purch	3,796,921	161	1.90%	72,146	-1,403,425	2,465,803	156	1.80%	44,389	-293,271	2,217,077
988	Grants	576,595	0	1.90%	10,955	-77,061	510,489	0	1.80%	9,189	-133,209	386,469
989	Other Services	1,549,371	1,553	1.90%	29,469	-27,963	1,552,430	1,610	1.80%	27,973	-149,595	1,432,418
990	IT Contract Support Services	444,312	0	1.90%	8,441	-51,372	401,381	0	1.80%	7,224	-3,570	405,035
991	Foreign Currency Variance	14	0	0.00%	0	0	14	0	0.00%	0	23,182	23,196
998	Other Costs (SOCOM Only)	663,456	0	0.75%	4,975	21,977	690,408	0	1.00%	6,903	-2,646	694,665
999	**Total Other Purchases**	**13,525,489**	**3,207**		**248,158**	**-3,049,568**	**10,727,286**	**3,530**		**188,255**	**-229,363**	**10,689,708**
	Published Official Position	**20,673,291**	**5,467**		**359,729**	**-3,359,255**	**17,679,232**	**5,595**		**302,712**	**-353,141**	**17,634,398**

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Fiscal Year 2015 Budget Estimates

Civil Military Programs (CMP)

March 2014

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Civil Military Programs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
CMP	148,587	2,823	25,976	177,386	3,193	-60,691	119,888

I.   Description of Operations Financed:

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

- National Guard Youth ChalleNGe Program;

- Innovative Readiness Training Program; and

- DoD STARBASE Program.

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

- assists participants in attaining a high school diploma or its equivalent;

- provides leadership development, promoting fellowship and community service; and

- develops life coping 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, the District of Columbia and

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

Puerto Rico. The 18-month program consists of a 22-week residential phase that includes a 2-week pre-ChalleNGe phase and a 12-month post-residential phase.

<u>The Innovative Readiness Training Program (IRT)</u> (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. and its 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.

- DELTA MEDICAL: Military medical training event to provide medical, dental and optometry services to the towns of Blytheville, AR, Mayfield, KY, Hayti, MO, and Dyersburg, TN.

- BLACK HILLS FOREST: An Army National Guard training event to improve roads in the Black Hills Forest, South Dakota.

- ST MICHAEL'S: The military will conduct engineering training at St. Michaels Association for Special Education located near Window Rock, Arizona. The project will improve roads and drainage and improve water lines.

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

<u>**The DoD STARBASE Program**</u> (10 U.S.C. 2193b) is designed to raise the interest and improve knowledge and skills of students in kindergarten through twelfth grade in science, technology, engineering and mathematics (STEM). The program targets "at risk" (minority and low socio-economic) students and utilizes instruction modules specifically designed to meet specific STEM objectives. The 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. Students are engaged through an inquiry-based curriculum with "hands-on, minds-on" experiential activities. 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 is embedded throughout the curriculum and teamwork and goal setting are a constant theme as students work together to explore, explain, elaborate and evaluate concepts. The DoD STARBASE mentoring program has been designed as a team mentoring model applying best practices from the mentoring field to the DoD STARBASE Program operating environment. In partnership with local school districts, the middle school and high school program is an afterschool 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. It extends the positive impact of STARBASE through a team mentoring approach which solidifies students' attachment to, and engagement with, school. Mentoring clubs are expected to meet no less than four hours per month. The DoD STARBASE Program is a productive investment in the future of our youth and will help build and enlarge the talent pool of potential workers needed to support the DoD workforce consisting of civilian and military personnel. The program continued to operate on Air Force, Air National Guard, Air Force Reserve, Army, and Marine Corps military installations and facilities at 59 locations.

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

<u>**Changes from FY 2014 to FY 2015**</u>: After considering the effects of inflation and price growth, the net program change is a decrease of -$57,498 thousand. The NGYCP decrease of -$32,017 thousand will be achieved through reduced operations in the 35 programs in 27 states, the District of Columbia, and Puerto Rico for youth that have ceased attending secondary school. The IRT Program decrease of -$3,674 thousand is due to an elimination of unit and individual training activities in communities. The DoD STARBASE Program is decreased by -$25,000 thousand. Funding for the DoD STARBASE program was provided in the FY 2014 Appropriations Act; however, funding for DoD STARBASE is not included in the FY 2015 President's Budget Request as the Department continues to reflect the OMB Federal-wide STEM reorganization.

II. <u>**Force Structure Summary**</u>:
N/A

Civil Military Programs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

III. Financial Summary ($ in thousands)

			FY 2014				
			Congressional Action				
A. BA Subactivities	FY 2013 Actual	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2015 Estimate
1. National Guard Youth ChalleNGe	115,000	125,000	8,453	6.8	133,453	133,453	103,750
2. Innovative Readiness Training	8,587	19,443	-223	-1.2	19,220	19,220	16,138
3. DoD STARBASE Program	25,000	0	24,713	n/a	24,713	24,713	0
Total	**148,587**	**144,443**	**32,943**	**22.8**	**177,386**	**177,386**	**119,888**

Civil Military Programs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

B. <u>Reconciliation Summary</u>	Change FY 2014/FY 2014	Change FY 2014/FY 2015
Baseline Funding	**144,443**	**177,386**
Congressional Adjustments (Distributed)	35,000	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-2,057	
Subtotal Appropriated Amount	**177,386**	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	**177,386**	
Supplemental		
Reprogrammings		
Price Changes		3,193
Functional Transfers		
Program Changes		-60,691
Current Estimate	**177,386**	**119,888**
Less: Wartime Supplemental		
Normalized Current Estimate	**177,386**	

Civil Military Programs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 President's Budget Request (Amended, if applicable)		**144,443**
1. Congressional Adjustments		32,943
a. Distributed Adjustments		
1) P.L. 113-76	35,000	
(FY 2014 Baseline: $177,386 thousand; +0 FTEs)		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8140 - DWCF Excess Cash Balances	-1,988	
2) Section 8034 - Indian Lands Environmental Mitigation	-69	
FY 2014 Appropriated Amount		**177,386**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**177,386**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**177,386**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2014 Normalized Current Estimate		**177,386**
6. Price Change		3,193
7. Functional Transfers		
8. Program Increases		
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
9. Program Decreases		-60,691
a. Annualization of FY 2014 Program Decreases		
b. One-Time FY 2014 Increases		
c. Program Decreases in FY 2015		
1) National Guard Youth Challenge	-32,017	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Reduction of 35 programs. (FY 2014 Baseline: $135,000 thousand; +0 FTEs)		
2) STARBASE	-25,000	
Funding is not included as the Department continues to reflect the OMB Federal-wide STEM reorganization. (FY 2014 Baseline: $25,000 thousand)		
3) Innovative Readiness Training	-3,674	
Reductions to unit and individual training activities. (FY 2014 Baseline: $19,443 thousand)		
FY 2015 Budget Request		**119,888**

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

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

NGYCP 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. A longitudinal study, conducted by MRDC, reported in their evaluation that partway through the cadets NGYCP experience, they are better positioned to move forward in their transition to adulthood. The MDRC, a nonprofit, nonpartisan social policy research organization, is highly regarded for its rigorous program evaluations. Program performance and target enrollment will be impacted and will vary from state to state depending on various factors such as DoD share and the amount of funding provided by each state.

STATE	**FY 2013**	**FY 2014**	**FY 2015**
Alaska	288	288	215
Arkansas	150	200	150
California (2)	690	620	465
District of Columbia	30	200	150
Florida	300	300	225
Georgia (2)	851	850	635
Hawaii(2)	400	400	300
Idaho	0	200	150

Civil Military Programs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

STATE	FY 2013	FY 2014	FY 2015
Illinois	630	630	470
Indiana	200	200	150
Kentucky(2)	400	400	300
Louisiana (3)	950	1,400	1,050
Maryland	200	200	150
Michigan	228	228	170
Mississippi	400	400	300
Montana	200	200	150
New Jersey	200	250	185
New Mexico	75	200	150
North Carolina	250	250	185
Oklahoma	220	220	165
Oregon	240	240	180
Puerto Rico	288	288	215
South Carolina	175	200	150
Texas	200	200	150
Virginia	270	300	225
Washington	240	250	185
Wisconsin	200	200	150
West Virginia	200	200	150
Wyoming	130	200	150
TOTALS	**8,605**	**9,714**	**7,270**

Civil Military Programs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

<u>**STARBASE Program Sites by Fiscal Year**</u>: Congress appropriated $25 million in the FY 2014 Appropriations Act to continue the program's operation during FY 2014; however, funding for DoD STARBASE is not included in the FY 2015 President's Budget Request as the Department continues to reflect the OMB Federal-wide STEM reorganization.

<u>Number of Sites Serviced</u>:	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>
USAF/AFR/ANG	60	57	0
Navy/Navy Reserve/Marine Corps	15	1	0
Army	1	1	0
TOTALS	**76**	**59**	**0**

V. <u>Personnel Summary</u>

N/A

Civil Military Programs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

OP 32 Line	FY 2013 Actual	Change FY 2013/FY 2014 Price	Program	FY 2014 Estimate	Change FY 2014/FY 2015 Price	Program	FY 2015 Estimate
988 Grants	148,587	2,823	25,976	177,386	3,193	-60,691	119,888
999 Total Other Purchases	**148,587**	**2,823**	**25,976**	**177,386**	**3,193**	**-60,691**	**119,888**
Total	**148,587**	**2,823**	**25,976**	**177,386**	**3,193**	**-60,691**	**119,888**

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Fiscal Year 2015 Budget Estimates

Defense Contract Audit Agency (DCAA)

March 2014

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Defense Contract Audit Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
DCAA	534,540	5,141	25,968	565,649	6,354	-15,510	556,493

* The FY 2013 Actual column **includes** $28,436 thousand of FY 2013 OCO Appropriations funding (PL 113-6).
* The FY 2014 Estimate column **excludes** $27,781 thousand of FY 2014 Overseas Contingency Operations Appropriations funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

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.

In FY 2015, the DCAA continues efforts to reduce the incurred cost backlog. Reducing the incurred cost backlog is necessary to (1) assist in achieving auditable financial statements, a Secretary of Defense priority; (2) assist the Department in closing completed contracts; and (3) prevent undue delays in payments of fees to contractors (a portion of fees to contractors is delayed until the contract is closed).

Defense Contract Audit Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

DCAA is in full support of the Department's FY 2013 Annual Performance Plan. DCAA's FY 2013 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.

The DCAA continues to return savings to the Government that exceed the cost of its operations. In FY 2013, the Agency audited $50 billion of costs incurred on contracts and issued over 1,300 forward pricing proposal audit reports amounting to $100 billion. Approximately $4.4 billion in net savings were reported because of the audit findings. The return on taxpayers' investment is approximately $7.30 for each dollar invested ($608 million in FY 2013, including reimbursable).

Defense Contract Audit Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

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

| | (1) | (2) | (3) |
| | Actual | Estimate | Estimate |
Execution of Workyears	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>
1. Forward Pricing	895	691	691
2. Incurred Cost Effort:			
Regular Incurred Cost	2,180	2,116	2,129
CAS Compliance Audits	18	22	24
Total Incurred Cost	2,198	2,138	2,153
3. Operations Audits	12	2	4
4. Special Audits	441	417	417
5. Postaward Audits	28	35	35
6. Cost Accounting Standards: Disclosure	199	246	246
Statements, Cost Impact Audits, Etc.			
7. Other Direct Audit Effort:			
Procurement Support	208	216	209
Audit Support & Planning	362	377	377
Total Other Direct	570	593	586
8. Field Support:			
Regional Offices	291	290	285
Field Support	122	114	114
Total Field Support	413	404	399
9. Headquarters	151	141	137
Total Workyears	4,907	4,667	4,668

(1) Includes O&M FTEs of 4,503 plus 201 OCO, 16 overtime and 187 DAWDF.
(2) Includes O&M FTEs of 4,667. Excludes OCO (189) and DAWDF (137).
(3) Includes O&M FTEs of 4,668. Excludes OCO and DAWDF (150).

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

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

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

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

c.   <u>Agreed Upon Procedures</u>. Applications of agreed-upon procedures include 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.

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

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

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

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

the primary purpose of incurred cost audits is to express an opinion on the acceptability of costs claimed under Government contracts, knowledge of contractors' accounting and other business systems gained during these audits is invaluable to the evaluation of contractors' price proposals.

In FY 2015, the DCAA continues efforts to reduce the incurred cost backlog. 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. Beginning in FY 2012, DCAA established dedicated teams who are focusing all of their efforts on the incurred cost audits until the backlog is reduced to an acceptable level. In July 2012, DCAA received authority to examine incurred cost audits that pose lower risk on a sample basis.

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 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

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

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

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

(DoDIG), and other external requests, surveys, and reports. The major functions are:

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

   b.   <u>Contract Audit Coordinator (CAC) Program</u>. 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.   <u>Negotiation Conferences</u>. A fundamental requirement of DCAA's mission is to provide contract audit services and to be the principal accounting and financial advisor to contracting officials. Many times, audit results involve complex accounting issues 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

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

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

d.   <u>External Audit Interface</u>. 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.   <u>Suspected Irregular Conduct (SIC)</u>. 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.   <u>Audit Support and Planning</u>. 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.

I.   Description of Operations Financed (cont.)

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, supervision, and logistical support in the form of personnel services, financial management, and administrative services to field office personnel.

b.   Defense Contract Audit Institute (DCAI).   DCAI develops and delivers training for approximately 4,500 contract auditors and is an affiliated member of the Defense Acquisition University.   DCAI directs and controls the development and delivery of classroom courses, seminars, computer-based self-study courses, and internet-based, instructor-led courses.   DCAI has program management responsibility for training and career development in DCAA.   It assures that programs of instruction, courses, and training materials meet DoD standards, GAGAS, and National Association of State Boards of Accountancy (NASBA) standards.   DCAI provides 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.

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

It is also responsible for operating the Agency-wide communications infrastructure, monitoring network performance, and managing DCAA's information assurance program.

   d.   <u>Technical Audit Services Division (OTS)</u>. 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.   <u>Field Administrative Support</u>. Field administrative support personnel provide administrative and resource management services.

   f.   <u>Defense Legal Service</u>. 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, other Government agencies, and Congressional committees on contract audit matters.

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

Not Applicable.

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

			FY 2014				
			Congressional Action				
	FY 2013	Budget				Current	FY 2015
A. <u>BA Subactivities</u>	**Actual**	**Request**	**Amount**	**Percent**	**Appropriated**	**Estimate**	**Estimate**
1. Audit Institute	**6,718**	**8,000**	**0**	**0.0**	**8,000**	**9,198**	**9,312**
DCAA Communications	9	10	0	0.0	10	9	9
DCAA Operations	6,709	7,990	0	0.0	7,990	9,189	9,303
2. Audit Operations	**527,822**	**604,207**	**-46,558**	**-7.7**	**557,649**	**556,451**	**547,181**
DCAA Communications	4,909	5,377	0	0.0	5,377	6,806	5,346
DCAA Major Headquarters	26,412	34,000	0	0.0	34,000	34,000	31,431
DCAA Operations	496,501	564,830	-46,558	-8.2	518,272	515,645	510,404
Total	**534,540**	**612,207**	**-46,558**	**-7.6**	**565,649**	**565,649**	**556,493**

* The FY 2013 Actual column <u>**includes**</u> $28,436 thousand of FY 2013 OCO Appropriations funding (PL 113-6).
* The FY 2014 Estimate column <u>**excludes**</u> $27,781 thousand of FY 2014 Overseas Contingency Operations Appropriations funding (PL 113-76).
* The FY 2015 Estimate <u>**excludes**</u> OCO.

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

B. <u>Reconciliation Summary</u>	Change <u>FY 2014/FY 2014</u>	Change <u>FY 2014/FY 2015</u>
Baseline Funding	**612,207**	**565,649**
Congressional Adjustments (Distributed)	-40,000	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-6,558	
Subtotal Appropriated Amount	**565,649**	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	**565,649**	
Supplemental	27,781	
Reprogrammings		
Price Changes		6,354
Functional Transfers		
Program Changes		-15,510
Current Estimate	**593,430**	**556,493**
Less: Wartime Supplemental	-27,781	
Normalized Current Estimate	**565,649**	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 President's Budget Request (Amended, if applicable)		**612,207**
1. Congressional Adjustments		-46,558
a. Distributed Adjustments		
1) Enter Description	-40,000	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8140 - DWCF Excess Cash Balance	-6,339	
2) Section 8034 - Indian Lands Environmental Mitigation	-219	
FY 2014 Appropriated Amount		**565,649**
2. War-Related and Disaster Supplemental Appropriations		27,781
a. OCO Supplemental Funding		
1) FY 2014 Defense-Wide Overseas Contingency Operations	27,781	
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**593,430**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**593,430**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-27,781
FY 2014 Normalized Current Estimate		**565,649**
6. Price Change		6,354
7. Functional Transfers		
8. Program Increases		3,366
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
1) IT Contract Support Services	1,036	

       Increase to existing contracts to support the Video
       Teleconferencing (VTC) initiative, implementation of
       Voice over internet protocol (VOIP), the addition of

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

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

a Communications Security (COMSEC) program manager
and an Information Technology (IT) engineer. (FY 2014
Baseline: $8,138 thousand; +0 FTEs)

2) Other Intra-Govt Purchases   801
Increase is based on consolidation of multi-
functional printers. (FY 2014 Baseline: $10,158
thousand; +0 FTEs)

3) Disability Compensation   529
Increase in worker's compensation claims. (FY 2014
Baseline: $1,861 thousand; +0 FTEs)

4) Equipment Maintenance by Contract   435
Increase related to new software maintenance
requirements. (FY 2014 Baseline: $5,478 thousand; +0
FTEs)

5) Supplies & Materials   249
Increase related to FY 2014 DAWDF hired staff. (FY
2014 Baseline: $3,936 thousand; +0 FTEs)

6) Other Services   177
Increase related to new security systems for 4 Field
Audit Offices and training tuition costs for new
audit staff. (FY 2014 Baseline: $2,223 thousand; +0
FTEs)

7) Non-GSA Rent   108
Increase in space requirements resulting from full
annual impact of rental payments for Field
Detachment. (FY 2014 Baseline: $1,986 thousand; +0
FTEs)

8) Printing & Reproduction   24
Book printing required for increased training courses
to be led by the Institute. (FY 2014 Baseline: $100

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
thousand; +0 FTEs)		
9) Purchased Utilities & Other Costs	7	
Other increases. (FY 2014 Baseline: $54 thousand; +0 FTEs)		
9. Program Decreases		-18,876
a. Annualization of FY 2014 Program Decreases		
b. One-Time FY 2014 Increases		
c. Program Decreases in FY 2015		
1) Equipment Purchases	-10,400	
In FY 2014, DCAA is planning to purchase additional computers above the normal life cycle replacement quantity to support new hires, and to make up for computers that DCAA was unable to purchase in FY 2013. DCAA also plans to purchase VTC equipment in FY 2014 to support the VTC expansion. (FY 2014 Baseline: $15,815 thousand; +0 FTEs)		
2) Rental Payments to GSA	-1,985	
Decreased rental costs due to Agency-wide hoteling concept pending union agreement. (FY 2014 Baseline: $12,993 thousand; +0 FTEs)		
3) Purchased Communications	-1,583	
DCAA is planning to accelerate the implementation of the Enterprise Email in FY 2014. In addition, there are plans to expand our VTC capability, as well as, install new Aruba Wireless routers. (FY 2014 Baseline: $6,815 thousand; +0 FTEs)		
4) Commercial Transport	-1,582	
Anticipated reduction to CONUS/OCONUS PCS requirements. (FY 2014 Baseline: $2,444 thousand; +0 FTEs)		

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>Amount</u>	<u>Totals</u>
5) Facilities	-1,219	
Reduction to facilities improvement projects. (FY 2014 Baseline: $2,968 thousand; +0 FTEs)		
6) DFAS Financial Operations	-1,200	
Decrease in DFAS Operations support costs based on anticipated transition to DAI. (FY 2014 Baseline: $5,056 thousand; +0 FTEs)		
7) Personnel Compensation	-845	
Reduction associated with hiring lower grades in FY 2014. (FY 2014 Baseline: $468,469 thousand; +0 FTEs)		
8) Travel of Persons	-51	
Reduced travel requirements for training travel. (FY 2014 Baseline: $14,622 thousand; +0 FTEs)		
9) Permanent Change of Station	-11	
Anticipated reduction to CONUS/OCONUS PCS requirements. (FY 2014 Baseline: $2,485 thousand; +0 FTEs)		
FY 2015 Budget Request		**556,493**

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

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

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

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

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

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

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 timeframe. DCAA also has a Human Capital Plan which tiers from the Strategic Plan and addresses strategies related to recruitment, on boarding, employee development, retention and succession planning.

<u>DCAA Strategic Plan Goals</u>

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.

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

Summary of Performance Based Measures. The chart below summarizes our Audit Performance Measures. DCAA continues to reassess its performance measures to develop measurements that more closely align with the Strategic Plan. As a result, the audit performance measures discussed below may change for FY 2014 and 2015. Detailed descriptions are provided for each of the existing measures.

Notes	Audit Performance Measures	FY 2013 Actual	FY 2014 Objective (Est.)	FY 2015 Objective (Est.)
	Quality Related Measures:			
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	64%	Exceed FY 2013	Exceed FY 2014
3	Quantitative Methods Usage	31%	TBD	TBD
4	CPE Requirements	100%	100%	100%
	Timeliness Measures:			
5	Forward Pricing Audits Issued by Original Due Date	45%	Exceed FY 2013	Exceed FY 2014
6	Incurred Cost Years Completed	6,704	Exceed FY 2013	TBD
	Efficiency Measure:			
7	Cost per Direct Audit Hour	$128.50	TBD	TBD

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

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 (peer review). The internal quality control system established by each audit organization should provide reasonable assurance that it has (1) adopted, and is following, applicable auditing standards and (2) established, and is following, adequate audit policies and procedures. Organizations conducting audits in accordance with these standards should have an external quality control review at least once every three years by an organization not affiliated with the organization being reviewed. These external quality control reviews are conducted based on guidelines established by the CIGIE. An unqualified opinion represents full compliance with auditing standards with no reportable deficiencies. DCAA's peer review is in process and will be completed during FY 2014.

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

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

are not appropriate. The FY 2014 and 2015 goals for this measure have not yet been established but are expected to be at or above the level of the previous year.

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. At least 20 hours must be completed in each year of the two-year period. The CPE requirement is consistent with DCAA's Strategic Plan goals for professional competence. The DCAA goal is for 100 percent of auditors to complete the minimum Continuing Professional Education requirements.

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 2014 and 2015 goals have 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

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

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 2014 and 2015 goals have not yet been established.

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V. __Personnel Summary__	FY 2013	FY 2014	FY 2015	Change FY 2013/ FY 2014	Change FY 2014/ FY 2015
Civilian End Strength (Total)	4,827	4,864	4,695	37	-169
U.S. Direct Hire	4,826	4,863	4,694	37	-169
Foreign National Direct Hire	1	1	1	0	0
Total Direct Hire	4,827	4,864	4,695	37	-169
Memo: Reimbursable Civilians Included	460	462	463	2	1
Civilian FTEs (Total)	4,704	4,667	4,668	-37	1
U.S. Direct Hire	4,703	4,666	4,667	-37	1
Foreign National Direct Hire	1	1	1	0	0
Total Direct Hire	4,704	4,667	4,668	-37	1
Memo: Reimbursable Civilians Included	460	462	463	2	1
Average Annual Civilian Salary ($ in thousands)	111.1	112.5	113.5	1.4	1.0
Contractor FTEs (Total)	54	62	51	8	-11

Defense Acquisition Workforce Development Fund (DAWDF) and Overseas Contingency Operations (OCO) Personnel Summary	FY 2013	FY 2014	FY 2015	Change FY 2013/ FY 2014	Change FY 2014/ FY 2015
DAWDF End Strength (Total)	80	154	150	74	-4
DAWDF FTEs (Total)	187	137	150	-50	13
DAWDF Sustained FTEs	417	608	654	191	46
OCO FTEs (Total)	201	189	0	-12	-189
Overtime FTEs (Total)	16	0	0	-16	0

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

	FY 2013	Change FY 2013/FY 2014		FY 2014	Change FY 2014/FY 2015		FY 2015
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	468,070	3,511	-3,178	468,403	4,684	-849	472,238
103 Wage Board	47	0	1	48	0	0	48
104 FN Direct Hire (FNDH)	73	1	-8	66	1	4	71
111 Disability Compensation	2,060	0	-199	1,861	0	529	2,390
121 PCS Benefits	1,091	0	1,394	2,485	0	-11	2,474
199 Total Civ Compensation	**471,341**	**3,512**	**-1,990**	**472,863**	**4,685**	**-327**	**477,221**
308 Travel of Persons	11,774	223	2,625	14,622	263	-51	14,834
399 Total Travel	**11,774**	**223**	**2,625**	**14,622**	**263**	**-51**	**14,834**
696 DFAS Financial Operation (Other Defense Agencies)	3,866	503	687	5,056	89	-1,200	3,945
699 Total DWCF Purchases	**3,866**	**503**	**687**	**5,056**	**89**	**-1,200**	**3,945**
771 Commercial Transport	1,004	19	1,421	2,444	44	-1,582	906
799 Total Transportation	**1,004**	**19**	**1,421**	**2,444**	**44**	**-1,582**	**906**
912 Rental Payments to GSA (SLUC)	12,632	240	121	12,993	234	-1,985	11,242
913 Purchased Utilities (Non-Fund)	47	1	3	51	1	5	57
914 Purchased Communications (Non-Fund)	4,918	94	1,803	6,815	123	-1,583	5,355
915 Rents (Non-GSA)	1,071	20	895	1,986	36	108	2,130
917 Postal Services (U.S.P.S)	1	0	-1	0	0	22	22
920 Supplies & Materials (Non-Fund)	1,896	36	2,004	3,936	71	227	4,234
921 Printing & Reproduction	30	1	69	100	2	24	126
922 Equipment Maintenance By Contract	4,380	83	1,015	5,478	99	435	6,012
923 Facilities Sust, Rest, & Mod by Contract	1,018	19	1,931	2,968	53	-1,219	1,802
925 Equipment Purchases (Non-Fund)	1,263	24	14,528	15,815	285	-10,400	5,700
960 Other Costs (Interest and Dividends)	1	0	2	3	0	2	5
987 Other Intra-Govt Purch	8,653	164	1,341	10,158	183	801	11,142
989 Other Services	1,415	27	781	2,223	40	177	2,440
990 IT Contract Support Services	9,230	175	-1,267	8,138	146	1,036	9,320

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	FY 2013	Change FY 2013/FY 2014		FY 2014	Change FY 2014/FY 2015		FY 2015
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
999 Total Other Purchases	46,555	884	23,225	70,664	1,273	-12,350	59,587
Total	534,540	5,141	25,968	565,649	6,354	-15,510	556,493

* The FY 2013 Actual column **includes** $28,436 thousand of FY 2013 OCO Appropriations funding (PL 113-6).
* The FY 2014 Estimate column **excludes** $27,781 thousand of FY 2014 Overseas Contingency Operations Appropriations funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

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Defense Contract Management Agency (DCMA)

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

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
DCMA	1,174,126	11,821	-3,693	1,182,254	13,199	144,921	1,340,374

* The FY 2013 Actual column **includes** $45.627 million of FY 2013 Overseas Contingency Operations Appropriations funding (PL 133-6, Consolidated and Further Continuing Appropriations Act, 2013).
* The FY 2014 Estimate column **excludes** $45.746 million of FY 2014 Overseas Contingency Operations Appropriations funding (PL 113-76, Consolidated Appropriations Act, 2014).
* The FY 2015 Estimate column **excludes** Overseas Contingency Operations.

I.   Description of Operations Financed:

DCMA's 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 Field Directorates (Operations, International, and Special Programs). The Agency's Field Directorates are regionally based. The Agency's civilian and military personnel (10,637 and 472, respectively) are located in over 740 locations, managing over 19,000 contractors and nearly 350,000 active contracts. These contracts have a total face value of $6.7 trillion, of which $1.8 trillion has been obligated. Of the obligated amount, $223.8 billion remains unliquidated. The Agency's responsibilities include managing Acquisition Category (ACAT) I and II programs, $157 billion of Government property in-plant, $14.7 billion in progress payments, and $17.9 billion in performance-based payments.

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

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 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 recommends that after current contingencies have concluded that the DCMA maintain a cadre of CCAS trained staff ready to be immediately deployed for the next contingency. Recent CCAS workload increases include:

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

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

<u>**The DCMA's workforce and business operations area**</u> 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 Quality Assurance Specialists. These DCMA professionals work directly with the defense suppliers and their customers to help ensure the 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 services when and wherever needed. The DCMA's business operations area consists primarily of the following functions:

<u>**Aircraft Operations (AO) Services:**</u>
- 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 semi-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

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

<u>Contract Safety Services</u>
- Conduct ammunition and explosives, aircraft ground, National Aeronautics and Space Agency (NASA) and industrial safety surveillance of contractor operations
- Participate in pre-award surveys and post-award orientation conferences
- Oversee contractor corrective actions, ensuring root cause identification and timeliness
- Conduct oversight of contractors' safety-related investigations or participate in independent investigations as requested by a contracting officer

<u>Contract Administration Support and Services:</u>
- 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
- Cost Accounting Standards compliance
- Resolve contract disputes

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

<u>Contractor Purchasing Systems Reviews:</u>
- Evaluation of contractors' purchasing system on behalf of the Contracting Officer
- Examination of contractors' policies, procedures, processes and methods for subcontracting under government contracts.
- Identification of purchasing system deficiencies and recommend areas of improvement.
- Provide Contracting Officer with information as a basis for determining approval or disapproval of the purchasing system.
- Annual risk assessment to determine contractor's eligibility for review.

<u>Cost and Pricing Services:</u>
- Provide field pricing assistance
- Establish forward and final indirect rates
- Monitor contractor indirect costs
- Perform overhead should cost reviews
- Provide support to negotiations

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

<u>Earned Value Management System Reviews</u>:
- Assigned the Department's Contract Administration Office function for EVMS, including the responsibility for reviewing supplier EVMS plans and verifying initial and continuing compliance with DoD EVMS criteria
- Deploy effective policies, processes, methods, and toolsets to advance the efficient assessment of contractor EVMS implementation
- Provide program managers, integrated product teams, and other acquisition enterprise customers EVMS that provide immediate access to reliable and accurate data and information on program costs, schedule, and technical performance.
- Enhance DCMA/Industry communications and collaboration through recurring exchanges.
- Perform outreach and interface with government, industry, and professional associations.

<u>Engineering and Manufacturing Services</u>:
- 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 DoD.
- Provide customer insight into contractors' manufacturing performance and provide predictive analyses of contractors' delivery performance.
- Provide surveillance of contractors' manufacturing systems to determine potential effects on contract success, risk, and associated metrics to predict future contract performance.

I.   Description of Operations Financed (cont.)

- Provide surveillance of contractors' manufacturing performance for contract cost and schedule.
- Assist in evaluation of deviations and Engineering Change Proposals

Supply Chain Report:
- Gathers information through assessment of a prime contractors' performance to their supply chain management process
- Provide DCMA customers with information about supply chain risk levels and supplier subcontract performance throughout the acquisition process
- Enable effective and proactive mitigation strategies to minimize supply chain disruptions.
- Promote the delivery of products and services within technical, schedule, and cost expectations.

Property Management and Plant Clearance Services:
- 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

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

<u>**Quality Assurance Services:**</u>
- Conduct audits and assess capability of contractor quality systems
- Provide insight to the contractors' Quality Management System based on past performance
- Ensure product meets quality contract requirements and performance government acceptance

<u>**Small Business Support:**</u>
- 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)

<u>**Major Program Support**</u>
- Provide Programmatic Reporting (Contract Performance, Management, and Production) across the Enterprise
- Perform Risk Based Multi-Functional Program Surveillance to maximize the predictive insights of operational surveillance efforts
- Train the DCMA Program Support Team and Program Integration workforce

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

- Perform analysis and assemble metrics, data, and reports that use contract cost, schedule, and technical performance to identify and make recommendations on root causes of anomalies in the contractors' processes

<u>**Industrial Base Analysis Services**</u>
- Plan and execute strategic customer engagements across the Department
- Perform industrial analysis and economic viability (Industrial Capability Assessments and Analytical Products) on selected suppliers that produce systems, subsystems, components, or sub components to determine risk to current and future weapon systems
- Implement the Defense Critical Infrastructure program for the Defense Industrial Base
- Critical asset identification and prioritization
- Important Capabilities List
- All hazard reporting
- Data vulnerability
- Provide industrial risk and supply chain intelligence to support DAES program assessments

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

<u>Contract Termination Services</u>:
*   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

<u>Transportation Services</u>:
*   Provide customs documentation assistance
*   Duty Free Entry support: Validate commercial DoD contract import purchases and Military consigned to DoD installations/commercial facilities
*   Develop transportation-related training requirements for entry-thru journeyman-level Traffic Management Specialists.

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

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III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2013 Actual	Budget Request	FY 2014 Congressional Action Amount	Percent	Appropriated	Current Estimate	FY 2015 Estimate
1. Operational Support	1,167,823	1,368,483	-195,813	-14.3	1,172,670	1,172,670	1,334,392
Contract Management	1,167,823	1,368,483	-195,813	-14.3	1,172,670	1,172,670	1,334,392
2. Training	6,303	10,123	-539	-5.3	9,584	9,584	5,982
Base Support (local training, conferences, tuition assistance)	1,051	1,518	81	5.3	1,599	1,599	96
Professional Development	1,310	911	1,081	118.7	1,992	1,992	2,415
Specialized Skill Training	3,942	7,694	-1,701	-22.1	5,993	5,993	3,471
Total	1,174,126	1,378,606	-196,352	-14.2	1,182,254	1,182,254	1,340,374

* The FY 2013 Actual column **includes** $45.627 million of FY 2013 Overseas Contingency Operations Appropriations funding (PL 133-6, Consolidated and Further Continuing Appropriations Act, 2013).
* The FY 2014 Estimate column **excludes** $45.746 million of FY 2014 Overseas Contingency Operations Appropriations funding (PL 113-76, Consolidated Appropriations Act, 2014).
* The FY 2015 Estimate column **excludes** Overseas Contingency Operations.

III. Financial Summary ($ in thousands)

B. Reconciliation Summary	Change FY 2014/FY 2014	Change FY 2014/FY 2015
Baseline Funding	**1,378,606**	**1,182,254**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent	-183,102	
Congressional Adjustments (General Provisions)	-13,250	
Subtotal Appropriated Amount	**1,182,254**	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	**1,182,254**	
Supplemental	45,746	
Reprogrammings		
Price Changes		13,199
Functional Transfers		
Program Changes		144,921
Current Estimate	**1,228,000**	**1,340,374**
Less: Wartime Supplemental	-45,746	
Normalized Current Estimate	**1,182,254**	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 President's Budget Request (Amended, if applicable)		**1,378,606**
1. Congressional Adjustments		-196,352
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
1) Adjustments to Meet Congressional Intent	-183,102	
d. General Provisions		
1) Section 8140 - DWCF Excess Cash Balances	-13,250	
FY 2014 Appropriated Amount		**1,182,254**
2. War-Related and Disaster Supplemental Appropriations		45,746
a. OCO Supplemental Funding		
1) Overseas Contingency Operations	45,746	
Overseas Contingency Operations (FY 2014 Baseline: $45,746 thousand; +164 FTEs)		
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**1,228,000**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**1,228,000**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-45,746
FY 2014 Normalized Current Estimate		**1,182,254**
6. Price Change		13,199
7. Functional Transfers		
8. Program Increases		148,006
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
1) Personnel Compensation	141,927	
In FY 2015, there is a total increase of 1,036 Full Time Equivalents (FTE) required to sustain DCMA		

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

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

acquisition workforce growth objectives. There is an
increase of 239 FTE for positions transitioning from
the Defense Acquisition Workforce Development Fund
(DAWDF) to being sustained with Operation and
Maintenance funding. Additional increases of 759 FTE
are to offset one-time decreases in FY 2014.
Reimbursable FTE increase by 38 in FY 2015. The
increased size of the acquisition workforce at DCMA
will perform the full spectrum of contract management
functions (e.g., Engineering, Quality Assurance,
Price Cost). (FY 2014 Baseline: $1,006,304 thousand;
+9,821 FTEs)

2) Permanent Change of Station   2,241
   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 shifting contractor workload
   and primary contractor locations. (FY 2014 Baseline:
   $11,218 thousand; +0 FTEs)

3) Equipment Purchases   2,119
   Equipment purchases have increased due to Agency
   growth and support of Cybersecurity activities. (FY
   2014 Baseline: $25,649 thousand; +0 FTEs)

4) Supplies, Utilities, Printing, Equip Maintenance and   1,079
   Interest
   The increase in reflects changes in rates for
   utilities and supplies. (FY 2014 Baseline: $9,107
   thousand; +0 FTEs)

5) Travel   360
   The increase in travel is commensurate with the

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

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

       acquistion workforce growth and the Agency's mission.
       the Agency is in compliance with the Secretary of
       Defense Efficiency Initiative and the President's
       campaign to cute waste. (FY 2014 Baseline: $23,239
       thousand; +0 FTEs)

      6) IT Contract Support   280
       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
       Readines (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.
       (FY 2014 Baseline: $28,486 thousand; +0 FTEs)

9. Program Decreases   -3,085
   a. Annualization of FY 2014 Program Decreases
   b. One-Time FY 2014 Increases
   c. Program Decreases in FY 2015
      1) Purchased Communications   -1,476
       The decrease in Purchased Communications is a result
       of reducing wireless telephone and data services by

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

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

aligning contracted capacity to actual Agency usage.
(FY 2014 Baseline: $11,119 thousand; +0 FTEs)

   2) Facility Sustainment, Restoration, and Modernization   -443
(FSRM)
    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 2014 Baseline: $4,401 thousand; +0
    FTEs)

   3) Foreign National Direct Hires & Indirect Hires   -401
    The decrease in cost is projected based on the FY
    2013 actual and decreased projections for foreign
    support. (FY 2014 Baseline: $5,432 thousand; -9 FTEs)

   4) Commercial Transportation   -370
    The decrease in the funding requirement is a
    realignment of funds from PCS transportation to PCS
    labor. (FY 2014 Baseline: $4,263 thousand; +0 FTEs)

   5) Other Contracts to include DFAS Accounting Services   -244
    The decrease in cost reflects cost saving measures in
    FY 2015. (FY 2014 Baseline: $18,215 thousand; +0
    FTEs)

   6) DISA Enterprise Computing Center and   -92
Telecommunication Services
    The decrease in DISA Enterprise Computing Center cost
    reflects the program stablization and the decrease in
    DISA telecommunication is a result of no longer
    having the requirement to pay DISA DSN subscription
    fees. (FY 2014 Baseline: $9,733 thousand; +0 FTEs)

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
7) GSA Rents (non GSA) and Utilities	-59	
Decrease in infrastructure cost from leased space in FY 2015. (FY 2014 Baseline: $21,110 thousand; +0 FTEs)		
FY 2015 Budget Request		**1,340,374**

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

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 multi-year 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 DCMA capabilities and articulates the Agency's future vision. The Strategic Plan is driven by a number of key focus areas which are:

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

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

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: 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 #2: Ensure timely disposition of issues impacting the allowance of contract costs. Notify customers expeditiously of actual and anticipated labor and overhead rate changes.

- Initiative #3: 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 #4: Improve customer satisfaction and develop a methodology to more effectively measure customer satisfaction levels.

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

- Initiative #5: Execute our 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: Develop and document policies, processes, competencies, and training needed to drive effectiveness/efficiency in our mission as well as to support business processes.
- Initiative #2: Develop a plan to effectively rebuild and execute our quality assurance capabilities through improved policies, processes, and tools.
- Initiative #3: Develop a plan to effectively execute our engineering analysis capabilities through improved policy, processes, and tools.

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

- Initiative #4: 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 #5: Reduce the number of overage contracts.

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.
- 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.

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

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 personnel needed to support our expanded CCAS Mission.

- Initiative #7: Conduct a realistic assessment of costs to train and develop the workforce to specified competencies; create funding profiles that mirror requirements.

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

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.

<u>**Stewardship Perspective**</u>

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, 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.

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

- 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.

In order to supplement the multi-year Strategic Plan, the DCMA has begun adopting a two-year Strategic Management Plan (SMP) that identifies ten specific priorities for the Agency to focus on during a two year period. The SMP continues to endorse the DCMA's alignment to the Quadrennial Defense Review, the DOD Strategic Management Plan, and the USD(AT&L)'s initiative Better Buying Power 2.0. The SMP also follows the balanced scorecard approach for ease of tracking.

In support of the Acquisition Enterprise quadrant of the scorecard, the DCMA has established priorities to achieve affordability, reliability, and predictability for the DoD Acquisition Enterprise. These three priorities target the Agency's efforts to:
- Enhance DoD buying power by increasing affordability

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

- Deliver actionable, predictive acquisition insight to the DoD enterprise
- Provide reliable, risk-based contract oversight to ensure customers receive conforming products and services

In support of the policy and processes quadrant, the DCMA has set a business process reengineering goal that drives the Agency to:

- Implement an Enterprise Architecture framework to support comprehensive mapping of agency processes

- Develop an integrated workflow management system that will provide records, workflow, and workload management, situational awareness and e-capability integration

- Promote enterprise-wide Lean Six Sigma projects aimed to reduce transaction times, drive down costs, and improve service.

The Human Capital quadrant of the SMP focuses on recruiting, hiring, developing, and retaining a highly skilled, highly diverse workforce that is capable of accomplishing the Agency's mission. This is a critical area as the DCMA faces a significant number of employees retiring and reaching retirement eligibility from FY14 – FY19. Some of the specific target areas under these four priorities include:

- Targeted recruiting efforts
- Full implementation of the Pathways Program
- Full utilization of the Defense Acquisition Workforce Development Fund
- Implementation of position-based training
- Implementation of a mentoring program

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

In the final quadrant of the Agency's Strategic Management Plan are the efforts in support of Stewardship. As an individual agency, the DCMA will attain and maintain a clean audit opinion. As a service provider to the military services, the DCMA will meet all assertion requirements in order that our DoD customers can obtain clean audit opinions on their financial statement

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V. **Personnel Summary**	**FY 2013**	**FY 2014**	**FY 2015**	**Change FY 2013/ FY 2014**	**Change FY 2014/ FY 2015**
Active Military End Strength (E/S) (Total)	431	562	535	131	-27
Officer	362	493	468	131	-25
Enlisted	69	69	67	0	-2
Reserve Drill Strength (E/S) (Total)	41	41	33	0	-8
Officer	33	33	27	0	-6
Enlisted	8	8	6	0	-2
Civilian End Strength (Total)	10,637	11,130	11,291	493	161
U.S. Direct Hire	10,565	11,041	11,211	476	170
Foreign National Direct Hire	61	75	67	14	-8
Total Direct Hire	10,626	11,116	11,278	490	162
Foreign National Indirect Hire	11	14	13	3	-1
Active Military Average Strength (A/S) (Total)	431	562	535	131	-27
Officer	362	493	468	131	-25
Enlisted	69	69	67	0	-2
Reserve Drill Strength (A/S) (Total)	41	41	33	0	-8
Officer	33	33	27	0	-6
Enlisted	8	8	6	0	-2
Civilian FTEs (Total)	9,633	9,821	10,857	188	1,036
U.S. Direct Hire	9,561	9,732	10,777	171	1,045
Foreign National Direct Hire	61	75	67	14	-8
Total Direct Hire	9,622	9,807	10,844	185	1,037
Foreign National Indirect Hire	11	14	13	3	-1
Memo: Reimbursable Civilians Included	650	658	696	8	38
Average Annual Civilian Salary ($ in thousands)	111.2	112.1	116.2	.9	4.1

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DAWDF and OCO Personnel Summary	**FY 2013**	**FY 2014**	**FY 2015**	**Change FY 2013/ FY 2014**	**Change FY 2014/ FY 2015**
DAWDF End Strength (Total)	918				
OCO End Strength (Total)	182	164		-18	
DAWDF and OCO End Strength Total	1,060				
DAWDF FTEs (Total)	918	1,059	861	141	-198
OCO FTEs (Total)	182	164		-18	

Note: Adjustment to FY 2014 U.S. Direct Hire FTEs approved after database locked.

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

	FY 2013	Change FY 2013/FY 2014		FY 2014	Change FY 2014/FY 2015		FY 2015
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	976,615	7,325	22,124	1,006,064	10,061	141,940	1,158,065
103 Wage Board	144	1	95	240	2	-13	229
104 FN Direct Hire (FNDH)	4,747	36	-1	4,782	48	-394	4,436
111 Disability Compensation	3,994	0	-212	3,782	0	0	3,782
121 PCS Benefits	12,929	0	-1,711	11,218	0	2,241	13,459
199 Total Civ Compensation	**998,429**	**7,362**	**20,295**	**1,026,086**	**10,111**	**143,774**	**1,179,971**
308 Travel of Persons	21,045	400	1,794	23,239	418	360	24,017
399 Total Travel	**21,045**	**400**	**1,794**	**23,239**	**418**	**360**	**24,017**
647 DISA Enterprise Computing Centers	3,733	125	-358	3,500	-26	26	3,500
677 DISA Telecomm Svcs - Reimbursable	6,116	522	-405	6,233	486	-118	6,601
696 DFAS Financial Operation (Other Defense Agencies)	5,993	780	-222	6,551	115	-115	6,551
699 Total DWCF Purchases	**15,842**	**1,427**	**-985**	**16,284**	**575**	**-207**	**16,652**
771 Commercial Transport	4,820	92	-649	4,263	77	-370	3,970
799 Total Transportation	**4,820**	**92**	**-649**	**4,263**	**77**	**-370**	**3,970**
901 Foreign National Indirect Hire (FNIH)	602	5	43	650	7	-7	650
912 Rental Payments to GSA (SLUC)	17,608	335	-343	17,600	317	-23	17,894
913 Purchased Utilities (Non-Fund)	2,317	44	150	2,511	45	590	3,146
914 Purchased Communications (Non-Fund)	12,080	230	-1,191	11,119	200	-1,476	9,843
915 Rents (Non-GSA)	2,038	39	1,433	3,510	63	-36	3,537
917 Postal Services (U.S.P.S)	174	3	-11	166	3	0	169
920 Supplies & Materials (Non-Fund)	4,130	78	-78	4,130	74	508	4,712
921 Printing & Reproduction	106	2	2	110	2	34	146
922 Equipment Maintenance By Contract	65	1	2,290	2,356	42	-53	2,345
923 Facilities Sust, Rest, & Mod by Contract	4,401	84	-84	4,401	79	-443	4,037
925 Equipment Purchases (Non-Fund)	43,570	828	-18,749	25,649	462	2,119	28,230

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OP 32 Line	FY 2013 Actual	Change FY 2013/FY 2014 Price	Program	FY 2014 Estimate	Change FY 2014/FY 2015 Price	Program	FY 2015 Estimate
960 Other Costs (Interest and Dividends)	18	0	12	30	1	0	31
989 Other Services	7,137	136	4,391	11,664	210	-129	11,745
990 IT Contract Support Services	39,744	755	-12,013	28,486	513	280	29,279
999 Total Other Purchases	**133,990**	**2,540**	**-24,148**	**112,382**	**2,018**	**1,364**	**115,764**
Total	**1,174,126**	**11,821**	**-3,693**	**1,182,254**	**13,199**	**144,921**	**1,340,374**

* The FY 2013 Actual column **includes** $45.627 million of FY 2013 Overseas Contingency Operations Appropriations funding (PL 133-6, Consolidated and Further Continuing Appropriations Act, 2013).
* The FY 2014 Estimate column **excludes** $45.746 million of FY 2014 Overseas Contingency Operations Appropriations funding (PL 113-76, Consolidated Appropriations Act, 2014).
* The FY 2015 Estimate column **excludes** Overseas Contingency Operations.

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Defense Acquisition University

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

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
DAU	131,993	1,402	17,255	150,650	1,980	-17,193	135,437

I.   Description of Operations Financed:

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

The DAU's vision is to help approximately 151,000 Department of Defense (DoD) acquisition employees to achieve the right acquisition outcomes. The Defense Acquisition University (DAU) is the one institution that touches every professional in the Defense Acquisition Workforce (DAW) in every stage of their career. DAU's products and services target workplace performance and promote mission effectiveness, and are critical to improving the professionalism of the DAW.

As DoD looks for ways to affordably support its warfighters in a period of significant budget constraints, DAU expect to see fewer new program starts and more modifications, more service life extensions, and more pressure on sustainment costs, even as systems age. There will be more emphasis on service acquisitions and business systems, which require different skill sets than the hardware programs that have historically gotten the most attention. While its work changes, the acquisition workforce will also be changing

I.   Description of Operations Financed (cont.)

—50 percent of the acquisition workforce could retire in the next ten years. Recognizing this new and dynamic situation, the Secretary of Defense recently stated, "the Department is undertaking a needed realignment of missions and resources that will result in a significant change across every aspect of the enterprise." In this environment, DAU's strategic planning process must be tightly aligned with our senior leaders' goals and objectives, while reflecting the importance of our responsibilities of providing certification training and mission assistance to acquisition organizations.

Organizational Strengths

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

Steward of the Acquisition Body of Knowledge. 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.

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 in the workplace, at home, or on

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

the go. These resources include online continuous learning modules, communities of practice, collaborative special interest areas, performance support tools, an acquisition knowledge repository, and the defense acquisition portal, which contains links to the latest acquisition policies and guidance.

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

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

Strong Relationships with DoD and Congressional Leadership. 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.

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

<u>**Core Capabilities**</u>

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

<u>**Mission Success**</u>

DAU has repeatedly demonstrated and been recognized for its success in providing a global learning environment. For example, in 2008, DAU earned reaffirmation of accreditation from the Council on Occupational Education with commendations in three areas and regularly earn recognition as a sector leader in the corporate training industry.
- Global Council of Corporate Universities Gold Award for Best Overall Corporate University in FY 2013
- ELearning Magazine ranked DAU first on their list of 2013's best learning programs in the public sector
- International Coach Federation Prism Award for FY 2013.

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

Two Learning Elite Awards for FY 2013: Greatest Overall Impact and a Top 10 Corporation Award/Recognition

- 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) Editor's Choice Award for the top score in the Learning Strategy Performance category (2011)
- Brandon Hall Research's Excellence in Learning Award in the Best Use of Virtual Worlds for Learning category (2010)
- 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)
- Earned reaffirmation of accreditation in 2008 with three areas receiving commendation

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

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

<u>**Strategic Goals:**</u> DAU's strategic goals are focused in five areas:

- **Mission**: Using innovative delivery methods, provide effective-quantity and quality— learning assets aligned with AT&L priorities
- **Infrastructure**: Create a responsive, cost-effective learning environment
- **Transformation**: Improve qualification of workforce members and performance of acquisition teams priorities to achieve better MDAP/MAIS and Service acquisition outcomes
- **People**: Maintain a highly-skilled DAU workforce shaped to meet evolving training needs within budget parameters
- **Customers**: Demonstrate our impact on DAW proficiency and acquisition outcomes

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

While the University remains committed to improving the efficiency of acquisition operations through certification training, DAU's mission statement — *Provide a global learning environment to develop qualified acquisition, requirements, and contingency professionals who deliver and sustain effective and affordable warfighting capabilities* —captures the need for the University to expand its student focus and to quickly adapt and disseminate new approaches to learning and development. This evolved mission statement requires DAU to advance its approach to learning and development. The evolved Performance Learning Model (PLM) seamlessly integrates foundational learning, workplace learning, and demonstrated performance. This model moves traditional classroom instruction into a more comprehensive, integrated learning approach. It makes our training even more effective by:

- extending learning beyond the classroom and into the workplace;
- translating foundational and workplace learning into demonstrated performance; and
- expanding our focus beyond the individual to also include major defense acquisition program offices and intact acquisition teams.

DAU also has extended its learning assets and resources to those DoD workforce members who are not in acquisition-coded positions, but have jobs that are included in the broader definition of acquisition (i.e., requirements generation and contingency contracting).

This evolving enterprise learning model enables DAU to take advantage of the opportunities created by rapidly-evolving information technology to build a fully-

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

integrated learning environment, giving individuals more control over their learning and providing career long learning assets available anytime, anywhere, at the point of need. The elements of the PLM are training, continuous learning, knowledge sharing, mission assistance, intact team training, and acquisition workforce qualification — all focused on improving acquisition outcomes.

Certification and Assignment-Specific Training: The acquisition workforce is approximately 151,000 members strong consisting of military and civilian personnel from the Army, Navy, Air Force, Marine Corps, and Defense Agencies. This workforce ensures that America's warfighters have the systems, services, and supplies they need wherever they are and whenever they need them. Congress enacted the DAW Improvement Act (DAWIA) as a part of the FY 1991 National Defense Authorization Act. The DAWIA required the Department of Defense (DoD) to establish training, education, and experience standards for the civilian and military acquisition workforce. The Act also required DoD to establish and maintain a defense acquisition university structure to provide for the professional development and training of the acquisition workforce. The training DAU provides in support of the 15 DAWIA career fields is the foundation for the development of the acquisition workforce.

With the ever-evolving development of complex new technology and increased pressure to acquire goods and services both economically and efficiently, the acquisition workforce is being called on to operate in an increasingly challenging environment. These demands only heighten the importance of 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.

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

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

DAU offers 128 certification, Core Plus development, and executive/leadership support courses spanning 15 career fields. DAU delivers this training through an appropriate mix of classroom, Web-based, and hybrid offerings. As a result, students can take many of their courses online, reducing their time away from the job and home, and avoiding travel costs.

Continuous Learning: DoD policy calls for the DAW to operate as a continuous learning community. Members of the workforce are required to obtain 80 continuous learning points over the course of every two years. In response to this, DAU formally launched the Continuous Learning Center (CLC) in July 2001. During FY 2013, 293 different continuous learning modules (CLMs) were available online. All modules in the CLC offer the workforce

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

the opportunity to meet their continuous learning requirements while keeping abreast of current initiatives in acquisition (FY 2013 Continuous Learning Graduates: 686,358; FY 2013 Continuous Learning Contact Hours: 3.1 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. DAU conducted one Senior Leader Requirements Overview session in FY 2013. The course is designed for 4-star General/Flag Officers (Service Chiefs, Service Vice-Chiefs, COCOM Commanders, and Heads of Defense Agencies) to provide senior leaders with an executive-level understanding of the need to effectively link the requirements, acquisition, and resourcing allocation processes to meet the warfighter's needs. The course conducted in FY 2013 was for the Commander of the U.S. Air Mobility Command. Additionally, DAU conducted 12 Requirements Executive Overview Workshops (REOWs) in FY 2013 for a total of 38 General/Flag Officers and members of the Senior Executive Service (SES). This individually-tailored, in-classroom, one day course provides General/Flag Officer and SES personnel with an executive-level understanding of the role of the requirements manager, as well as requirements management within the "Big A" acquisition construct. The courses are the required training to meet certification criteria under Section 801 of the FY 2007 National Defense Authorization Act. (735 mission assistance efforts totaling over 433,000 hours in FY 2013).

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

Knowledge Sharing: The Defense Acquisition Portal (DAP) provides the acquisition community with a single entry point to acquisition resources. The site contains links to mandatory and discretionary reference material, performance-support tools, Ask-A-Professor, acquisition events, and related Web resources. The DAP includes a tab dedicated to the acquisition workforce, providing information on career management, career planning, leadership training, human capital initiatives, and the 4th Estate. It also features acquisition career gateways, where a career certification guide, course enrollment procedures, continuous learning and job-specific courses, and blogs by career field experts are provided on each of the acquisition career fields. (118,329 contact hours; more than 19 million page views, averaging more than 1.6 million page views per month)

The DAP also links to the Acquisition Community Connection (ACC), which contains numerous communities of practice in career fields or business processes. These communities offer a forum for connecting individuals from various organizations who are facing similar problems and issues. (116,260 registered community members; 84,448 member contributions; more than 6.8 million page views; 56 communities of practice in FY 2013)

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

Building Compelling Evidence of Results for DAU Stakeholders: The DAU has been able to 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.

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

Since 2001 the University has increased overall graduates from about 46,000 to over 169,000 per year (FY 2015 est.). Concurrently, the average training cost per student has dropped over 64 percent. In FY 2015, the average cost per student is estimated at $798.

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

Even as DAU's cost per student has been dramatically reduced, DAU has consistently received high marks (80 percent and above) from its students in response to survey questions. (Over 47,000 surveys in FY 2013 averaging 91%)

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

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

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

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

COURSE ID	COURSE NAME	VENDOR	DAU	% Delta
BCF 211	Acquisition Business Management	$2,500	$1,291	-48%
CON 216	Legal Considerations in Contracting	$1,069	$374	-65%
CON 243	Architect-Engineer Contracting	$1,069	$830	-22%
CON 244	Construction Contracting	$1,845	$830	-55%
PMT 257	Program Management Tools Course, Part II	$2,500	$509	-80%
SYS 203	Intermediate Systems Planning, Research, Development, and Engineering, Part II	$2,500	$1,075	-57%

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

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

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

- **Capital and Northeast** – Fort Belvoir, Virginia (serves workforce of 41,000).

- **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)

Further, DAU has two colleges:

- **Defense Systems Management College (DSMC)** – Ft. Belvoir, Virginia. DSMC is chartered to provide the following to the DoD(AT&L) workforce across the globe: Executive level, international acquisition management, requirements, mission assistance, leadership, and research courses.

- **College of Contract Management** – Ft. Lee, Virginia. Co-located with the Defense Contract Management Agency (DCMA) headquarters at Fort Lee, VA, the College of Contract Management (CCM) is chartered to provide the professional, accredited courses necessary to enhance the skills of the workforce within the Defense Contract Management Agency (DCMA).

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

			FY 2014				
			Congressional Action				
	FY 2013	**Budget**				**Current**	**FY 2015**
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. Teaching	93,723	110,877	-4,065	-3.7	106,812	106,812	98,333
2. Curriculum Development	13,067	19,168	-1,241	-6.5	17,927	17,927	13,983
3. Mission Assistance	14,783	14,651	-641	-4.4	14,010	14,010	12,943
4. Knowledge Sharing	7,327	9,145	-558	-6.1	8,587	8,587	7,301
5. Research	1,299	1,367	-162	-11.9	1,205	1,205	971
6. Human Capital	1,794	2,189	-80	-3.7	2,109	2,109	1,906
Total	**131,993**	**157,397**	**-6,747**	**-4.3**	**150,650**	**150,650**	**135,437**

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

B. <u>Reconciliation Summary</u>	Change FY 2014/FY 2014	Change FY 2014/FY 2015
Baseline Funding	**157,397**	**150,650**
Congressional Adjustments (Distributed)	-5,000	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-1,747	
Subtotal Appropriated Amount	**150,650**	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	**150,650**	
Supplemental		
Reprogrammings		
Price Changes		1,980
Functional Transfers		
Program Changes		-17,193
Current Estimate	**150,650**	**135,437**
Less: Wartime Supplemental		
Normalized Current Estimate	**150,650**	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 President's Budget Request (Amended, if applicable)		**157,397**
1. Congressional Adjustments		-6,747
a. Distributed Adjustments		
1) .	-5,000	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8140 - DWCF Excess Cash Balances	-1,688	
2) Section 8034 - Indian Lands	-59	
FY 2014 Appropriated Amount		**150,650**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**150,650**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**150,650**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2014 Normalized Current Estimate		**150,650**
6. Price Change		1,980
7. Functional Transfers		
8. Program Increases		
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
9. Program Decreases		-17,193
a. Annualization of FY 2014 Program Decreases		
b. One-Time FY 2014 Increases		
1) Curriculum development costs supporting the establishment of the College of Contract Management (FY 2014 Baseline: $4,767K, Mgt Prof Support Svcs)	-2,189	

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
2) Equipment and Furniture to support the establishment of the College of Contract Management (FY 2014 Baseline: $4,274K, Equipment Purchases (Non-Fund))	-472	
3) Reconfigure classroom and office space to accommodate upgrade of communications and connectivity (FY 2014 Baseline: $874K; Facilities Sust, Rest, & Mod by Contract)	-248	
c. Program Decreases in FY 2015		
1) Significant reductions to IT network contract support (web services, help desk support, data integration) (FY 2014 Baseline: $7,807, IT Contract Support)	-2,775	
2) Hiring freeze 20 positions (pricing only) for insourced contractor personnel (FY 2014 Baseline: $$99,541K, -0 FTEs; Exec, Gen and Special Schedule)	-2,691	
3) Reduce student, faculty, and staff travel (FY 2014 Baseline: $15,161K, Travel of Persons)	-1,905	
4) Information Technology recapitalization delayed (FY 2014 Baseline: $4,274K, Equipment Purchases (Non-Fund))	-1,263	
5) Hiring freeze 7 positions (FY 2014 Baseline: $99,541K, -7 FTEs; Exec, Gen and Special Schedule)	-1,092	
6) Reductions to grounds maintance, janitorial services, professional development, disabled student support (FY 2014 Baseline: $3,784, Other Contracts)	-750	
7) Reduction in contractor curriculum maintenance to DAWIA courses. Negatively affects Better Buying Power 2.0 (FY 2014 Baseline: $4,767, Mgt Prof Support Svcs)	-687	
8) Reflects efficiencies planned by moving from printed materials to online materials (FY 2014 Baseline: $1,668, DLA Document Printing Services)	-618	
9) Postpones connectivity and communication upgrades for	-550	

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
classrooms and campuses (FY 2014 Baseline: $1,705K, Purchased Communications (Non-IF))		
10) Reductions to Industrial College of the Armed Forces, Defense Security Service, Defense Finance and Accounting Services (DFAS) (FY 2014 Baseline: $4,771K; Other Intra-Govt Purch)	-517	
11) Reduce leased space for additional training capacity (FY 2014 Baseline: $3,793, Rental Payment to GSA (SLUC))	-504	
12) Delay equipment / software maintenance (FY 2014 Baseline: $1,132K, Equipment Maintenance By Contract)	-500	
13) Delay facility maintenance (FY 2014 Baseline: $874K, Facility Maintenance By Contract)	-200	
14) Reduce the purchase of supplies and materials (FY 2014 Baseline: $902K, Supplies & Materials (Non-Fund))	-182	
15) Reduce other leases and rentals (FY 2014 Baseline: $3,793, Rents (non GSA))	-50	
FY 2015 Budget Request		**135,437**

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

Number of Students Trained	**Workload Actual FY 2013**	**Workload Estimate FY 2014**	**Workload Estimate FY 2015**
Classroom	53,784	50,500	41,000
Web-based	146,196	160,500	128,625
Total	199,980	211,000	169,625
Number of Students Trained	**FY 2013**	**FY 2014**	**FY 2015**
Army	49,860	52,610	42,285
Navy	51,196	54,020	43,430
Air Force	45,980	48,510	39,000
DoD	31,654	33,400	26,850
Other	21,290	22,460	18,060
Total	199,980	211,000	169,625

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.

To meet the funding level of the Budget Control Act (BCA) in FY 2015 DAU will:

o Reduce DAWIA training capacity for congressionally mandated training which results in a

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

reduction of student throughput. This will further widen existing gap between supply and demand for Acquisition training.
o Curtail the development and maintenance of course curriculum (learning assets). This negatively affects the currency of course content which impacts the consistency, and relevance of learning assets
o Impose hiring freeze, cut student travel, reduction in help desk hours and support staff cut, delayed IT recapitalization, and significantly reduce IT Network contractor support

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

	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>
Cost per Grad (FY 2012: $822)	**$660**	**$714**	**$798**
$ Chg from FY 2012	-$162	-$108	-$24
% Chg from FY 2012	-19.7%	-13.1%	-2.9%
$ Chg YoY	-$162	$54	$84
% Chg YoY	-19.7%	8.2%	11.8%

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

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V. **Personnel Summary**	**FY 2013**	**FY 2014**	**FY 2015**	**Change FY 2013/ FY 2014**	**Change FY 2014/ FY 2015**
Active Military End Strength (E/S) (Total)	52	52	50	0	-2
Officer	49	49	47	0	-2
Enlisted	3	3	3	0	0
Civilian End Strength (Total)	666	680	703	14	23
U.S. Direct Hire	666	680	703	14	23
Total Direct Hire	666	680	703	14	23
Active Military Average Strength (A/S) (Total)	52	52	50	0	-2
Officer	49	49	47	0	-2
Enlisted	3	3	3	0	0
Civilian FTEs (Total)	631	627	620	-4	-7
U.S. Direct Hire	631	627	620	-4	-7
Total Direct Hire	631	627	620	-4	-7
Average Annual Civilian Salary ($ in thousands)	149.0	158.8	156.1	9.8	-2.7
Contractor FTEs (Total)	69	74	52	5	-22

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

	FY 2013	Change FY 2013/FY 2014		FY 2014	Change FY 2014/FY 2015		FY 2015
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	93,796	703	4,809	99,308	993	-3,703	96,598
103 Wage Board	198	1	34	233	2	-80	155
199 Total Civ Compensation	**93,994**	**704**	**4,843**	**99,541**	**995**	**-3,783**	**96,753**
308 Travel of Persons	11,326	215	3,620	15,161	273	-1,905	13,529
399 Total Travel	**11,326**	**215**	**3,620**	**15,161**	**273**	**-1,905**	**13,529**
633 DLA Document Services	1,139	-1	530	1,668	94	-618	1,144
699 Total DWCF Purchases	**1,139**	**-1**	**530**	**1,668**	**94**	**-618**	**1,144**
912 Rental Payments to GSA (SLUC)	3,463	66	264	3,793	68	-504	3,357
914 Purchased Communications (Non-Fund)	1,139	22	544	1,705	31	-550	1,186
915 Rents (Non-GSA)	130	2	44	176	3	-50	129
917 Postal Services (U.S.P.S)	54	1	38	93	2	0	95
920 Supplies & Materials (Non-Fund)	700	13	189	902	16	-182	736
921 Printing & Reproduction	373	7	-178	202	4	0	206
922 Equipment Maintenance By Contract	432	8	692	1,132	20	-500	652
923 Facilities Sust, Rest, & Mod by Contract	532	10	332	874	16	-448	442
925 Equipment Purchases (Non-Fund)	3,607	69	598	4,274	77	-1,735	2,616
932 Mgt Prof Support Svcs	1,495	28	3,244	4,767	86	-2,876	1,977
987 Other Intra-Govt Purch	3,752	71	948	4,771	86	-517	4,340
989 Other Services	3,050	58	676	3,784	68	-750	3,102
990 IT Contract Support Services	6,807	129	871	7,807	141	-2,775	5,173
999 Total Other Purchases	**25,534**	**484**	**8,262**	**34,280**	**618**	**-10,887**	**24,011**
Total	**131,993**	**1,402**	**17,255**	**150,650**	**1,980**	**-17,193**	**135,437**

Fiscal Year 2015 Budget Estimates

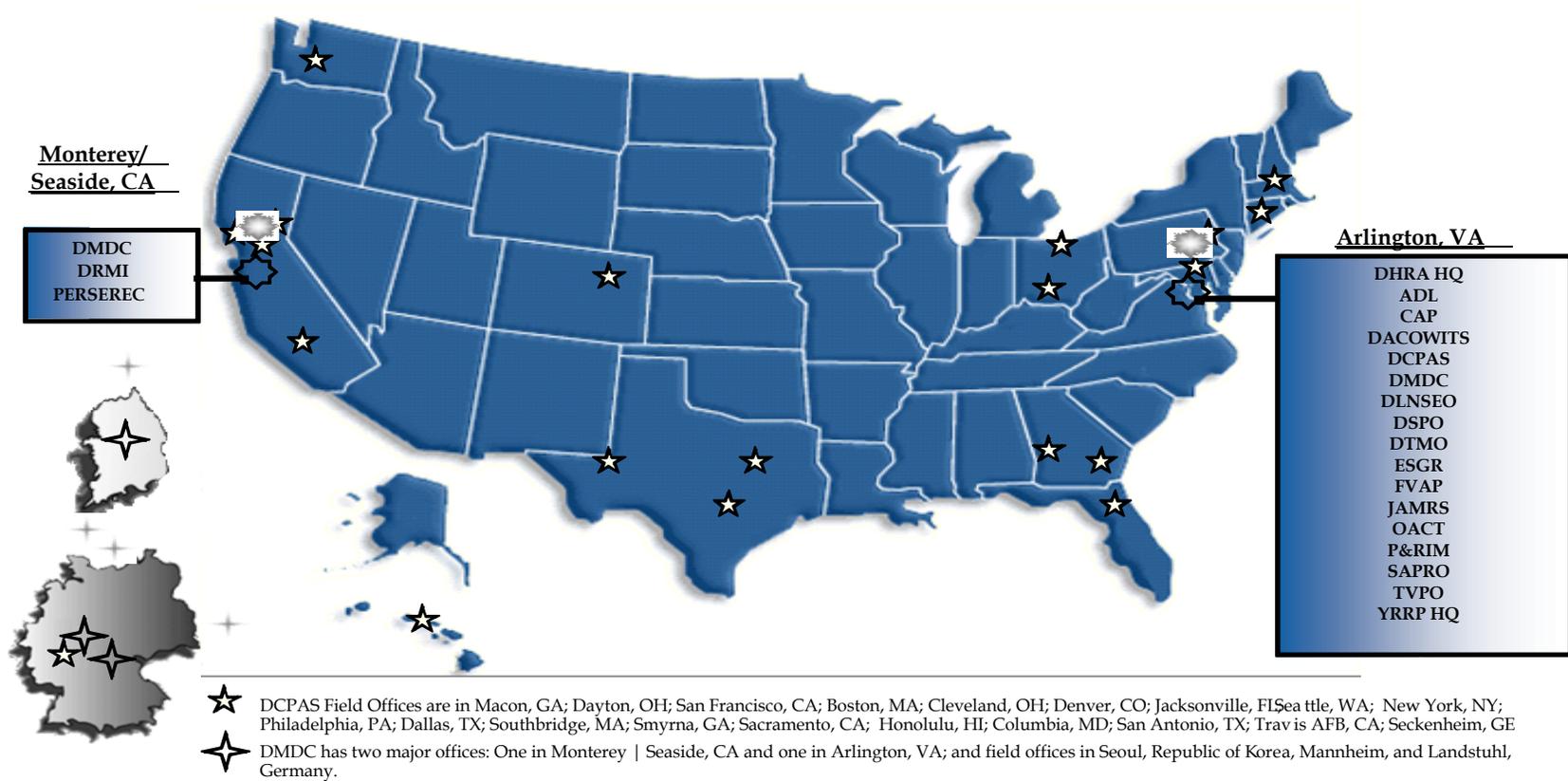## Defense Human Resources Activity (DHRA)

March 2014

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Defense Human Resources Agency
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.

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Monterey/
Seaside, CA

DMDC
DRMI
PERSEREC

Arlington, VA

DHRA HQ
ADL
CAP
DACOWITS
DCPAS
DMDC
DLNSEO
DSPO
DTMO
ESGR
FVAP
JAMRS
OACT
P&RIM
SAPRO
TVPO
YRRP HQ

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

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

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

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
DHRA	631,640	10,470	116,486	758,596	12,423	-137,719	633,300

* The FY 2013 Actual column **includes** $8,829 thousand of FY 2013 Contingency Operations (OCO) funding (PL 113-6).
* The FY 2014 Estimate column **excludes** $13,000 thousand of FY 2014 OCO Appropriations funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

I.   Description of Operations Financed:

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

The DHRA FY 2015 budget funds execution of the Field Activity's mission to:
  • Organize, direct, and manage all assigned resources, to include the 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

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

- Provide DoD-wide guidance on civilian personnel policy and professional development programs (except with regard to Defense Civilian Intelligence Personnel System, where guidance is developed by the Under Secretary of Defense for Intelligence in conjunction with the USD (P&R))
- 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

I.   Description of Operations Financed (cont.)

- 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
- 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 is comprised of twenty-two operational programs that support the OUSD (P&R) in its mission to develop policies, plans, and programs that will ensure the readiness of the Total Force and the well-being of military families. The Field Activity supports the Under Secretary's vision of creating an organization that is dedicated and committed to the readiness of the Department's Service men and women, their families, and civilian employees. The DHRA FY 2015 budget supports the Under

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

Secretary's three fundamental focus areas:
- Ensure Total Force Readiness
- Care for Our People
- Create and Sustain a Culture of Relevance, Effectiveness, and Efficiency

<u>Narrative Explanation of Changes</u>:
Following is a summary of changes from FY 2014 to FY 2015.

The FY 2015 DHRA budget represents a net reduction in funding of approximately $138 million (approximately 18% from the FY 2014 DHRA Enacted Budget). These reductions are a combination of efficiency initiatives, one-time congressional adds in FY 2014, a transfer of Transition to Veterans Office program funds to the military services, and the remaining represent real reductions to DHRA programs.

Increases and decreases are detailed at the program level.

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

<u>**Joint Advertising, Market Research, and Studies (JAMRS)**</u>:

(Dollars in Thousands)		
<u>FY 13</u>	<u>FY 14</u>	<u>FY 15</u>
23,039	24,217	22,201

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 Service 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.

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

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

(Dollars in Thousands)		
<u>FY 13</u>	<u>FY 14</u>	<u>FY 15</u>
51,063	54,487	48,497

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; and manages a portfolio of programs that provide linguist support to the Department. DLNSEO works to ensure that the Department has the required combination of language, regional, and cultural capabilities to meet its current and projected needs and creates a workforce pipeline that supports U.S. national security needs for the future. DLNSEO provides OSD-level guidance in the areas of language and culture training, testing and curriculum development. It develops, recommends, and monitors policies for language, regional and culture related to the accession management, and utilization of members of the Armed Forces and DOD civilian employees. DLNSEO supports the DoD mission of building 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

I.   Description of Operations Financed (cont.)

security through nationally recognized Boren Scholarships and Fellowships, and expand opportunities to achieve professional level proficiency in critical languages through the Language Flagship Program. DLNSEO's support of the National Language Service Corps provides rapidly accessible, short-term professional level language services to government agencies for national emergencies or immediate surge requirements.

Defense Resources Management Institute (DRMI):

(Dollars in Thousands)		
FY 13	**FY 14**	**FY 15**
1,453	1,471	1,408

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.

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

<u>Enterprise Human Resources Information Systems (EHRIS) - Defense Civilian Personnel Data System (DCPDS):</u>

(Dollars in Thousands)		
<u>FY 13</u>	<u>FY 14</u>	<u>FY 15</u>
75,382	59,429	64,749

As the Department's enterprise civilian human resources (HR) system, Defense Civilian Personnel Data System (DCPDS) supports Human Resources 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 Office of Personnel Management/ Office of Management and Budget (OPM/OMB) HR Shared Service Centers. DCPDS supports approximately one-third of the federal workforce. DCPDS continues to prove its business case by centrally operating those HR system activities previously performed by each DoD Component, thus avoiding costs to the Department of over $200 million per year.

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 2015, the program will initiate the consolidation of DCPDS regional server operations.

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

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

(Dollars in Thousands)		
<u>FY 13</u>	<u>FY 14</u>	<u>FY 15</u>
24,800	34,248	33,266

The Defense Civilian Personnel Advisory Service (DCPAS) Mission Programs support the development of innovative and fiscally responsible civilian personnel policies, while providing advisory services that strengthen the mission readiness of approximately 940,000 DOD civilians worldwide. These programs provide civilian HR operational, strategic, and advisory support services to the DOD. Funding supports the management of the following DCPAS Mission Programs:

HR Operational Programs and Advisory Services, develop, manage, and evaluate programs in support of current HR lifecycle functions and provide advisory support for HR operational functions. Through these programs, DCPAS develops and recommends administrative policy for the effective management of the DOD civilian workforce. Notable programs include Compensation and Wage & Salary; Benefits and Work Life; Staffing and Civilian Transition; Labor and Employee Relations; Civilian Expeditionary Workforce; and Non-appropriated Funds Personnel Policy.

HR Strategic Programs and Advisory Services, provide strategic support to recruit and develop the DOD Civilian Workforce. This enables the Department to operate within common

I.   Description of Operations Financed (cont.)

strategic recruiting, competency, workforce planning, analytic, and development frameworks informed by policy, comprehensive research, best practices, mission analysis and demographic trends and forecasts. Notable programs include Strategic Human Capital Planning; Senior Executive Service Management; Leadership, Learning, and Development; Human Resources Functional Community management; Recruitment Assistance; and Strategic Analysis and Reporting.

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

In FY 2015, DCPAS continues its management, oversight, and infrastructure support to the Department in the following key areas: (1) the Senior Executive Management, (2) injury compensation and unemployment compensation advisory programs, (3) benefits and entitlement programs, (4) staffing and civilian transition programs, (5) leadership, learning, and development programs, (6) civilian pay and classification policies and their application within the Department, (7) the new DOD-wide performance management system and redesigned hiring procedures created as a result of the FY10 NDAA, (8) a

I.   Description of Operations Financed (cont.)

Mandatory Training and Retraining Program for Supervisors, and (9) the Civilian Expeditionary Workforce Program, which will complete its transition from performing both operational and policy functions to providing Department-wide civilian deployment policy and guidance.

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)		
FY 13	**FY 14**	**FY 15**
112,592	133,401	118,925

The Defense Enrollment Eligibility Reporting System (DEERS), Data Governance, Real Time Automated Personnel Identification System (RAPIDS), Common Access Card (CAC), and Cyber Security programs are inter-related and inter-dependent operational systems that promote an efficient flow of business processes. DEERS is 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

I.   Description of Operations Financed (cont.)

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.

The Defense Manpower Data Center (DMDC) 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.

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 application provided by the DMDC; electronic correspondence for TRICARE and other letters via milConnect; and support for 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.

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

I.   Description of Operations Financed (cont.)

data architecture on both the Secret Internet Protocol Router Network (SIPRnet) and Non-Secure Internet Protocol Router Network (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 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

I.   Description of Operations Financed (cont.)

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 2015, the CAC Program will continue the implementation of the Enterprise Identity Attribute Service (EIAS) to enable real time access decisions in both the 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.

I.   Description of Operations Financed (cont.)

Human Resources Strategic Assessment Program (HRSAP):

(Dollars in Thousands)		
FY 13	FY 14	FY 15
3,300	3,596	3,258

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 6+ surveys per year to over 600,000 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, impact of deployments, spouse employment, sexual assault and sexual harassment, and racial/ethnic harassment and discrimination.

Personnel Security Assurance (PSA):

(Dollars in Thousands)		
FY 13	FY 14	FY 15
19,400	19,889	17,920

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

I.   <u>Description of Operations Financed (cont.)</u>
provides comprehensive capabilities to perform processing and verification of security clearances for all DoD military personnel, civilians, and contractors.

<u>Synchronized Pre-deployment and Operational Tracker (SPOT):</u>

(Dollars in Thousands)		
<u>FY 13</u>	<u>FY 14</u>	<u>FY 15</u>
22,190	25,231	22,808

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 the Defense Enrollment Eligibility Reporting System (DEERS), and Real Time Automated Personnel Identification

I.   Description of Operations Financed (cont.)

System (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.

Personnel Security Research Center (PERSEREC):

(Dollars in Thousands)		
FY 13	FY 14	FY 15
2,561	555	0

The 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

I.   Description of Operations Financed (cont.)

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. For the FY 2015 budget submission, the PERSEREC program will be integrated into the Defense Manpower Data Center programs.

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

(Dollars in Thousands)		
FY 13	**FY 14**	**FY 15**
8,053	19,083	13,841

P&R IM executes portfolio and investment management for the DoD human resources management (HRM) business, performs CIO functions for the Office of the Under Secretary of Defense (Personnel and Readiness) (OUSD(P&R)), and defines interagency information sharing needs, 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. 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 for

I. Description of Operations Financed (cont.)

Civilian HRM, the Military Health System, and Military and Other HRM areas. As the OUSD (P&R) CIO, P&R IM initiates, coordinates, and executes the Certification and Accreditation process for several P&R information systems, the Information Assurance Vulnerability Management program, and DoD computer network directives. P&R IM helps DHRA and other P&R 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 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. For more information, visit the P&R IM website at http://www.prim.osd.mil.

Defense Travel Management Office (DTMO):

(Dollars in Thousands)		
FY 13	FY 14	FY 15
11,734	12,298	9,702

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

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

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.

Employer Support of the Guard and Reserve (ESGR):

(Dollars in Thousands)		
FY 13	FY 14	FY 15
13,637	9,576	9,389

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.

I.   Description of Operations Financed (cont.)

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.

Federal Voting Assistance Program (FVAP):

(Dollars in Thousands)		
FY 13	**FY 14**	**FY 15**
4,149	6,447	3,629

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 by promoting awareness of the right to vote and providing the tools and resources to facilitate and enhance the voting process. 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.

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

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

(Dollars in Thousands)		
<u>FY 13</u>	<u>FY 14</u>	<u>FY 15</u>
14,146	50,142	21,595

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

- Oversees the implementation and promotion of policies that foster a climate of confidence so as to encourage military personnel who are victims of sexual assault to report and seek victim's services
- Oversees and evaluates Department-wide SAPR program effectiveness via a core set of standardized metrics measured through a standardized methodology
- Assesses the capability of the Department to respond to the needs of adult sexual assault victims in the military
- Coordinates policies related to adult sexual assault victims in the military
- Monitors/analyzes reports of sexual assault to determine the efficacy of sexual assault policies/programs
- Prepares an annual report to Congress on DoD's reports of adult sexual assaults and conducts annual assessments at the Service Academies, captured in the Military Service Academy (MSA) annual report

I.   Description of Operations Financed (cont.)

- Manages the Defense Sexual Assault Information Database (DSAID), to include training of DSAID users
- Administers the Department of Defense Sexual Assault Advocate Certification Program
- Manages the DoD Safe Helpline

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

Office of the Actuary (OACT):

(Dollars in Thousands)		
FY 13	**FY 14**	**FY 15**
710	371	378

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

I.   Description of Operations Financed (cont.)

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.

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

(Dollars in Thousands)		
FY 13	**FY 14**	**FY 15**
239	396	257

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

<u>Advanced Distributed Learning (ADL) Registry:</u>

(Dollars in Thousands)		
<u>FY 13</u>	<u>FY 14</u>	<u>FY 15</u>
940	967	676

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. Currently 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 is working in collaboration with other government agencies and our international partners to develop the foundation to exploit a distributed, interoperable training environment to enable sharing and reuse of 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.

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

<u>Yellow Ribbon Reintegration Program (YRRP) Headquarters Office:</u>

(Dollars in Thousands)		
<u>FY 13</u>	<u>FY 14</u>	<u>FY 15</u>
18,528	21,044	18,406

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

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

YRRP proactively develops and maintains collaborative efforts with federal, state and local organizations nationwide to streamline the delivery of military resources. These actions ensure relevant and timely resources are accessible at YRRP events and via local

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

community-based networks. Since 2008, the YRRP has developed several mutually beneficial partnerships with key organizations, including: Employer Support of the Guard and Reserve, Small Business Administration, and the Departments of Labor and Veterans Affairs.

In FY 2012, the OSD YRRP Office expanded its focus from an in-person, events-based support model to a more agile, online support community. The centerpiece of this effort is the YRRP Center for Excellence (CfE). Moving forward, the YRRP CfE 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 career and military readiness of National Guard and Reserve members through YRRP's Employment Initiative Program (EIP) and Hero2Hired (H2H.jobs) programs.

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

<u>Computer/Electronics Accommodation Program (CAP):</u>

(Dollars in Thousands)		
<u>FY 13</u>	<u>FY 14</u>	<u>FY 15</u>
5,717	8,457	7,928

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

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

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.

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

(Dollars in Thousands)		
<u>FY 13</u>	<u>FY 14</u>	<u>FY 15</u>
22,680	27,319	6,344

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

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

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.

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

(Dollars in Thousands)		
<u>FY 13</u>	<u>FY 14</u>	<u>FY 15</u>
239	43,436	2,896

In FY 2014, the Transition Assistance Program (TAP) was realigned 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 GPS (Goals, Plans, Success) 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

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

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 offers Service members an opportunity to select additional tracks which provide an extensive array of helpful services to find employment, pursue education, technical training, or start their own business. Transition GPS will be fully embedded within the entire span of a Service members' military life cycle by the end of FY 2014. In FY 2015, DHRA will transfer approximately $39 million from TVPO to the military Services to enable the Services to execute their transition assistance programs. Funds remaining in TVPO are just those required to operate the program office.

- 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.

<u>Labor:</u>

(Dollars in Thousands)		
<u>FY 13</u>	<u>FY 14</u>	<u>FY 15</u>
146,636	153,902	160,294

DHRA Labor funds civilian pay for 1,173 government Full Time Equivalents for FY 2015.

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

<u>**Operations:**</u>

(Dollars in Thousands)		
<u>**FY 13**</u>	<u>**FY 14**</u>	<u>**FY 15**</u>
48,452	48,634	44,933

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 Fee.

II. <u>**Force Structure Summary**</u>:
N/A

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III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2013 Actual	Budget Request	FY 2014 Congressional Action Amount	Percent	Appropriated	Current Estimate	FY 2015 Estimate
4. Administrative & Service-wide Activities	631,640	763,091	-4,495	-0.6	758,596	758,596	633,300
Advanced Distributed Learning	940	967	0	0.0	967	967	676
Computer/Electronic Accommodations Program	5,717	9,031	-574	-6.4	8,457	8,457	7,928
DCPAS Mission Programs	24,800	37,953	-3,705	-9.8	34,248	34,248	33,266
DEERS/RAPIDS/CAC	112,592	142,438	-9,037	-6.3	133,401	133,401	118,925
Defense Advisory Committee on Women in the Services	239	396	0	0.0	396	396	257
Defense Language and National Security Education Office	51,063	57,950	-3,463	-5.0	54,487	54,487	48,497
Defense Resources Management Institute	1,453	1,471	0	0.0	1,471	1,471	1,408
Defense Suicide Prevention Office	22,680	7,319	20,000	273.3	27,319	27,319	6,344
Defense Travel Management Office	11,734	13,697	-1,399	-10.2	12,298	12,298	9,702
DoD Enterprise Human Resources Information Systems (EHRIS)	75,382	65,736	-6,307	-9.6	59,429	59,429	64,749
Employer Support of the Guard and Reserve	13,637	11,835	-2,259	-19.1	9,576	9,576	9,389
Federal Voting	4,149	6,855	-408	-5.0	6,447	6,447	3,629

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A. **BA Subactivities**	**FY 2013 Actual**	**Budget Request**	**Amount**	**Percent**	**Appropriated**	**Current Estimate**	**FY 2015 Estimate**
			FY 2014				
			Congressional Action				
Assistance Program Human Resources Strategic Assessment Program	3,300	3,844	-248	-6.5	3,596	3,596	3,258
Joint Advertising, Market Research & Studies	23,039	25,663	-1,446	-5.6	24,217	24,217	22,201
Labor	146,636	158,302	-8,000	-5.1	150,302	153,902	160,294
Office of The ACTUARY	710	371	0	0.0	371	371	378
Operations	48,452	55,227	-2,993	-5.4	52,234	48,634	44,933
Personnel and Readiness Information Management	8,053	20,519	-1,436	-7.0	19,083	19,083	13,841
Personnel Security Assurance	19,400	21,251	-1,362	-6.4	19,889	19,889	17,920
Personnel Security Research Center	2,561	555	0	0.0	555	555	0
Quadrennial Review of Military Compensation	0	51	-51	-100.0	0	0	0
Sexual Assault Prevention and Response Office	14,146	25,142	25,000	99.4	50,142	50,142	21,595
Synchronized Pre-deployment and Operational Tracker	22,190	26,964	-1,733	-6.4	25,231	25,231	22,808

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

			FY 2014				
			Congressional Action				
	FY 2013	Budget				Current	FY 2015
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>
Transition to Veterans Program Office	239	48,510	-5,074	-10.5	43,436	43,436	2,896
Yellow Ribbon Reintegration Program	18,528	21,044	0	0.0	21,044	21,044	18,406
Total	**631,640**	**763,091**	**-4,495**	**-0.6**	**758,596**	**758,596**	**633,300**

* The FY 2013 Actual column **includes** $8,829 thousand of FY 2013 Contingency Operations (OCO) funding (PL 113-6).
* The FY 2014 Estimate column **excludes** $13,000 thousand of FY 2014 OCO Appropriations funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

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

B. **Reconciliation Summary**	Change FY 2014/FY 2014	Change FY 2014/FY 2015
Baseline Funding	**763,091**	**758,596**
Congressional Adjustments (Distributed)	-20,683	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	16,188	
Subtotal Appropriated Amount	**758,596**	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	**758,596**	
Supplemental	13,000	
Reprogrammings		
Price Changes		12,423
Functional Transfers		
Program Changes		-137,719
Current Estimate	**771,596**	**633,300**
Less: Wartime Supplemental	-13,000	
Normalized Current Estimate	**758,596**	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 President's Budget Request (Amended, if applicable)		**763,091**
1. Congressional Adjustments		-4,495
a. Distributed Adjustments		
1) Distributed Adjustments	-20,683	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8124 (Sexual Assault Prevention and Response Office - DHRA)	25,000	
2) Section 8140 (WCF Excess Cash)	-8,501	
3) Section 8034 (Indian Lands)	-294	
4) Section 8023 (FFRDC)	-17	
FY 2014 Appropriated Amount		**758,596**
2. War-Related and Disaster Supplemental Appropriations		13,000
a. OCO Supplemental Funding		
1) Overseas Contingency Operations - Beyond Yellow Ribbon	13,000	
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**771,596**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**771,596**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-13,000
FY 2014 Normalized Current Estimate		**758,596**
6. Price Change		12,423
7. Functional Transfers		
8. Program Increases		9,103
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>Amount</u>	<u>Totals</u>
1) Labor	4,853	
This represents increases in key DHRA programs such as the DCPAS Mission Programs, EHRIS, DEERS/RAPIDS/CAC, DTMO, and ESGR to fill those programs up to their authorized FTE levels. FTE authorizations also include an increase of 6 FTEs to support development and implementation of an Enterprise-wide Contractor Manpower Reporting Application; and a decrease of 3 FTEs in support of streamlining Department of Defense management headquarters activities. (FY 2014 Baseline: $153,902 thousand; +36 FTEs)		
2) DoD Enterprise Human Resources Information Systems (EHRIS)	4,250	
The increase in EHRIS does not represent an increase in funding. Rather, it represents a reorganization within Defense Civilian Personnel Advisory Service. Specifically, it represents a consolidation of all information technology related resources (not just Defense Civilian Personnel Data System (DCPDS)) under the EHRIS. This increase is partially offset by a decrease from DCPAS Mission Programs. (FY 2014 Baseline: $59,429 thousand; +0 FTEs)		
9. Program Decreases		-146,822
a. Annualization of FY 2014 Program Decreases		
b. One-Time FY 2014 Increases		
1) Suicide Prevention Program	-20,000	
c. Program Decreases in FY 2015		
1) Transition to Veterans Program Office (TVPO)	-41,322	
The decrease results primarily from a redistribution		

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

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

        of approximately $39,000 thousand from TVPO to the military Services to enable the Services to execute their transition assistance programs, no FTEs were transferred. The additional decrease results from efficiencies in travel and supplies. (FY 2014 Baseline: $43,436 thousand; +0 FTEs)

2) Sexual Assault Prevention and Response Office (SAPRO)   -29,450
    The FY 2014 Enacted Budget included a one-time congressional increase of $25,000 thousand for Sexual Assault Prevention and Response which is not included in this request. The additional decrease results from reductions in outreach and assessments, and efficiencies in travel, supplies,and other support. (FY 2014 Baseline: $50,142 thousand; +0 FTEs)

3) DEERS/RAPIDS/CAC   -16,877
    The program decrease reduces DEERS World Wide Support Center Help Desk from 24x7 operation to 12x7 operation; delays Cyber Security build out and execution of replacing the use of removable media on classified networks with Cross Domain Solutions by one year; degrades support for eligibility, enrollment, and TRICARE operations. (FY 2014 Baseline: $133,401 thousand; +0 FTEs)

4) Defense Language and National Security Education   -6,971
Office (DLNSEO)
    The program decrease reduces the number of offerings and options for language training, and scales back investment in the Virtual Culture Awareness Trainers (V-CATs), which support CoCOM joint operations. (FY 2014 Baseline: $54,487 thousand; +0 FTEs)

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
5) Personnel and Readiness Information Management (P&R IM)	−5,585	

   The program decrease will result in the
   discontinuation of Business Process Reengineering
   (BPR)assistance currently provided to the military
   Services, and reduction of architecture products for
   Human Resources Management IT vendors. (FY 2014
   Baseline: $19,083 thousand; +0 FTEs)

6) Operations	−4,577	

   The decrease represents significant reductions in
   travel, supplies, and other support requirements to
   support the streamlining of Department of Defense
   management headquarters activities, and a realignment
   of funding from operations to program. (FY 2014
   Baseline: $48,634 thousand; +0 FTEs)

7) Yellow Ribbon Reintegration Program (YRRP) Headquarters Office	−3,017	

   The decrease will result in reductions to the
   collection and analysis of lessons learned,
   development of training aids and briefing materials.
   Outreach efforts will be curtailed, and, efforts to
   gather information on employment will be reduced.
   (FY 2014 Baseline: $21,044 thousand; +0 FTEs)

8) Federal Voting Assistance Program (FVAP)	−2,934	

   Reductions to FVAP research and outreach. (FY 2014
   Baseline: $6,447 thousand; +0 FTEs)

9) Synchronized Pre-deployment and Operational Tracker (SPOT)	−2,877	

   This reduces contract support, delaying the
   integration of SPOT with RAPIDS and DBIDS - all

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

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

       identity based systems; eliminates Independent
Verification and Validation of SPOT software
development; eliminates funding needed for SPOT
developmental items during the drawdown of
Afghanistan; and, delays by one year the development
of advanced business intelligence system which
supports data mining, analysis, visualization, and
reporting of structured data sources in the Total
Operational Picture Support System (TOPSS). (FY 2014
Baseline: $25,231 thousand; +0 FTEs)

10) Defense Travel Management Office (DTMO)   -2,817
    The reduction will limit travel assistance to daytime
operations - halting most assistance for overseas
travel, recruits and Reserve Components. (FY 2014
Baseline: $12,298 thousand; +0 FTEs)

11) Joint Advertising and Marketing Research Studies   -2,452
(JAMRS)
    The decrease will result in the reduction of efforts
to gather information on emerging recruiting
challenges. It will also reduce outreach and
communication efforts intended to broaden awareness
of military service. (FY 2014 Baseline: $24,217
thousand; +0 FTEs)

12) Personnel Security Assurance (PSA)   -2,327
    The program decrease will delay contracting efforts
on the Classified Data Center and Continuity of
Operations (COOP) in support of Personnel Security
Administration. (FY 2014 Baseline: $19,889 thousand;
+0 FTEs)

13) DCPAS Missions Programs   -1,598

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

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

      The decrease will result in scaling back the DOD
Joint Executive Management (JEM) training program,
the Defense Civilian Emerging Leader Program (DCELP),
and all executive training programs; and, significant
reductions to the DOD Pipeline Program. (FY 2014
Baseline: $34,248 thousand; +0 FTEs)

14) Defense Suicide Prevention Office (DSPO)	-1,467	

      The decrease results from efficiencies in travel,
supplies, and other support. (FY 2014 Baseline:
$27,319 thousand; +0 FTEs)

15) Computer/Electronic Accommodations Program (CAP)	-681	

      The decrease will reduce CAP accommodations by
approximately 1,300 per year. (FY 2014 Baseline:
$8,457 thousand; +0 FTEs)

16) Personnel Security Research Center (PERSEREC)	-565	

      The decrease results from savings associated with the
integration of the PERSEREC program into the Defense
Manpower Data Center programs. (FY 2014 Baseline:
$555 thousand; +0 FTEs)

17) Human Resources Strategic Assessment Program (HRSAP)	-403	

      The decrease will result in the elimination of the
survey to gather Status of Forces Survey data. (FY
2014 Baseline: $3,596 thousand; +0 FTEs)

18) Employer Support of the Guard and Reserve (ESGR)	-359	

      The decrease reduces ESGR training and assistance
visits required to maintain efficient field
operations, and will result in fewer Volunteer and
Employer engagements, reducing access to important
feedback from external stakeholders. (FY 2014
Baseline: $9,576 thousand; +0 FTEs)

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
19) Advanced Distributed Learning (ADL)	-308	
The reduction of contract effort will delay ADL's implementation of emerging technologies that improve the realism and effectiveness of computer-based training. (FY 2014 Baseline: $967 thousand; +0 FTEs)		
20) Department Advisory Committee on Women in the Services (DACOWITS)	-146	
The decrease represents reduced travel in support of committee meetings. (FY 2014 Baseline: $396 thousand; +0 FTEs)		
21) Defense Resources Management Institute (DRMI)	-89	
The decrease represents reduced contract support. (FY 2014 Baseline: $1,471 thousand; +0 FTEs)		
FY 2015 Budget Request		**633,300**

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

<u>Joint Advertising, Market Research, and Studies (JAMRS) Program</u>

JAMRS overall performance for FY 2015 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 2015 Goal: Mean rating at least 4.0 on a 5.0 scale (1 = strongly disagree and 5 = strongly agree) on the following metrics:	FY 2013 Results (Mean Rating)
JAMRS has been helpful in meeting my department's objectives	4.4
Overall, I am satisfied with the services provided by JAMRS	4.4
I intend to use JAMRS as a key resource in the future	4.4
I would recommend the information and services provided by JAMRS to my colleagues	4.5
My department saves money through its use of the JAMRS program	4.3

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

Joint Advertising performance evaluation will be based on the following metrics assuming a $2.0M spend-level on advertising over the entire FY 2015:

FY 2015 Goal:	FY 2013 Results
Number of gross impressions obtained through a non-paid public service announcement campaign will meet or exceed 14 million impressions	JAMRS did not run any general advertising in FY 2013
Achieve 4,000 airings on more than 100 stations during the non-paid public service announcement campaign	JAMRS did not run any general advertising in FY 2013
Maintain Service branch link off conversion on www.todaysmilitary.com at FY 2014 levels	FY 2013 Service branch link off conversion on TM.com exceeded FY 2012 numbers by over 45%
Maintain Request for Information volume on www.todaysmilitary.com at FY 2014 levels	FY 2013 RFI volume on TM.com exceed FY 2012 levels by 18%
Deliver a minimum of 85% of the universe for class 2016 high school aged students	JAMRS has delivered 85% of the class of 2014 high school aged students
Secure DMV participation from at least 34 states in HSMF class year 2016 direct marketing efforts	39 states/DMV's have provided data for inclusion in the Class of 2014 data set
Distribute Futures magazine to approximately 90% of high schools nationwide	The 2013 edition of Futures magazine will be distributed to 90% of public high schools nationwide (September 2013)

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

In FY 2015, 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 2015:

FY 2015 Goal: Mean rating at least 4.0 on a 5.0 scale (1 = strongly disagree and 5 = strongly agree) on the following metrics:	**FY 2013 Results (Mean Rating)**
The Youth Polls have been helpful in meeting my department's objectives	4.5
The Ad Tracking study has been helpful in meeting my department's objectives	4.3
JAMRS' Market Segmentation Research has been helpful in meeting my department's objectives	4.2
JAMRS individual studies (i.e., non-tracking studies) are useful in my meeting my department's objective (average rating across studies)	4.5
Maintain number of www.dmren.org logins at FY 2014 levels.	FY 2013 DMREN logins exceed FY

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

	2012 levels by 73% (as of August 2013)

<u>**Enterprise Human Resource Information System – The Defense Civilian Personnel Data System (DCPDS)**</u>:

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.

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

Performance goals include:

- Continue to deliver responses for over 44 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

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

- Reduce average issuance times to no more than 17 minutes for all Department of Defense (DoD)Identification card forms and maintain 97 percent availability for the RAPIDS system

Performance goals related specifically to the Cyber Security Enterprise Identity Attribute Service (EIAS) include:
- Process up to 300 hits/sec on classified environment with 2 second maximum response time. Usage on the Classified EIAS hit approximately 500,000 transactions meeting both the time and rate requirements
- Process 1000 hits/sec on unclassified environment with 2 second maximum response time. Usage of the unclassified EIAS has been limited, but all transaction processing has met the time and rate requirements
- Maintain 99.7% service availability including scheduled and unscheduled downtime (threshold) on both the classified and unclassified environments. Availability for classified data services averaged about 98.9%. Once the classified COOP site build out is completed, the service availability will meet, if not exceed the 99.7% goal. On the unclassified environment availability met the 99.7% requirement.

<u>**Human Resources Strategic Assessment Program (HRSAP)**</u>
Performance goals include:
- Administer 8 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

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

<u>Defense Travel Management Office (DTMO)</u>:

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**
  - <u>FY 13 Accomplishments</u>
    - o Assisted 18,114 recruits traveling from Military Entrance Processing Stations to Duty Stations
    - o Supported 1,538 DoD Group Bus Moves through GOPAX
    - o Fielded over 245K (FY13)in-bound calls through the Travel Assistance Center
    - o Received certification of the Capability Maturity Model Integration (CMMI) for Services (SVC), Level 5 rating for the Travel Assistance Center
    - o Performed 357 bus inspections for the Military Bus Program
    - o Conducted 8 Next Generation Travel Solution visioning sessions with stakeholders

- **Increase Cost Effectiveness of the Travel Enterprise**
  - <u>FY 13 Accomplishments</u>

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

- o Awarded and implemented 6 Small Business Commercial Travel Office Service Contracts
- o Awarded 7 bridge Commercial Travel Office contracts for continuation of services for MEPS and Defense Intelligence Agency locations
- o Participated in the development of the FY14 contract for GSA's City Pair Program
- o Re-write/enhance DTS CBA Training Manual
- o Launch Premium Class Travel Reporting Tool(Q1 FY14)

- **Achieve Operational Excellence**
  - <u>FY 13 Accomplishments</u>
    - o Conducted 4 BAH data collection workshops (FY13)
    - o Conducted 145 Retail Price Surveys (RPS) and 60 Living Pattern Surveys (LPS)for Cost of Living Allowance (COLA)
    - o Set Overseas Non-foreign Per Diem rates to include Alaska, and Hawaii
    - o Conducted 48 Overseas Housing Allowance (OHA) utility/Move in Housing Allowance Surveys
    - o Conducted 266 OHA maximum rental allowance reviews
    - o Conducted CONUS Living Pattern Survey

- **Improve Organizational Readiness**
  - <u>FY 13 Accomplishments</u>
    - o Conducted 5 Defense Travel Administrator (DTA) classroom training courses for Defense Agencies
    - o Customers completed ~750K web-based training courses
    - o Delivered 130 Distance Learning courses for 2,350 attendees
    - o Customers completed 147K narrated demonstrations

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

    o Maintained ~1200 frequently asked questions in the Knowledge Center of Travel Explorer viewed by ~139K users

<u>**Employer Support of the Guard and Reserve (ESGR):**</u>

- 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:
- Growth of employer support by contacting known employers of Guardsmen and Reservists;
- Expansion of ESGR/USERRA awareness through focused outreach;
- Maintain resolution rate and timeliness of handling the number of formal complaints under the Uniformed Services Employment and Reemployment Rights Act (USERRA)

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

- The number of "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:
  - FY13: (Actual) – 57,887
  - FY14: (Projected) – 59,500
  - FY15: (Projected) – 61,500

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

- 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:
  - FY13: (Actual)– 161,488
  - FY14: (Projected) – 162,000
  - FY15: (Projected) – 163,000

- 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:
  - FY13: (Actual)– 494,270
  - FY14: (Projected) – 475,000; Direct Mail projections are zero, based on deleted $1.036M Military Outreach mission per DoD Efficiency Initiative
  - FY15: (Projected) – 475,000; Direct Mail projections are zero, based on deleted $1.036M Military Outreach mission per DoD Efficiency Initiative

- The number of employment conflicts received and resolved:
  - FY13: (Actual) 2,544 received with 77.9 percent of cases resolved/ administrative closure
  - FY14: (Projected due to force drawdown) 2,400 received with more than 78.5 percent of cases resolved or administratively closed.
  - FY15: (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):
  - FY13: (Actual) – less than 10 days (9.61 days)

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

- FY14: (Projected) – less than 10 days (currently 9.61 days)
- FY15: (Projected) – less than 10 days

Note: All days to resolve cases have been converted to calendar days in accordance with ESGR/DOL-VETS MOU requirements. FY13 – FY15 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.

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

Recognizing the challenges to military and overseas citizen absentee voting, FVAP has identified three strategic goals to guide its FY 2015 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 2015 strategic goals are:

Strategic Goal #1. *Reduce Obstacles to Military and Overseas Voting Success*. The suite of DoD voting assistance tools work together to support the military and overseas voters' ability to participate in the electoral process.

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

Metric	FY 2013 Metric Result
Active Duty (ADM) registration and participation rates are equal to or greater than the registration and participation rates of the general citizen voting population (CVAP).	<u>Registration</u>: ADM registration rates were 79.1% and CVAP registration rates were 71.2% <u>Participation</u>: ADM participation rates were 55.1% and CVAP participation rates are 61.8%
Develop a survey sample of Overseas Civilians using publicly available voter history records sufficient for capturing 95% of the reported overseas civilian voting population in the 2012 United States Election Assistance Post Election Survey. Purpose of this survey will identify demographics of overseas civilians to establish a viable comparison to reported Citizen Voting Age Population estimates from the U.S. Census department.	N/A
At least 75% of ADM receive their requested ballots	75% of ADM received requested ballot

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

At least 75% of ADM report being given an opportunity to complete an FPCA	40% of ADM reported "yes," 40% reported "Don't know" and 20% reported "no"
No more than 20% undeliverable-as-addressed ballots	Approximately 15% of ballots were undeliverable as addressed
Maintain number of (R3/Portal) FPCA transactions from 2010 midterm: 127,272	785,737 FPCA transactions
Absentee ballot rejection rate within a State for voters using a grant-funded system 10% lower than general population absentee ballot rejection rate	Preliminary data indicate rejection rate for absentee ballots from military and overseas voters was lower than the rejection rate for those cast by members of the general, domestic population.

Strategic Goal #2. *Be a highly valued customer service program to military and overseas voters and election officials.* For many UOCAVA citizens, especially new voters, FVAP is the first opportunity for potential voters to learn and discuss the absentee voting process. It is critical FVAP provides professional, helpful assistance to UOCAVA voters — and election officials and Voting Assistance Officers — to ensure their ability to successfully cast an absentee ballot.

Metric	FY 2013 Metric Result
At least 75% of Unit Voting Assistance Officer (UVAOs) are satisfied with the support received from FVAP	71% of UVAOs satisfied

IV. Performance Criteria and Evaluation Summary:

At least 75% of UVAOs find Voting Assistance Guide useful	80% UVAOs found useful
At least 75% of Local Election Officials(LEOs) find FVAP products and services to be useful	84% of LEOs found FVAP products and services to be useful
At least 75% of ADM satisfied with the assistance received using the automated assistance/wizard on FVAP.gov	85% of ADM satisfied
At least 75% of ADM are satisfied with FVAP.gov	75% of ADM satisfied
At least 75% of ADM satisfied with FVAC call center assistance	74% of ADM satisfied
4.0 or higher FVAC customer satisfaction score	4.3 customer satisfaction score

Strategic Goal #3. *Expand UOCAVA Voter Awareness and Outreach Initiatives for all populations.* Survey data indicate FVAP programs were most successful when voter populations were aware of the tools and resources available. FVAP will initiate activities to increase awareness and encourage use of tools and resources.

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

Metric	FY 2013 Metric Result
At least 10 million page visits during calendar year (midterm)	20 million page visits during 2012 Calendar year
At least 30% of ADM requested absentee ballot in August or earlier	32% of ADM requested August or earlier (18% in July 2012 or earlier, 14% requested in August 2012)
At least 30% of ADM aware of Federal Write-In Absentee Ballot	40% of ADM aware of Federal Write-In Absentee Ballot
No more than 5% of ADM who did not vote because "I did not know how to get an absentee ballot"	4% of ADM did not vote because "I did not know how to get an absentee ballot"
At least 75% of ADM aware of FVAP.gov	69% of ADM aware of FVAP.gov
At least 75% of LEOs aware of FVAP training	51% of LEOs aware of FVAP training
At least 2% of ADM visit FVAP Twitter	1% of ADM visited FVAP's Twitter, 74% did not and don't use Twitter, 25% did not and use Twitter
At least 5% of ADM visit FVAP Facebook	4% of ADM visited FVAP's Facebook, 28% did not but don't use Facebook, 68% did not but use Facebook
7,000 new Facebook page likes (less interest in midterm election)	14,000 new FVAP Facebook page likes with and overall

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

3,000 new Twitter followers (less interest in midterm election)	7,600 new FVAP Twitter followers
Average 3% site hits from advertisements	128 million impressions that generated 401,0000 clicks, 4% click-through rate for Facebook ads
At least 10 blogger widget placements	10 placements
At least 40% of ADM aware of email support (FVAC)	42% of ADM aware of email support
At least 40% of ADM aware of toll-free numbers (FVAC)	41% of ADM aware of toll-free numbers

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

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, adult sexual assault victims will be treated with dignity and respect and provided victim-centered care and accused perpetrators will be justly tried. 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 by the end of FY2013, and achieving 100% awareness of the SAPR program by the end of FY2018.

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

- 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), the system of record as of 1 October 2013; continue the operation and maintenance of DSAID 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 continuation of high quality care for victims of sexual assault from report to final case disposition via the baseline of service delivery measures, with the long-term objective of delivering 100% of the requested victim services by the end of FY2018.

<u>**Yellow Ribbon Reintegration Program (YRRP) Headquarters Office:**</u>
Attendance and Performance Metrics

	Number of YRRP Events	Number of Participants	Currently Activated as of end of FY
FY13 (Actual)	1,674	192,394	49,703
FY14 (Estimated)*	1,343*	169,331*	N/A
FY15 (Estimated)*	1,007*	127,331*	N/A

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

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

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

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 GPS (Goals, Plans, Success). 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' civilian career readiness after separation from military service. The goal is to be compliant with Title 10 and the Veterans Employment Initiative Task Force (VEI) policies and programs.

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V. <u>Personnel Summary</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	**Change** <u>FY 2013/</u> <u>FY 2014</u>	**Change** <u>FY 2014/</u> <u>FY 2015</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>1,105</u>	<u>1,170</u>	<u>1,173</u>	<u>65</u>	<u>3</u>
U.S. Direct Hire	1,105	1,170	1,173	65	3
Total Direct Hire	1,105	1,170	1,173	65	3
Memo: Reimbursable Civilians Included	1	0	0	-1	0
<u>Civilian FTEs (Total)</u>	<u>1,123</u>	<u>1,137</u>	<u>1,173</u>	<u>14</u>	<u>36</u>
U.S. Direct Hire	1,123	1,137	1,173	14	36
Total Direct Hire	1,123	1,137	1,173	14	36
Memo: Reimbursable Civilians Included	1	0	0	-1	0
Average Annual Civilian Salary ($ in thousands)	130.7	135.4	136.7	4.7	1.3
<u>Contractor FTEs (Total)</u>	<u>1,629</u>	<u>1,734</u>	<u>1,350</u>	<u>105</u>	<u>-384</u>

This represents increases in key DHRA programs such as the DCPAS Mission Programs, EHRIS, DEERS/RAPIDS/CAC, DTMO, and ESGR to fill those programs up to their authorizaed FTE levels. DHRA authorizations also include an increase of 6 FTEs to support development and implementation of an Enterprise-wide Contractor Manpower Reporting Application; and a decrease of 3 FTEs in support of streamlining Department of Defense management headquarters activities.

Contractor FTEs are projected to decrease by a little over 20% from FY 2014 to FY 2015 commensurate with various program adjustments.

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

		Change FY 2013/FY 2014			Change FY 2014/FY 2015		
	FY 2013			FY 2014			FY 2015
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	146,480	1,099	6,323	153,902	1,539	4,853	160,294
106 Benefit to Fmr Employees	156	0	-156	0	0	0	0
199 Total Civ Compensation	**146,636**	**1,099**	**6,167**	**153,902**	**1,539**	**4,853**	**160,294**
308 Travel of Persons	3,357	64	2,169	5,590	101	-73	5,618
399 Total Travel	**3,357**	**64**	**2,169**	**5,590**	**101**	**-73**	**5,618**
416 GSA Supplies & Materials	0	0	26	26	0	60	86
417 Local Purch Supplies & Mat	0	0	29	29	1	-30	0
499 Total Supplies & Materials	**0**	**0**	**55**	**55**	**1**	**30**	**86**
671 DISA DISN Subscription Services (DSS)	0	0	1,349	1,349	26	-867	508
696 DFAS Financial Operation (Other Defense Agencies)	1,394	181	1,403	2,978	52	-1,030	2,000
699 Total DWCF Purchases	**1,394**	**181**	**2,752**	**4,327**	**78**	**-1,897**	**2,508**
771 Commercial Transport	317	6	368	691	12	-535	168
799 Total Transportation	**317**	**6**	**368**	**691**	**12**	**-535**	**168**
912 Rental Payments to GSA (SLUC)	29,261	556	-25,037	4,780	86	-3,081	1,785
913 Purchased Utilities (Non-Fund)	895	17	436	1,348	24	-418	954
914 Purchased Communications (Non-Fund)	5,072	96	-530	4,638	83	129	4,850
915 Rents (Non-GSA)	0	0	26,770	26,770	482	-495	26,757
917 Postal Services (U.S.P.S)	559	11	1,705	2,275	41	-1,463	853
920 Supplies & Materials (Non-Fund)	1,780	34	346	2,160	39	-357	1,842
921 Printing & Reproduction	2,947	56	933	3,936	71	-669	3,338
922 Equipment Maintenance By Contract	10,902	207	-10,410	699	13	-704	8
925 Equipment Purchases (Non-Fund)	2,350	45	-460	1,935	35	-1,367	603
932 Mgt Prof Support Svcs	80	2	5,796	5,878	106	-4,885	1,099
933 Studies, Analysis & Eval	0	0	1,560	1,560	28	-888	700
934 Engineering & Tech Svcs	518	10	-528	0	0	0	0
960 Other Costs (Interest and Dividends)	5	0	-5	0	0	0	0

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	FY 2013	Change FY 2013/FY 2014		FY 2014	Change FY 2014/FY 2015		FY 2015
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
987 Other Intra-Govt Purch	154,652	2,938	-157,074	516	9	1,170	1,695
988 Grants	2,575	49	11,998	14,622	263	8,388	23,273
989 Other Services	268,340	5,099	249,475	522,914	9,412	-135,457	396,869
999 Total Other Purchases	**479,936**	**9,120**	**104,975**	**594,031**	**10,692**	**-140,097**	**464,626**
Total	**631,640**	**10,470**	**116,486**	**758,596**	**12,423**	**-137,719**	**633,300**

* The FY 2013 Actual column **includes** $8,829 thousand of FY 2013 Contingency Operations (OCO) funding (PL 113-6).
* The FY 2014 Estimate column **excludes** $13,000 thousand of FY 2014 OCO Appropriations funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

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Defense Information Systems Agency (DISA)

March 2014

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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 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
DISA	1,380,816	25,550	-130,901	1,275,465	23,354	-35,141	1,263,678

* The FY 2013 Actual column **includes** $141,815 thousand of FY 2013 OCO Appropriations funding (PL 113-6);and **includes** $532 thousand of No-Year Spectrum Relocation funds.
* The FY 2014 Estimate column **excludes** $76,348 thousand of FY 2014 Overseas Contingency Operations Appropriations funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

I. **Description of Operations Financed**:

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

The DISA serves the needs of the President, Vice President, Secretary of Defense, Joint Chiefs of Staff, COCOMs, and other DoD components during peace and war. In short, the DISA provides global net-centric solutions in the form of networks, computing infrastructure, and enterprise services to support information sharing and decision making for the Nation's warfighters and those who support them in the defense of the nation. The DISA is the only combat support agency charged with connecting the force by linking processes, systems, and infrastructure to people. This budget anticipates impacts to our operations from the DoD's 26-point IT transformation plan known as the IT

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

Enterprise Strategy Roadmap (ITESR). The Deputy Secretary of Defense signed the ITESR and the CIO CPG in October 2011..

<u>Changes between FY 2014 and FY 2015:</u> Price changes are $23,354 thousand. After considering the effects of inflation, the net program change is a decrease of $-35,141 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 2015 OP-32 program increase totals $5,045 thousand. Other Services has a net increase of $3,300 thousand primarily to maintain communication equipment used in support of the President and Vice President of the United States. An increase of $865 thousand in DISA DISN Subscription Services (DSS) is due to an increase in the number of DSS shares. DISA Telecommunication Services increases $667 thousand primarily due to an increase to DISA's allocated share for Enhanced Mobile Satellite Services (EMSS). A net increase of $213 thousand in management and professional support services provides for services required for annual independent reviews of the DISA financial statements.

The FY 2015 OP-32 program decrease totals $-40,186 thousand. Equipment maintenance by contract decreases $-10,667 thousand largely as a result of a functional transfer of Enterprise Cross Domain Services to DISA Defense Working Capital Fund (DWCF) and reductions in Cyber Security Situational Awareness, Secure Configuration Management and other mission assurance projects. A net decrease of $-6,895 thousand in compensation and benefits is due primarily to a strategic reduction in management headquarters staffing, improved functional workforce alignment and a functional transfer to the DWCF. Other intra-government purchases decreases $-6,419 thousand mainly as a result of the Enterprise Cross Domain Services functional transfer to DWCF, as well as reduced requirements for replacement parts and equipment secured through non-DoD entities.

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I.   Description of Operations Financed (cont.)

Efficiencies of $-3,938 thousand in engineering and technical services are primarily due to reduced engineering communication and technology improvements. A decrease of $-2,845 thousand in the Pentagon Reservation Maintenance Revolving Fund is due to an adjustment in estimated rental payments for occupied square footage and other services provided at the Pentagon Reservation. Travel efficiencies of $-2,393 thousand are primarily realized through the utilization of collaboration tools such as Defense Connect Online (DCO), Video Teleconferencing (VTC), and online training. A net reduction of $-1,789 thousand in purchased utilities is largely based on a decrease in overall utility usage and contract negotiations to reduce the current Agency rate. Defense Finance and Accounting Services decreases $-1,766 thousand as a result of reduced requirements for financial and personnel related services. A decrease of $-1,178 thousand in supplies and materials is primarily attributed to efficiencies achieved through the use of consolidated IT contracting efforts. A net decrease of $-878 thousand in purchased communications mainly results from a reduction in BlackBerry mobile device services. Facility sustainment, restoration, and modernization by contract decreases $-485 thousand in large part due to reduced requirements for furniture and fixtures, warehouse, and security guard support and efficiencies achieved by using base operations contracts for minor facility repairs. Rental payments to GSA is decreased $-439 thousand largely due to billing adjustments for amortized tenant improvement, restoration, and tax escalation costs associated with the DISA leased space in Virginia. Commercial transportation is reduced $-252 thousand primarily due to efficiencies realized from reduced shipping requirements. Equipment purchases declines by $-242 thousand primarily as a result of the extension of maintenance support for existing equipment beyond the recommended life cycle replacement schedule.

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

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

- **Evolve the Joint Information Environment** – Evolve a consolidated, collaborative, and secure JIE, enabling end-to-end information sharing and enterprise services across the Department that are seamless, interoperable, efficient, and responsive to joint and coalition warfighter requirements;

- **Provide Joint Command and Control (JC2) and Leadership Support** – Engineer, provide, and enhance C2 and mission partner information sharing capabilities to provide decision makers with the ability to exercise authority and direction over assigned and attached forces and resources while rapidly and effectively sharing information across the strategic, operational, and tactical spectrum of operations. DISA will lead the development and evolution of JC2 capabilities used to plan and execute the full range of joint, interagency, and multinational military operations;

- **Operate and Assure the Enterprise as a part of the Department of Defense Information Network (DoDIN)** – Command and control, plan, direct, coordinate, integrate and synchronize the DoDIN Operations (DO) and select Defensive Cyber Operations (DCO) to secure, operate, defend and protect the DoDIN across the full spectrum of military operations. Through our partnership with United States Cyber Command (USCYBERCOM), evolve DoDIN cyber and network capabilities to function under dynamic conditions responding to increasing warfighter information requirements, increased demand for operational efficiencies, and shifts in the global defense posture. Organize to consistently and rapidly adapt to changing circumstances around the world – on demand, using advanced technologies and standardized tool sets, synchronized processes and procedures, and, a highly trained cyber workforce and

- **Optimize Department Investments** – Enable the Department to maximize use of its resources by providing cost efficient capabilities; an effective and defensible

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

infrastructure; and standardized support services, business processes, and policies that enable the rapid infusion of technology into the enterprise.

These four Strategic Goals focus DISA's efforts on a target objective state that embodies "an enterprise information environment that optimizes the use of our Information Technology (IT) assets by converging communications, computing, and enterprise services into a single platform that can be leveraged for all Department missions. These efforts reduce total cost of ownership, reduce the attack surface of our networks, and enable DISA's mission partners to more efficiently access the information resources of the enterprise to perform their missions from any authorized IT device from anywhere in the world."

Today, DISA is a combined military, federal civilian, and support contractor workforce of 16,471 people touching 100 countries. DISA believes the key to a global, information-based DoD Enterprise is not to design the solution, but design the framework for constructing the solution. DISA does not know what the next engagement will look like, and the DISA cannot build, nor does the DISA want to build, specific systems to try to solve every possible problem. Rather, DISA is creating a global enterprise infrastructure based on common standards so that innovative, flexible, and efficient solutions can be rapidly deployed to the warfighter--in commercial parlance, DISA provides cloud computing services to DOD.

To realize this goal, the Department must revolutionize its ability to react, share, collaborate, and execute. The Department needs a common platform of capabilities and services that enable new applications and solutions to be built, and empower their rapid development and fielding. This common platform will allow users in any location, service

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

or DOD agency, and using any computing platform to access and process information. These are the architectural concepts that have revolutionized the commercial IT industry over the past decade.

This global enterprise infrastructure begins with an increasingly robust, capable computing platform. DISA meets this need with our Defense Enterprise Computing Centers (DECCs), which provide storage, computing power, application hosting, and content delivery worldwide. Collectively these facilities provide a robust enterprise computing environment consisting of over 11,000 servers, over 19,500 terabytes of storage, approximately 450,000 square feet of raised floor, redundant connectivity to the DISN core, 23 mainframes, and support to over four million users. Upon this foundation of information transport and robust computing, DISA is building a framework of common enterprise services, designed to be transparent to the user and available to all. These services include network authentication and identity management, online collaboration, search, messaging, and security.

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

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

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

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

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

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

- **Eliminate Bandwidth Constraints**: Build and sustain the DoDIN transport infrastructure that eliminates bandwidth constraints and rapidly surges to meet demands, whenever and wherever needed.

- **DoDIN Network Operations and Defense**: Operate, protect, defend, and sustain the enterprise infrastructure and information sharing services; and enable Command and Control.

- **Exploit the DoDIN for Improved Decision Making**: Transition to DoD enterprise-wide capabilities for communities of interest, such as command and control, and combat support that exploit the DODIN for improved decision-making.

- **Deliver Capabilities Effectively/Efficiently**: Deliver capabilities, based on established requirements, more effectively, economically, and efficiently than the DISA does today.

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I.   Description of Operations Financed (cont.)

- **Special Mission Area**: Execute Special Missions to provide communications support required by the President as Commander in Chief including day-to-day management, fielding, operation and maintenance of communications and information technology.

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

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

I.   Description of Operations Financed (cont.)

A. Transition to Net Centric Environment ($ in thousands)	FY 2013	FY 2014	FY 2015
1. Net-Centric Enterprise Services	105,815	111,887	117,637
2. DoDIN Engineering Services	68,501	68,930	63,629
3. Other Programs	2,234	3,621	3,083
Transition to Net Centric Environment Total	**176,550**	**184,438**	**184,349**

1. Net-Centric Enterprise Services (NCES): The Program Executive Office Enterprise Services (PEO-ES) provides a portfolio of critical enterprise services to warfighter, business, and intelligence end-users on the Secret Internet Protocol (IP) Data network and the Sensitive but Unclassified (SBU) IP Data network. This portfolio of services allows more than two million authorized DoD users to collaborate across COCOMs/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 DoDIN.

This portfolio is rapidly expanding adding services such as: the Strategic Knowledge Integration Web (SKIWeb) which provides decision and event management support on the Secret IP Data network to a widespread user base ranging from Combatant Commanders, to the Joint Staff and Coalition partners; DoD Visitor capability that enables the enterprise user vision of "go anywhere in the DoD, login, and be productive"; 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

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

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 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 access to web and application content, warfighter information, and forward-cached critical data in a secure environment.

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

Engineering Services is responsible for defining the overall technical strategies for DISA to include the development, sustainment, and operations of DISA's critical net-

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

centric products and services. The CTO influences Service and Agency program technology
investments and provides the venue for technology development, assessment and insertion.
The CTO maintains the Technology Analysis Center (TAC), which is responsible for leading
product and service utility demonstrations and analyses and for providing technical
consultation on a broad range of topics and issues such as Enterprise Architecture and
industry technical consultation/best practices. In addition, DISA provisions, accredits,
operates, and sustains the Forge.mil family of services on the DoDIN classified and
unclassified networks. Forge.mil also provides the underlying software infrastructure
required to manage the software development lifecycle; the orchestration software that
manages the DISA MilCloud service; and a collaboration capability that DoD Information
Technology providers use to collaborate on projects, describe an item or items they have
available that others in the DoD may obtain, and a search capability that allows users to
find those items. Forge.mil provides for a system acquisition process that eliminates
stovepipe system/software development and incorporates modular open system design and
development processes that improve DoD's ability to rapidly field dependable, reliable,
software, services, and systems.

3. <u>Other Programs</u>: 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 2013	FY 2014	FY 2015
1. Standardized Tactical Entry Point	10,276	1,205	1,108
2. DoD Teleport Program	13,439	18,045	14,097
3. Global Electromagnetic Spectrum Information System	12,646	15,645	13,907
4. Defense Spectrum Organization	29,402	25,553	24,964

I.   Description of Operations Financed (cont.)

5. Defense Information Systems Network Enterprise Activities	126,742	78,368	110,812
6. Defense Information Systems Network Subscription	18,333	18,233	19,406
Eliminate Bandwidth Constraints Total	**210,838**	**157,049**	**184,294**

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

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

2. DoD Teleport Program: The Department of Defense (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.

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

The DoD Teleports provide capability to forward deployed users leveraging Commercial SATCOM, MILSATCOM and DoDIN technologies to meet the connectivity, capacity and throughput requirements of the warfighter. Funding for this program is vital to ensure warfighter access 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, and 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. The DSO Strategic Planning Office (SPO) provides spectrum planning strategies; advocates and

I.   Description of Operations Financed (cont.)

defends DoD's electromagnetic spectrum (EM) spectrum needs in national and international forums; and addresses spectrum-related technology issues in policy development and execution. The DSO Joint Spectrum Center (JSC) provides deployable spectrum management support to COCOMS, coalition headquarters, and Joint Task Forces (JTFs). The JSC Joint Spectrum Interference Resolution (JSIR) Program provides assistance to operational units 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, Satellite Communication and National and Presidential Communication requirements enable the DISN to deliver an integrated platform to transport bandwidth and information services on DoD's legacy and Internet Protocol (IP) networks and provide command and control capabilities in support of emerging joint operations. Circuit funding provides circuit management activities to include transition to new contracts, DISN Core optimization, surveys, provisioning, and associated 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.

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

I.   Description of Operations Financed (cont.)

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. DoDIN Network Operations and Defense ($ in thousands)	FY 2013	FY 2014	FY 2015
1. Network Operations	51,766	45,302	40,743
2. Info Systems Security Program/Info Assurance/PKI	191,007	178,019	159,694
3. Comprehensive National Cybersecurity Initiative	43,025	21,136	27,206
4. Field Commands and Field Offices	80,300	67,290	64,001
5. Joint Staff Support Center	29,152	30,893	25,888
6. Defense Industrial Base	11,036	10,253	11,626
DoDIN Network Operations and Defense Total	**406,286**	**352,893**	**329,158**

1. Network Operations (NetOps): DISA directs, coordinates, and synchronizes DISA-managed
portions of the DoDIN supporting the DoD in 42 countries around the world across the full

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

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

NetOps delivers reliable services worldwide through coordination and synchronization of geographically dispersed resources to support multiple simultaneous regional operations with global effects (e.g., Disaster Relief, Humanitarian Assistance, and War). DISA provides services in 42 Nations at 3800 Base/Post/Camp/Stations consisting of 870 Applications, 17,000 Circuits, 55 Satellite Gateways, 9500 Terabytes storage, and Coalition networks, including 1.4M Enterprise Email Users, more than one million Mobility/Voice/Video/Data over IP users (e.g., Unified Capabilities) and over 87,800 DoD Enterprise Portal Service Users. In the course of a year, NetOps will manage or execute approximately 196,940 managed network assets, and in excess of 50,000 Telecommunications Service Orders and circuit actions. Defensive measures include blockage and/or tracking an average of 180M malicious events per month.

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

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

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

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

- Reducing the exposed attack surface and gaps that allow adversaries to exploit and disrupt communications. Critical efforts include deployment and operation of defenses at the perimeter that sit at the boundary between DoD and the Internet protecting over 5 million users with state of the art measures mitigating malicious activities such as viruses, exfiltration, and emergent cyber threats;

- Provides vital situational awareness to senior decision-makers and network defenders that enable attack detection and diagnosis;

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

- Supporting safe sharing of information with allies and mission partners, by expanding the Cross Domain Enterprise Services that enables secure access and transfer of data between networks of differing classification levels. The DISA will drive anonymity out of the networks by utilizing cyber identity credentials and expanding this capability on Secret Internet Protocol Router Network (SIPRNet);

- Publishing security guidelines and assessing compliance. The DISA is changing the security technical implementation guides to better enable automation of the DoD's configuration management and reporting processes;

- Providing training to DoD's civilians by continuing to generate information assurance and NetOps training used throughout the Department using web enabled tools;

- Providing public key certificates (PKI) that provide electronic identities for mission critical applications. The PKI supports the infrastructure for the entire DoD enabling information sharing in a secured environment. The PKI satisfies the DoD's Information Assurance (IA) needs for confidentiality, authentication, identification, and verification of data integrity, non-repudiation of communications of transactions, as well as digital signatures.

- Establishing a single security architecture (SSA)consistent with the JIE to reduce the external attack surface and standardizes system management. This will ensure operational and technical security of DoD's information assets

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

within all required mission contexts. Additionally, the single security architecture will facilitate rapid attack detection, diagnosis, containment and response.

3. Comprehensive National Cybersecurity Initiative (CNCI): The Cybersecurity Program focuses its efforts on a net-centric approach that addresses the Department of Defense (DoD) security demands on a DoD-wide scale. To rapidly achieve this vision of Cybersecurity, DISA will: develop and implement Cybersecurity plans, assessments, 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: In DISA's role as a Combat Support Agency, DISA's Field Commands and Field Offices support our Mission Partners (i.e., Combatant Commands, Services, Agencies. They provide specialized support for the National Military Command Center (NMCC). Regional DISA NetOps Centers (DNCs) with physical presence led by military O6s (Field Command/Field Office) support each Geographic and Functional Combatant Command (CCMD). Our support to the CCMDs includes preparing and publishing DISA Support Plans for all CCMD Theater Campaign Plans, Global Campaign Plans and contingency plans, as well as reviewing more than 50 Operational Plans (OPLANS) annually. Field Commands and Field Offices actively participate in Joint and coalition exercises. Field Commands and Field Offices conduct assessments of the threat and hazards, vulnerability, and risk to DoD owned Defense Critical Infrastructure (DCI) and the inter- and intra-dependencies needed to accomplish required DoD missions in accordance with Department of Defense Directive (DoDD) 3020.40, DoD Policy and Responsibilities for Critical Infrastructure.

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

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

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

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

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

5. <u>Joint Staff Support Center (JSSC)</u>: JSSC provides 24x7 Command and Control (C2) operational support to the President, Secretary of Defense, Joint Staff (JS), Combatant Commanders, and other National-level leaders through global monitoring, maintenance and support of Joint C2 systems, direct operational support to the Deputy Director for Operations J3, comprehensive information assurance and continuous oversight. JSSC also operates and maintains critical decision support system for the National Military Command Center (NMCC) and the National Joint Operations-Intelligence Center in the Pentagon and at Site-R.

JSSC also provides 24x7 watch/monitoring of nuclear support operations for C2, Communications, Computer and Intelligence systems for worldwide situational monitoring, rapid decision-making and force direction. Operation services provide strategic threat operational warning, situational awareness, course of action development, and national senior leadership decision-making through sustainment of systems such as Global Command and Control System – Joint, Processing and Display System-Migration, and Nuclear Planning and Execution System. Sustainment of these capabilities is assured through a robust Continuity of Operations capability at an alternate installation (Site R). JSSC also provides full-service television production and multimedia support (studio and remote

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

video and audio recordings, electronic graphics, post production editing for training, informational, gun camera and battle damage assessment assistance, guidance for video teleconferencing networks and operations, and operation of the NMCC secure cable television system) to the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, the Joint Staff and other DoD agencies. In addition, JSSC provides tactical, strategic, and collaborative planning support for various JS IT initiatives such as NMCS transformation and JS IT migration. JSSC also provides valuable assistance and DISA liaison and customer advocacy support to the Joint Staff Hampton Roads and other regional mission partners as they transition their IT services to DISA-based offerings, resulting in horizontal fusion across all projects being worked by DISA. Operations and Maintenance (O&M) resources include civilian pay and benefits, travel and training as well as sustainment support required to keep fielded systems fully operational during its life cycle, including maintenance of operational environments.

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

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

D. Exploit the DoDIN for Improved Decision Making ($ in thousands)	FY 2013	FY 2014	FY 2015
1. Global Command and Control System-Joint	135,543	125,755	97,869
2. Global Combat Support System	14,379	16,613	15,838
3. National Military Command System	2,909	4,089	3,926
4. Senior Leadership Enterprise	114,209	106,826	120,280
5. Multinational Information Sharing (MNIS)Program	46,573	48,352	53,551
6. Other Programs	13,618	16,034	16,233
Exploit the DoDIN for Improved Decision Making Total	**327,231**	**317,669**	**307,697**

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

I.   Description of Operations Financed (cont.)

2. Global Combat Support System (GCSS): GCSS provides a Joint Logistics Common
Operational Picture (JLogCop) and Decision Support Tools to ensure the right personnel,
equipment, supplies, and support are in the right place, at the right time, and in the
right quantities across the full spectrum of military operations. The GCSS Program
continues to develop new and enhanced capabilities to meet critical requirements of the
joint logistics warfighter on-time and within budget. GCSS provides actionable
information in the form of WatchBoards and widgets in the form of reports and mapping
visualizations. GCSS supports the mission of the joint logisticians who are the
planners, executors, and controllers of the core logistic capabilities.

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

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

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.

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

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

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

I.   __Description of Operations Financed (cont.)__

movement of virtual private network traffic between segments.

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

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

I.   Description of Operations Financed (cont.)

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 2013	FY 2014	FY 2015
1. Management Headquarters	40,202	38,355	36,096
2. Pentagon Reservation Maintenance Revolving Fund	11,831	15,709	15,802
3. Shared Services Units/Program Executive Offices	27,070	34,480	34,755
4. Other Programs	15,768	346	371
Deliver Capabilities Effectively/Efficiently Total	**94,871**	**88,890**	**87,024**

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 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), authorizing 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.

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

I.   Description of Operations Financed (cont.)

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): CIO provides IT Governance of the agency's Enterprise
Architecture (EA) and Portfolio Management; maintains 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; provides
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.

The Command Staff: The Command Staff institutes processes for the appropriate
governing bodies to review the current status of the implementation of the Campaign
Plan on a periodic basis. This is in support of the planning, engineering, acquiring,
fielding, and supporting global net-centric solutions to serve the needs of the
President, Vice President, the Secretary of Defense, and other DoD components, under
all conditions of peace and war. DISA is responsible for operating and sustaining the
Defense Information System Network (DISN Core), the enterprise computing centers,
enterprise services, and command and control capabilities and services. The Command
Staff provides telecommunications and regulatory advice/litigation support on matters

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

of concern to the DoD CIO. The Command Staff also represents DoD before the Federal
Communications Commission (FCC).

<u>Strategic Plans and Information (SPI)</u>: SPI supports the DISA Director in formulating
and executing the Agency's vision, strategy and policy. SPI is responsible for the
development of the DISA Campaign Plan and the DISA Strategic Plan, the analysis of
corporate programs and internal systems for strategic value and performance, and
formulating policy consistent with the DISA vision and strategy and OSD mandates.
Additionally, SPI develops and implements the DISA Strategic Communication Plan,
establishes and maintains strategic relationships with customers and industry, and
supports acquisition of enterprise capabilities and services. While serving as the
secretariat of the Executive Committee and the Senior Strategy Session, SPI also
provides Program Objective Memorandum (POM) preparation and business strategies for
DISA programs.

<u>Component Acquisition Executive (CAE)</u>: 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.

<u>Manpower, Personnel and Security (MPS)</u>: 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

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

   Personnel Services provided by DFAS. MPS also maintains closed circuit television
   components, and access control devices to protect existing systems and personnel.

4. <u>Other Programs</u>: 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 2013	FY 2014	FY 2015
1. White House Communications Agency	128,901	134,223	132,958
2. White House Situation Support Staff	11,750	12,869	11,267
3. Crisis Management System	10,543	9,638	9,907
4. Minimum Essential Emergency Communications Network	13,101	16,748	16,036
5. Communications Management Control Activity	745	1,048	988
Special Mission Area Total	**165,040**	**174,526**	**171,156**

1. <u>White House Communication Agency (WHCA)</u>: The WHCA is a joint service military agency
under the operational control of the White House Military Office (WHMO) and administrative
control of the Defense Information Systems Agency (DISA). WHCA's mission is to provide
instantaneous secure and non-secure voice support to the President and Vice President
anytime, anywhere. The WHCA provides the President and Vice President audiovisual and
photographic services, in accordance with Public Law 109-163. This support is provided in
Washington DC and at travel sites worldwide. Other voice, video and data communications
services are also provided as necessary to allow for staff support and protection of the
President. To meet its requirements, WHCA is structured to allow for fixed and travel
(deployable) communications support.

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

2. <u>White House Situation Support Staff (WHSSS)</u>: The WHSSS was created by Presidential direction and provides classified communications, computer, and intelligence systems for the National Security Advisor, White House Situation Room, the National Security Council (NSC) staff, and other White House offices. WHSSS funds support the information systems used by the National Security Staff (NSS) and others. WHSSS provides upgrades and sustainment to the classified and the unclassified network systems used by the White House Situation Room and the NSC.

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

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

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

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 via the Strategic and National Command, Control, Communications, and Intelligence (SNC3I) Joint Systems Engineering and Integration Office (JSEIO) will support MEECN as the Nuclear Command, Control, and Communications (NC3) system engineer by providing architectures, performing systems engineering and analyses and assessments to support the C3 needs of national and senior government leadership. The NC3 System is composed of C3 assets that provide connectivity from the President and the Secretary of Defense through the National Military Command System (NMCS) to nuclear execution forces integral to fighting a "homeland-to-homeland," as well as theater, nuclear war. Additionally, the DISA will provide direct/indirect and specialized support to the DoD CIO and to the Joint Staff (JS), overarching technical and programmatic support recommendations for NC3 programs, as well as fail-safe procedures and risk reduction actions. DISA's efforts will assure and enable an informed decision making linkage between the President, the Secretary of Defense, and the Commanders of the Unified and Specified Commands to ensure proper C2 of our forces during times of stress and national emergency, up to and including nuclear war.

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

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II. <u>**Force Structure Summary**</u>:
N/A

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

			FY 2014				
			Congressional Action				
A. <u>BA Subactivities</u>	**FY 2013 Actual**	**Budget Request**	**Amount**	**Percent**	**Appropriated**	**Current Estimate**	**FY 2015 Estimate**
1. Transition to Net Centric Environment	176,550	197,724	-13,286	-6.7	184,438	184,438	184,349
2. Eliminate Bandwidth Constraints	210,838	167,386	-10,337	-6.2	157,049	157,049	184,294
3. DoDIN Network Operations and Defense	406,286	374,826	-21,933	-5.9	352,893	352,893	329,158
4. Exploit the DoDIN for Improved Decision Making	327,231	319,847	-2,178	-0.7	317,669	317,669	307,697
5. Deliver Capabilities Effectively/Efficiently	94,871	90,323	-1,433	-1.6	88,890	88,890	87,024
6. Special Missions	165,040	176,137	-1,611	-0.9	174,526	174,526	171,156
Total	**1,380,816**	**1,326,243**	**-50,778**	**-3.8**	**1,275,465**	**1,275,465**	**1,263,678**

* The FY 2013 Actual column **includes** $141,815 thousand of FY 2013 OCO Appropriations funding (PL 113-6);and <u>includes</u> $532 thousand of No-Year Spectrum Relocation funds.
* The FY 2014 Estimate column **excludes** $76,348 thousand of FY 2014 Overseas Contingency Operations Appropriations funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

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

B. **Reconciliation Summary**	Change FY 2014/FY 2014	Change FY 2014/FY 2015
Baseline Funding	**1,326,243**	**1,275,465**
Congressional Adjustments (Distributed)	-35,494	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-15,284	
Subtotal Appropriated Amount	**1,275,465**	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	**1,275,465**	
Supplemental	76,348	
Reprogrammings		
Price Changes		23,354
Functional Transfers		
Program Changes		-35,141
Current Estimate	**1,351,813**	**1,263,678**
Less: Wartime Supplemental	-76,348	
Normalized Current Estimate	**1,275,465**	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 President's Budget Request (Amended, if applicable)		**1,326,243**
1. Congressional Adjustments		-50,778
a. Distributed Adjustments		
1) Senior Leadership Enterprise Program	14,506	
2) Program Decrease (Distributed)	-50,000	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8140 - DWCF Excess Cash Balances	-14,294	
2) Section 8023 - FFRDC	-496	
3) Section 8034 - Indian Lands Reservation Manaagement	-494	
FY 2014 Appropriated Amount		**1,275,465**
2. War-Related and Disaster Supplemental Appropriations		76,348
a. OCO Supplemental Funding		
1) Anticipated OCO	76,348	
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**1,351,813**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**1,351,813**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-76,348
FY 2014 Normalized Current Estimate		**1,275,465**
6. Price Change		23,354
7. Functional Transfers		
8. Program Increases		56,824
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
1) Eliminate Bandwidth Constraints/Defense Information System Network (DISN) Enterprise Activities (EA):	30,626	

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

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

A net increase of $26,399 thousand in equipment
maintenance by contracts is attributed to a one-time
increase of $30,500 thousand to reconfigure and
optimize Department of Defense Information Network
(DoDIN) backbone in the EUCOM Area of Responsibility
(AOR) at Post/Base/Camp/Station, consistent with
Joint Information Environment (JIE) Increment 1,
providing the capability to help isolate portions of
the network from one another during network attack or
infiltration, to consolidate data centers, and to
improve unified capability Voice Over Internet
Protocol (VoIP) performance. This will expedite DoD
total cost savings in IT. An additional increase of
$2,000 thousand in equipment maintenance by contracts
provides for the expansion of the transport
capability in the U.S. Africa Command (AFRICOM) AOR
to support global Intelligence Surveillance
Reconnaissance (ISR) activities. An offsetting
decrease of $-6,101 thousand will reduce circuit
implementation and provisioning activities, program
management support for DoD Mobility, and maintenance
cost for Defense Satellite Communications Systems
(DSCS). A net increase of $2,576 thousand in
purchased communications is attributed to an increase
of $3,581 thousand for bandwidth expansion supporting
the deployment of DoD Mobility services and a
decrease of $-1,005 thousand results from the
reduction of provisioning in Circuit Transition for
DISN mission partners. An increase of $934 thousand
in equipment purchases provides non-capitalized

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

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

hardware and software for the DoD Mobility program. A net increase of $683 thousand in DISA Telecommunications Services is attributed to an increase of $1,118 thousand for DISA's Enhanced Mobile Satellite Services (EMSS) allocated share and a decrease of $-435 thousand from the termination of special satellite communications requirement in Kosovo AOR. A net increase of $251 thousand in other service contracts results from additional requirements in operations support for DoD Mobility gateways of $647 thousand and a decrease of $-396 thousand for reduced DoD Satellite Communications (SATCOM) Systems Engineering Group (SSEG) requirements. An increase of $88 thousand in travel is required to perform gap analyses and adaptive planning for the DISN network and gateway systems. A net decrease of $-305 thousand in shared support is primarily related to a reduction in furniture and fixtures, warehouse, security guard support requirements and efficiencies achieved through the use of consolidated IT contracting efforts. (FY 2014 Baseline: $78,368 thousand)

2) Exploit the DoDIN for Improved Decision Making/Senior Leadership Enterprise (SLE):   9,713
Details provided for this program are submitted in appropriately classified DoD exhibits submitted separately. (FY 2014 Baseline: $106,826 thousand)

3) DoDIN Network Operations and Defense/Comprehense National Cybersecurity Initiative (CNCI):   6,082
This program supports Information Assurance

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

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

capabilities and is classified. Details provided for this program are submitted in appropriately classified DoD exhibits submitted separately. (FY 2014 Baseline: $21,136 thousand)

4) Exploit the DoDIN for Improved Decision Making/Multinational Information Sharing (MNIS) Program: 4,713
   A net increase of $4,428 thousand and (+21) contractor FTEs in equipment maintenance by contract is attributed to required Combined Enterprise Regional Information Exchange System (CENTRIXS) enhancements for sustainment, and increased hosting support costs for Unclassified Information Sharing Services (UISS) network due to the addition of HARMONIEWeb customers. An increase of $287 thousand in other services is additional requirements for engineering and technical services in support of the growing cyber threat against coalition information databases. The decrease of $-2 thousand for travel is due to efficiencies achieved by improved collaboration and the use of Defense Connect Online (DCO), Video Teleconferencing (VTC) and Anytime Connect capabilities. (FY 2014 Baseline: $48,352 thousand)

5) Transition to the Net Centric Environment/Net-Centric Enterprse Services (NCES):   3,621
   A net increase in equipment maintenance by contract of $3,461 thousand is attributed to the following: An increase of $18,200 thousand delivers MilCloud services starting at the Wiesbaden facility for the EUCOM Area of Responsibility (AOR) to support

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

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

enterprise capabilities through cloud-based on demand services; computing, storage, and network based capabilities through cloud-based on demand services and supports the hardening and scaling of the MilCloud consistent with Joint Information Environment (JIE) Increment 1. An offsetting decrease of $-14,739 thousand in equipment maintenance by contract is due to the restructuring and consolidation of sustainment contracts to provide sustainment efficiencies and mitigate duplication of capabilities in a rapidly expanding portfolio of enterprise services. An increase of $1,200 thousand in engineering and technical services supports the engineering and implementation of services to support the Cloud Broker request fulfillment system. An increase of $19 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 documentation. Support services decreases $-833 thousand as a result of reduced requirements for financial personnel related services, agency training, BlackBerry mobile device services, and consolidated IT contracting efforts. A decrease of $-226 thousand in travel is due to the virtually exclusive use of Defense Enterprise Collaboration services for planning and integration activities and user engagement. (FY 2014 Baseline: $111,887 thousand)

6) DoDIN Network Operations and Defense/Defense   1,188

III. **Financial Summary ($ in thousands)**

C. **Reconciliation of Increases and Decreases**	**Amount**	**Totals**

Industrial Base (DIB):
    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 2014 Baseline: $10,253 thousand)

7) Eliminate Bandwidth Constraints/Defense Information   865
System Network (DISN) Subscription:
    An increase of $865 thousand in DISA DISN Subscription Services (DSS) is due to an increase in the number of DSS shares. (FY 2014 Baseline: $18,233 thousand)

8) Deliver Capabilities Effectively/Efficiently/Other   16
Programs (FMS):
    An increase of $16 thousand in travel is due to increased export license reviews and release recommendations for the export of DISA controlled/related defense articles. (FY 2014 Baseline: $346 thousand)

9. Program Decreases   -91,965
  a. Annualization of FY 2014 Program Decreases
  b. One-Time FY 2014 Increases
  c. Program Decreases in FY 2015
    1) Exploit the DoDIN for Improved Decision Making/Global   -27,633
    Command and Control System - Joint (GCCS-J):
        A net decrease of $-26,858 thousand and (-106) contractor FTEs in equipment maintenance by contract reflects the restructuring of Joint Command and Control (JC2). This includes reduced sustainment and interoperability modifications such as optimization

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

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

support, lab cuts, Defense Enterprise Computing Center (DECC) deployment, Cross Domain Sustainment, Common Operational Picture (COP), and infrastructure modification sustainment. The termination of two Joint Planning and Execution Services (JPES) applications, Integrated Gaming System (IGS) and Rapid TPFDD Builder (RTB), also attributes to the reduction in equipment maintenance by contract. A net decrease of $-644 thousand in shared program support is due to a decrease in overall utility usage and contract negotiations to reduce the agency rate, reduced BlackBerry mobile device services, and billing adjustments for tenant improvement, restoration, and tax escalation costs associated with the DISA leased space in Virginia. A decrease of $-144 thousand in equipment purchases is due to the streamlining and consolidation of equipment buys. The increase of $13 thousand in travel reflects the continued need to install and sustain GCCS-J capability improvements at critical Combatant Commands and Military Services command and control centers. (FY 2014 Baseline: $125,755 thousand)

2) DoDIN Network Operations and Defense/Information Systems Security Program (ISSP):   -22,581

A net decrease of $-17,578 thousand in equipment maintenance by contract is due to a functional transfer of Enterprise Cross Domain Services to the DISA Defense Working Capital Fund (DWCF) totaling $-7,219 thousand. An additional reduction of $-10,359 thousand in equipment maintenance is due to

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

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

reductions in Cyber Security Situational Awareness, Secure Configuration Management and other mission assurance projects, decreasing the resiliency of critical cyber security systems and reducing the ability of DISA to ensure mission assurance capabilities for DoD. A net decrease of $-3,323 thousand in other intra-government purchases is attributed to a decrease of $-1,418 thousand for the Enterprise Cross Domain Services functional transfer to the DWCF, and reduced requirements totaling $-1,905 thousand for replacement parts and equipment secured through non-DoD entities. A net decrease of $-1,436 thousand in program management support results from reduced financial and personnel related service requirements, agency training, transportation services, and efficiencies achieved by utilizing base operation contracts for facility repairs. A decrease of $-459 thousand in management and professional services and (-2) contractor FTEs reflects decreased requirements for additional operational support personnel. The decrease of $-96 thousand in equipment purchases results from reduced requirements for equipment upgrades for system switches and servers that support routine perimeter defense operations. A decrease of $-22 thousand in other services reduces purchase of lab system components. An increase of $315 thousand in travel is required to oversee the installation of DISA equipment at various sites. An increase of $18 thousand in facility sustainment, restoration, and modernization by

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

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

contract is due to increased facility maintenance.
(FY 2014 Baseline: $178,019 thousand)

3) Compensation and Benefits: -6,895
As a result of workforce structuring, improved
functional alignment and the elimination of
redundancies, DISA adjusted its manpower resources to
meet new and emerging Departmental missions and to
achieve manpower savings through attrition. A net
reduction of $-7,519 thousand and (-56) FTEs is
reflected in Shared Services, Global Command and
Control System-Joint (GCCS-J), Engineering Services,
Teleport, DISN, and Defense Spectrum. A net decrease
of $-1,382 thousand and (-12) FTEs is attributed to a
strategic efficiency reduction in management
headquarters staffing. As a result of a functional
transfer to the Defense Working Capital Fund (DWCF)
for Enterprise Cross Domain Services, the Information
Systems Security Program (ISSP) decreases $-675
thousand and (-5) FTEs and the Comprehensive National
Cybersecurity Initiative (CNCI) decreases $-540
thousand and (-4) FTEs. White House Communication
Agency (WHCA) decreases $-865 thousand and (-7) FTEs
due to reduced requirements for acquisition and
logistical support. A reduction of $-488 thousand is
due to the rightsizing of civilian pay. A functional
transfer from the Defense Logistics Agency (DLA) to
DISA results in a net increase of $1,810 thousand and
(+10) FTEs. The details of this transfer are
classified. A net increase of $1,070 thousand
provides (+8) additional FTEs to support the Joint

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals

Information Environment (JIE) Information Assurance requirements. A net increase of $850 thousand and (+7) FTEs support the deployment and sustainment of the DoD Mobility Program. A net increase of $844 thousand and (+7) FTEs provides additional manpower resources to fulfill Cyber requirements. (FY 2014 Baseline: $289,857 thousand; -52 FTEs)

4) Transition to the Net Centric Environment/Department of Defense Information Network Engineering Services (DoDIN ES):   -6,209

The decrease of $-5,458 thousand in equipment maintenance by contract and (-8) contractor FTEs is attributed to the suspension of the program manager application support module and software development enterprise service activities within the GIG Technical Guidance Federation (GTG-F). The reduction also terminates the DISA Military Standard (MILSTD) Lead Standardization Authority (LSA)/Preparing Authority (PA) responsible for data information sharing standards and SATCOM telecommunications systems standards (e.g., Mobile User Objective System). In addition, Forge.mil will reduce new features that speed the on-ramp of applications to the DoD cloud environment and enforce rigid configuration management. A net decrease of $-735 thousand in program management support is attributed to a decrease in overall utility usage, reduced requirements for agency training and transportation services, in addition to efficiencies achieved from the usage of electronic media and information

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

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

portals. A decrease of -$16 thousand in travel is attributed to a reduction in conference attendance. (FY 2014 Baseline: $68,930 thousand)

5) Exploit the DoDIN for Improved Decision Making/Network Operations (NetOps):   -4,253

A net decrease of $-2,186 thousand in shared program support is primarily due to a $-796 thousand decrease in Defense Enterprise Computing Center (DECC) hosting support costs achieved from the realignment of Global Network Operations (NetOps) Support Center (GNSC) Hosting from DECC Saint Louis and Intranet Hosting from DECC Oklahoma City to DISA, Fort Meade. A reduction of $-1,390 thousand in shared program support is attributed to reduced requirements for financial and personnel related services, BlackBerry mobile device services, consolidated IT contracting efforts, and the termination of the Telework Center services provided by GSA. A reduction of $-2,074 thousand in equipment maintenance by contract is due to reduced contracting support, which provides cyber situational awareness to senior leaders and mission partners that operate the Joint Information Environment (JIE), Global Enterprise Operation Centers, and Enterprise Operating Centers and assure Command and Control capabilities. As a result of acquisition reviews in support of NetOps, a decrease of $-66 thousand in equipment purchases is realized. A reduction of $-33 thousand in supplies and materials is due to the consolidation of purchases for general office supplies and materials. A

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

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

reduction of $-14 thousand in management and
professional support services is due to the
realignment of engineering contracts. An increase of
$120 thousand in travel provides for site visits and
inspections required to identify issues related to
future interoperability efforts for Satellite
Communications and DISA Command Center Operations.
(FY 2014 Baseline: $45,302 thousand)

6) Network Operations and Defense/Joint Staff Support   -4,018
Center (JSSC):

A decrease of $-2,125 thousand in equipment
maintenance by contract and a reduction of (-13)
contractor FTEs is primarily due to reduced
requirements for on-site technical assistance for the
Joint Staff and National Military Command Center
along with global and local support for Command and
Control (C2) operations. Equipment purchases
declines by $-1,060 thousand and is caused by the
extension of maintenance support for existing
equipment beyond the recommended lifecycle
replacement schedule. Shared program support
decreases $-840 thousand as a result of reduced
requirements for financial and personnel related
services and a decrease in overall utility usage and
contract negotiations to reduce the current agency
rate. A decrease of $-69 thousand in other services
is attributed to reduced operational training
requirements. A reduction of $-18 thousand in
purchased utilities is the result of decreased
requirements for 24x7 overtime heating, ventilation,

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

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

and air conditioning at the Pentagon. An increase of $94 thousand in travel is attributed to increased quarterly Continuity of Operations (COOP) exercises, on-site Global Command and Control System (GCCS) installation and upgrades, and increased mission support at the Joint Deployment Training Center (JDTC). (FY 2014 Baseline: $30,893 thousand)

7) DoDIN Network Operations and Defense/Field Commands and Field Offices: -3,743

A net decrease of $-2,159 thousand in shared service support costs are a result of reduced Defense Enterprise Computing Center (DECC) hosting support costs achieved from the realignment of Global Network Operations (NetOps) support Center (GNSC) Hosting from DECC Saint Louis and Intranet Hosting from DECC Oklahoma City to DISA, Fort Meade and reduced requirements for agency training and transportation services. A decrease of $-903 thousand in equipment maintenance by contract is realized through a reduction of (-6) contractor FTEs limiting the number of critical infrastructure assessments for the DoD Information Network (DoDIN). A reduction of $-893 thousand in purchased communications is due to efficiencies gained through the use of alternative collaborative tools, such as Defense Connect Online (DCO), Video Teleconference (VTC), and Defense Enterprise Portal Service (DEPS). Supplies and materials are reduced by $-207 thousand and attributed to the centralization of printer cartridges, paper, and other supplies purchases. A

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

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

decrease of $-112 thousand for commercial transportation is attributed to a reduction in local freight and express costs to transport government property. A reduction of $-99 thousand in equipment purchases results from reduced requirements for replacement of end-of-life equipment. A decrease of $-48 thousand in engineering and technical services is attributed to reduced support for the US Defense Command, Control, and Communication (C3) Field Office at NATO. Other intra-government purchases is reduced by $-31 thousand for reduced base operational support. Travel increases $329 thousand to support site visits for mission integration efforts at DISA field offices. An increase of $314 thousand in facilities sustainment, restoration, and modernization support provides for increased facilities maintenance requirements. Other services increases $66 thousand to support operational training requirements. (FY 2014 Baseline: $67,290 thousand)

8) Eliminate Bandwidth Constraints/DoD Teleport Program: -3,635
Equipment maintenance by contract decreases $-3,194 thousand and (-4) contractor FTEs for reduced Gateway Service Desk (GSD) support, Teleport System help desk support, and reduced contract support for security intrusion sensing and monitoring services. Shared program support decreases $-551 thousand as a result of consolidated IT contracting efforts, reduced agency training and transportation services, fewer participants in the Mass Transit Subsidy Program, and

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

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

the termination of the Telework Center services provided by GSA. An increase of $110 thousand in travel is due to the acceleration of Generation 3 Phase 2 Modernization of Enterprise Terminal (MET). (FY 2014 Baseline: $18,045 thousand)

9) Deliver Capabilities Effectively/Efficiently/Pentagon Reservation Maintenance Revolving Fund (PRMRF):   -2,845

A decrease of $-2,845 thousand in the Pentagon Reservation Maintenance Fund is due to an adjustment in estimated rental payments for occupied square footage and other services provided at the Pentagon Reservation. (FY 2014 Baseline: $15,709 thousand)

10) Special Mission/White House Communications Agency (WHCA):   -2,532

A decrease of $-3,055 thousand in travel is realized through the utilization of collaboration tools such as Video Teleconferencing (VTC) and online training. A decrease of $-1,591 thousand in purchased communications is due to the full operating capability of Wi-Fi solutions on trip sites. A decrease of $-909 thousand in equipment maintenance by contract is attributed to a scheduling delay in the lifecycle maintenance timeline. A reduction of $-559 thousand in other intra-government purchases is due to decreased requirements for synergized IT efforts with other government partners. Equipment purchases decreases $-489 thousand as result of deferred lifecycle replacement of computers, laptops, and routers. A reduction of $-285 thousand in supplies and materials is due to reduced requirements

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

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

for supplies such as toner and paper, as the agency utilizes paperless solutions. Purchased utilities decreases $-245 thousand as a result of improved reporting mechanisms that track individual utilization rates of each entity at the White House. A decrease of $-213 thousand in facility sustainment, restoration, and modernization by contract is a result of efficiencies achieved from the use of centralized services. A $-140 thousand reduction in commercial transportation is realized from reduced shipping requirements. An increase of $4,954 thousand in other services is required to maintain communication equipment used in support of the President and Vice President of the United States. (FY 2014 Baseline: $134,223 thousand)

11) Eliminate Bandwidth Constraints/Global Electromagnetic Spectrum Information System (GEMSIS):   **-1,995**

A decrease of $-1,987 thousand and (-7) contractor FTEs in equipment maintenance by contract is due to reduced requirements for engineering support services for GEMSIS sustainment efforts. A net decrease of $-7 thousand in program management support is attributed to the reduction of BlackBerry mobile device service requirements. A decrease of $-1 thousand in travel is attributed to increased usage of Defense Connect Online (DCO), Video Teleconferencing (VTC), and Anytime Connect capabilities. (FY 2014 Baseline: $15,645 thousand)

12) Special Mission/White House Situation Support Staff (WHSSS):   **-1,833**

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

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

A reduction of $-1,833 thousand in intra-government purchases is attributed to deferred contract services for IT system infrastructure, modernization, and maintenance. (FY 2014 Baseline: $12,869 thousand)

13) Special Mission/Minimum Essential Emergency   -990
Communications Network (MEECN):

Engineering and technical services decrease by $-5,090 thousand and (-20) contractor FTEs as a result of reduced engineering communication and technology improvements. Equipment maintenance by contract increases $4,067 thousand and (+16) contractor FTEs due to increased contractor support required for enhancements and integration of the Nuclear Command, Control, and Communications (NC3) System capabilities with other systems supporting the National Leadership Command Capability (NLCC). A $33 thousand increase in travel funds additional oversight trips required to support the Joint Systems Engineering and Integration Office (JSEIO) expanded mission. (FY 2014 Baseline: $16,748 thousand)

14) Deliver Capabilities   -942
Effectively/Efficiently/Management Headquarters:

A strategic efficiency reduction in management headquarters will provide support to a smaller military force resulting in the following changes: A decrease of $-647 thousand in shared program management support is largely due to a decrease in requirements for immunizations, medical care, and Clinical Health Services provided by the Federal Occupational Health Division, transportation

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

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

services, and billing adjustments for amortized
tenant improvement costs associated with the DISA
leased space in Virginia. An additional reduction of
$-470 thousand in shared program management support
is a result of reduced Defense Enterprise Computing
Center (DECC) hosting support costs achieved through
the realignment of Global Network Operations (NetOps)
Support Center (GNSC) Hosting from DECC Saint Louis
and Intranet Hosting from DECC Oklahoma City to DISA,
Fort Meade. The decrease of $-181 thousand in other
services results from diminished support in operating
and sustaining the Defense Information System Network
(DISN Core), the enterprise computing centers,
enterprise services, and command and control
capabilities and services, and reduced training
opportunities. A decrease of $-41 thousand in
equipment maintenance by contracts is attributed to
contract consolidation efforts. Increases of $202
thousand in supplies and materials and $106 in
printing and reproduction provide for visual
information supplies and materials, sustainment of
property, and visual information printing and
reproduction. A slight increase of $56 thousand in
travel enables key leaders to provide critical
operational support to a global net-centric
enterprise. An increase of $22 thousand in equipment
purchases is related to additional requirements for
hardware and software. Other intra-government
purchases increases $11 thousand and results from
additional training requirements. (FY 2014 Baseline:

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C. Reconciliation of Increases and Decreases	**Amount**	**Totals**

$38,355 thousand)

15) Exploit the DoDIN for Improved Decision   -609
Making/Global Command Support System (GCSS):
   A decrease of $-607 thousand in equipment maintenance
   by contract is due to the reduction in overall pace
   and scope of GCSS-J development efforts as a result
   of the program's transition to Capacity Services. A
   reduction of $-2 thousand in travel of persons is due
   to efficiencies achieved by improved collaboration
   and the use of Defense Connect Online (DCO), Video
   Teleconferencing (VTC) and Anytime Connect
   capabilities. (FY 2014 Baseline: $16,613 thousand)

16) Eliminate Bandwidth Constraints/Defense Spectrum   -565
Organization (DSO):
   A reduction of $-350 thousand and (-2) contractor
   FTEs in other services is due to decreased contract
   support for Spectrum Engineering. Program management
   support decreases $-259 thousand due to reduced
   requirements for financial and personnel related
   services, agency transportation services, and
   BlackBerry mobile device services. A decrease of $-
   130 thousand in equipment maintenance by contract is
   due to a decline in engineering support services for
   spectrum analysis, spectrum coordination, and systems
   sustainment efforts. A decrease of $-16 thousand in
   DISA Telecommunications Services results from a
   reduction in mobility devices service costs. A net
   increase of $96 thousand in travel supports the World
   Radio-Communication Conference (WRC) initiatives in
   overseas locations with international mission

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

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

partners. A net increase of $73 thousand in purchased utilities reflects an increase in utility cost. A net increase of $21 thousand in rental payments to GSA leases provides for a GSA vehicle at the Annapolis, MD location. (FY 2014 Baseline: $25,553 thousand)

17) Exploit the DoDIN for Improved Decision   -245
Making/National Military Command System (NMCS):
Equipment maintenance by contract decreases by $-245 thousand and (-1) contractor FTE due to reductions in systems analyses and assessments. (FY 2014 Baseline: $4,089 thousand)

18) Deliver Capabilities Effectively/Efficiently/Shared   -221
Service Units/Program Executive Offices (PEO):
A net decrease of $-1,206 thousand in equipment maintenance by contract reflects a reduction of $-462 thousand for Defense Enterprise Computing Center (DECC) hosting support cost. An additional decrease of $-744 thousand in equipment maintenance by contact is due to the realignment of $744 thousand in equipment purchases for audio visual equipment. A reduction of $-360 thousand in travel is attributed to improved collaboration and use of Defense Connect Online (DCO), video teleconferencing (VTC), and Anytime Connect capabilities. In order to maintain an audit ready posture, an increase of $601 thousand in management and professional support services is required for annual independent reviews of the DISA financial statements. (FY 2014 Baseline: $34,480 thousand)

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
19) Eliminate Bandwidth Constraints/Standardized Tactical Entry Point (STEP):	-116	

    A decrease of $-111 thousand in equipment maintenance contract is attributed to reduced tactical support services for the STEP WIKIPEDIA Page project and reduced Information Assurance support services for the STEP program office. An additional reduction of $-5 thousand in shared program support is due to a decrease in overall utility usage. (FY 2014 Baseline: $1,205 thousand)

20) Special Mission/Communication Management Control Activity (CMCA):	-70	

    A decrease of $-28 thousand to purchased communications is due to a reduction in monthly service for basic office telecommunication. Travel declines $-22 thousand and is attributed to fewer oversight visits for U.S. Secret Service support missions. A decrease of $-20 thousand in shared service support is attributed to billing adjustments for amortized tenant improvement, restoration, and tax escalation associated with the DISA leased space in Virginia. (FY 2014 Baseline: $1,048 thousand)

21) Special Mission/Crisis Management System (CMS):	-35	

    A decrease of $-54 thousand in equipment maintenance by contract is associated with the completion of contract support requirements for technical services. Travel increases of $19 thousand will provide for oversight and completion of upgrades to the CMS capability at the Western Watch Center. (FY 2014 Baseline: $9,638 thousand)

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2015 Budget Request		**1,263,678**

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 2013 – 2018 Strategic Plan, Office of the Secretary of Defense (OSD) Initiatives, Efficiencies and Strategic guidance forms the framework for developing DISA's Performance Metrics. The Agency's Strategic Plan Vision: "Information superiority in defense of our Nation" is aligned with the Defense Strategic Guidance (DSG) and the 2013 Department of Defense (DoD) Chief Information Office (CIO) Campaign Plan. Our target objective state is an enterprise information environment that optimizes the use of our Information Technology (IT) assets by converging communications, computing, and enterprise services into a single platform that can be leveraged for all Department missions. These efforts reduce total cost of ownership, reduce the attack surface of our networks, and enable DISA's mission partners to more efficiently access the information resources of the enterprise to perform their missions from any authorized IT device from anywhere in the world.

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.

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

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 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

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

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 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:

<u>**Global Command and Control System – Joint (GCCS-J)**</u>: 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 2013 (Results): 100% successful test of new critical system interfaces, as well as continued 100% successful test of critical current system interfaces.

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

FY 2015 (Estimate): 100% successful test of new critical system interfaces, as well as continued 100% successful test of critical current system interfaces.

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

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

FY 2013 (Results): GCCS-J executed modernization activities which resulted in significant progress for the JC2 Community via the JC2 Common User Interface (JC2CUI), Cross Domain Services (CDS), Agile Client and Enterprise COP initiatives. This progress included the evolution towards client consolidation, synchronizing enabling frameworks and infrastructure and the eliminating duplicative functions resulting in a reduction of direct sustainment for reinvestment in C2 capability modernization.

FY 2014 (Plan): Continue planned migration to Net-centric Joint C2 capabilities while reducing sustainment costs in FY 2015-2019 for reinvestment in modernization.

FY 2015 (Estimate): The PMO will update and execute the GCCS-J Modernization planning guidance based on lessons learned, operational priorities, and updated DoD guidance, and in support of the Joint C2 AoA goals of reducing cost, providing additional capability to the warfighter and sustaining existing C2 capabilities.

<u>Global Combat Support System-Joint (GCSS-J)</u>:   GCSS-J fields capabilities based on functional priorities of the Combatant Command 129 Requirements Document 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

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

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

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 is gathered from the First Look Site during development and from surveys once the capability is deployed.

FY 2015 (Estimated): The KPPs, found in the GCSS-J Acquisition Program Baseline, will 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.

Customer Results and Customer Satisfaction

FY 2013 (Results): Help Desk Key Performance Indicators (KPIs) defined the baseline measure to evaluate customer satisfaction and provide a service desk assessment; KPI

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

threshold is 80%. Data was gathered from the strategic server site, DECC-Montgomery, and from user surveys. The baseline measure was met.

FY 2014 (Plan): Help Desk KPIs define the baseline measure to evaluate customer satisfaction and provide a service desk assessment; KPI threshold is 80%. Data is gathered from the strategic server site, DECC-Montgomery, and from user surveys.

FY 2015 (Estimate): Help Desk KPIs will define 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, DECC-Montgomery, and from user surveys.

Processes and Activities and Program Monitoring

FY 2013 (Results): Baseline Measure to deploy Increment 7, v7.4 4th Quarter 2013. The baseline measure was achieved ahead of schedule in the 3rd Quarter 2013.

FY 2014 (Plan): Baseline Measure - To deploy Increment 7, v7.4.1 in 2nd Quarter 2014 and v7.4.2 in 4th Quarter 2014.

FY 2015 (Estimate): Baseline Measure – To deploy Increment 8, v8.0 3rd Quarter 2015.

Technology and System Development

FY 2013 (Results): Baseline Measure is the ability to effectively provide end-to-end technical exchange with all external data providers at a 95% effectiveness level. System Administrators at the DECCs gathered data from system logs to validate effectiveness. The baseline measure was met.

FY 2014 (Plan): Baseline Measure is the ability to effectively provide end-to-end technical exchange with all external data providers at a 95% effectiveness level.
System Administrators at the DECCs gather data from system logs to validate effectiveness.

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

FY 2015 (Estimate): 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.

<u>**Multinational Information Sharing (MNIS) Program**</u>: 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.

PERFORMANCE METRICS	FY 2013 Results	FY 2014 Plan	FY 2015 Estimate
Measure:			
-Functional and/or Security Test & Evaluation test cases.	Met	Expected to Meet	Expected to Meet
Performance Metric:			
-System will provide for 99.99% data integrity for authorized users sharing information cross COI	Met	Expected to Meet	Expected to Meet
-Maintain 99.99% confidentiality for users, by Nation between COI's.	Met	Expected to Meet	Expected to Meet
-Direct traffic with 99.99% accuracy for chat, email, VOIP, file transfer, data storage and web service.	Met	Expected to Meet	Expected to Meet
Methodology:			
-Assessment Plan	Met	Expected to Meet	Expected to Meet
-Sample ≥ 10K transactions (Email, chat & file storage/transfer)	Met	Expected to	Expected to

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IV. __Performance Criteria and Evaluation Summary__:

		Meet	Meet
-Conduct selected ST&E test cases	Met	Expected to Meet	Expected to Meet
Measure:			
-Security	Met	Expected to Meet	Expected to Meet
Performance Metric:			
-Deny 98.5% of unauthorized user attempts	Met	Expected to Meet	Expected to Meet
Methodology:			
-Assessment Plan	Met	Expected to Meet	Expected to Meet
Measure:			
-Security	Met	Expected to Meet	Expected to Meet
Performance Metric:			
-Audit log must capture 99.99% of any unauthorized user activity.	Met	Expected to Meet	Expected to Meet
Methodology:			
PERFORMANCE METRICS	**FY 2013 Results**	**FY 2014 Plan**	**FY 2015 Estimate**
-Assessment Plan	Met	Expected to Meet	Expected to Meet
-Conduct audit log reviews in conjunction	Met	Expected to Meet	Expected to Meet
-FSO penetration tests.	Met	Expected to Meet	Expected to Meet
Measure:			
-Reliability	Met	Expected to Meet	Expected to Meet
Performance Metric:			

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

-98.9% availability of the DISA-managed infrastructure.	Met	Expected to Meet	Expected to Meet
-Mean time to restore functionality <30 minutes.	Met	Expected to Meet	Expected to Meet
Methodology:			
-Assessment Plan	Met	Expected to Meet	Expected to Meet
-Audit logs and Monitoring	Met	Expected to Meet	Expected to Meet

Department of Defense Information Network Engineering Services (DoDIN ES): Defense Information System Agency (DISA) engineering best practices will improve the implementation phase of engineering elements identified in the DoDIN Convergence Master Plan (DoDIN CMP). 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 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 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.

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

Performance Metrics:
DoD Information Technology Standards Registry-3 (DISR-3) Annual Interoperability Standards Baselines: Release on schedule and 90% or better of baseline standards are utilized/visible in program acquisition documentation.

DoDIN Technical Guidance-Federation Software Development and Joint Capabilities Integration and Development System (JCIDS) Assessments: New automated tool suite which reduces cost of processing and speeds development of producing acquisition documents under Interoperability and Supportability Assessments. Successful integration and development of Web Service interfaces with DoD Information Technology Portfolio Repository (DITPR), Data Services Environment (DSE), and Architecture Registries.

Joint Interoperability Tactical Command and Control Systems (JINTACCS): Tactical Data Link, Message Text Format, and SATCOM Military Standards (MILSTDs) & Standardized Agreements (STANAGs) – 400+ Interface Change Proposals (ICPs) and 9 Version Updates annually. Visibility of citing standards compliance within program documentation and successful interoperability test certification results.

DISN core bandwidth sufficiency: measure of successful planning and activation of bandwidth in the DISN core, to keep at least 25% spare, to allow for provisioning of unforeseen requirements and rerouting under outages.

The number of technical issues resolved with mature/effective enterprise-wise systems engineering (EWSE) engineering artifacts produced for the DoD community during the fiscal year.

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

The number of Systems Engineering (SE) risks identified and resolved prior to milestone/technical reviews (e.g. SE Process Assessment) and produces a PEO/SDA approved SEP to keep program's milestone/fielding events on schedule and in budget.

The number of well-written architecture artifacts produced and maintained for the DoD UC&C community during the fiscal year.

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 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.

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

FY 2013 (Results): 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 2014 (Plan): Receive an overall customer usage/satisfaction rating ≥ 3on 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 2015 (Estimate): Receive an overall customer usage/satisfaction rating ≥ 3on 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

Met with customers, collected recommended enhancements and functionality improvements, and engineered 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.

FY 2013 (Results): 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 2014 (Plan): Usage and performance demands will be 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.

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

FY 2015 (Estimate): Usage and performance demands will be 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 ≥ 99.7% availability/reliability.

FY 2013 (Results): The portfolio of enterprise services met the threshold of 99.7% availability.

FY 2014 (Plan): Operational requirement will be 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 2015 (Estimate): Operational requirement will be 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 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,

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

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.

<u>**Teleport Generations 1 & 2 (Tech Refresh/Sustainment)**</u>:

FY 2013(Results)
Metric – Improved customer results by measuring response time for help desk tickets.
Goal: Respond to all help desk tickets within one day.
- Status – Met; Priority 1 and 2 tickets were responded to immediately; Priority 3 and 4 were responded to during normal business hours. Tickets opened after normal business hours were responded to next by the business day
- Target- 99%/99%
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/Complete
Metric – Teleport sites integrating DSN/VoIP Unified Capability (UC)
- Status – Met; Select Teleport sites integrated a DSN/VoIP UC solution to seamlessly bridge Defense Switched Network with VoIP.
- Target – 3 sites/3 sites
Metric – Maintain 99% availability of the Teleport system.
- Status – Met; achieved and sustained availability
- Target- 99%/99%
FY 2014 (Plan)

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

Metric – Improve customer results by measuring response time for help desk tickets.
Goal: Respond to all help desk tickets within one day.
- Status – In progress; 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 by the business day
- Target– 99%

Metric – Maintain 99% availability of the Teleport system.
- Status – In progress; Will achieve and sustain availability
- Target– 99%

FY 2015 (Estimate)
Metric – Improve customer results by measuring response time for help desk tickets.
Goal: Respond to all help desk tickets within one day.
- Status – Priority 1 and 2 tickets will be responded to immediately; Priority 3 and 4 will be responded to during normal business hours. Tickets opened after normal business hours will be responded to next by the business day
- Target– 99%

Metric – Maintain 99% availability of the Teleport system.
- Status – Will achieve and sustain availability
- Target– 99%

Teleport Generation 3:
FY 2013 (Results)
Metric – Number of sites prepared for Generation 3 Phase 1 enhancements
- Status – Met; Prepared Teleport sites for installation of the Navy Multiband Terminal.

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

- Target – 8/8 sites complete

Metric – Maintain 99% availability of the Teleport system.

- Status – Met; achieved and sustained system availability
- Target/Completed – 99%/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 – Met; Priority 1 and 2 tickets were 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/Completed– 99%/99%

FY 2014 (Plan)
Metric – Maintain 99% availability of the Teleport system.

- Status – In progress
- Target– 99%
- Metric – Improve 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%

FY 2015 (Estimate)
Metric – Maintain 99% availability of the Teleport system.

- Status – To be determined

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

- 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%

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 and exercises).

Measure – To support validated resource requirements for crisis operations (100% completion)

- FY 2013 (Results): Met; Operation Enduring Freedom, Percentage supported = 100%

- Manage DISA's Overseas Contingency Operations (OCO) Initiatives by synchronizing, validating and integrating FY 2013, FY 2014 and FY 2015 OCO requirements. The requirements include commercial SATCOM, Leased Fiber Circuits, Digital Video Broadcast-Return Channel Satellite (DVB-RCS), Satellite Standard Tactical Entry Point (STEP)Site, 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), and Information Assurance (IA) to

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

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 2014 (Plan) & FY 2015 (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 2013 (Results):   Achieved: Participated in 6 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 FY 2013, 2014, and 2015:

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

The Agency fully participated (Level 1) in 6 FY 2013 COCOM Tier 1 Exercises:
- CYBER FLAG 13: 28 October-9 November 2013
- GLOBAL LIGHTNING 13(planning conducted, role reduced): 14-17 May 2013
- GLOBAL THUNDER 13: 28 October-5 November 2013
- TERMINAL FURY 13 (planning conducted, role cancelled): 14-17 May 2013
- TURBO CHALLENGE 13: (planning conducted, exercise cancelled) 14-22 May 2013
- VIGILANT SHIELD 13: 28 October-5 November 2013

The Agency participated\supported (Levels 2-4 and support) 17 FY 2013 COCOM Exercises:
- AFRICA ENDEAVOR: 19-28 August 2013
- ARDENT SENTRY 13: 18-23 May 2013
- BALIKATAN 13: 5-16 April 2013
- COBRA GOLD 13: 11-22 February 2013
- COMBINED ENDEAVOR: 13-26 September 2013
- EMERALD WARRIOR: 22 April-3 May 2013
- EAGER LION 13: 9-20 June 2013
- INTEGRATED ADVANCE 13: 9-15 February 2013
- INTERNAL LOOK 13: 11-16 April 2013
- JUDICIOUS RESPONSE: 9-17 September 2013
- KEY RESOLVE\FOAL EAGLE 13: 11-22 February 2013
- LEADING EDGE 13: 27 January-7 February 2013
- PANAMAX 13: 4-8 August 2013
- TALISMAN SABER: 19-29 July 2013
- UNIFIED ENGAGEMENT 13: 2-14 December 2013

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

- ULCHI FREEDOM GUARDIAN 13: 19-30 August 2013
- YAMA SAKURA '63 : 7-12 December 2012

<u>(8) Agency Internal Exercises for FY 2013</u>:
- DISA COOP: 11-12 June 2013
- CONUS DDOS 13-1: 12-13 December 2012
- CONUS DDOS 13-2: 7-9 May
- HUNT 13 - 1: 20-22 August 2013
- TELEWORK EXERCISE 13: 24 May 2013
- COUNTERMEASURES 1-13: 29-31 January 2013
- DISA MINI FLAG 13-1: 29 July-2 August 2013
- DISA MINI FLAG 13-2: 24-26 September 2013

<u>Agency Planning for 7 FY 2014 COCOM Tier 1 Exercises (Tentative Dates)</u>:
- ARDENT SENTRY 14:   27 March-3 April 2014
- CYBER FLAG 14: 28 October-9 November 2013
- GLOBAL LIGHTNING 14: TBD
- GLOBAL THUNDER 14: 28 October-5 November 2013
- NATIONAL LEVEL EXERCISE 14: TBD
- VIGILANT SHIELD 14: 28 October-5 November 2013
- TURBO CHALLENGE 14: 27 March-3 April 2014
- FY 2014 & FY 2015 Planned – FY 2014 and FY 2015 Scheduled Participation = 6 per year, Expected Participation Percentage = 100%

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

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 2013 (Results): Evaluated sites = 40, Percentage completed= 100%
- DISA conducted 40 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 2014 & FY 2015 (Plan/Estimate): 40 per year, Expected Completion Percentage = 95%

Performance Metric: Critical Infrastructure Protection (CIP)

Description: Leverage CIP program to identify risk and mitigation strategies.

Measure - Review and develop mitigation strategies for risk associated for one theater's COCOM OPLANS and/or CONPLANS.

- FY 2013 (Results): 1 theater's 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.

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

- FY 2014 (Plan) & FY 2015 (Estimate): 2 theater's OPLANS/CONPANS per year, Expected completion Percentage = 100%

<u>NetOps and DISA FSO Computer Network Defense (CND)</u>
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 2013, we projected 98% and achieved 100% compliance.
- FY 2013 (Results): 13,867 Incident Reports (IR) submitted in an operationally timely manner.
- FY 2014 (Plan): 14,062 IR projected due to reporting criteria shifts and sensor placements.

There was a reduction in reported incidents for FY 2013 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

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

trends, FY14 shows an increase in incidents based on deploying more CND alerting systems with complex configurations and a 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 2013 (Results): 95.2B Cyber events detected by CND alert systems.
- FY 2014 (Plan): 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 2014 will experience an increase in event values based on further integration of alerting systems into a common correlation platform and a continued growth due to improvements in system tuning and capability integration.

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) 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.

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

- FY 2013 (Results): 1,361 requests with 0 denials
- FY 2014 (Plan) & FY 2015 (Estimate): 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 2013 (Results): service reliability and availability = 99.9%
- FY 2014 (Plan) & FY 2015 (Estimate): % = >98%

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 2013 (Results): In FY 2013, for Defense Information System Network Tactical Edge (DISN TE) support approximately 1897 missions with 2250 tickets opened
- FY 2014 (Plan) & FY 2015 (Estimate): 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.

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

Measure - To perform 100% of assessments requested
- FY 2013 (Results): 150 assessments requested (estimated); Percentage performed = 100%
- FY 2014 (Plan) & FY 2015 (Estimate): Assessments = 150
- Expected Completion % = 100%

<u>**Shared Services:**</u> Numerous performance measures apply across the breadth of DISA's shared service units. Below are a small sample used by the CIO and MPS:

<u>**CAE**</u>: CAE evaluates its success by monitoring and measuring the following:

- Percent of DISA Major Acquisition Programs delivering within approved Program Cost, Schedule, and Performance Baselines through the MAIS Annual Report (MAR) to Congress and Quarterly updates to OSD. As of August 2013, GCCS-J has delivered within its approved baseline. Anticipate increase in performance and workloads for CAE starting with FY 2014 and through FY 2019 and beyond. The increased CAE Mission Load is due to continued DoD consolidation efforts of various IT Projects, Programs, and Initiatives to realize efficiencies within the DoD. DISA CAE will play a critical role in these planned efforts.
- Number of Program Reviews, Program Milestone Decisions, and Program Key Activity Decisions executed by the DISA CAE. The DISA CAE efforts in FY 2013 include In Progress Reviews (IPRs), Quarterly Progress Reviews (QPRs), and Acquisition Review Boards (ARBs) of the Projects, Programs, and Initiatives under DISA CAE Oversight. As of August 2013, a total of over 40 Reviews were executed by the DISA CAE in FY 2013 to include IPRs, QPRs, and ARBs.

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

- DISA CAE continues to monitor, document, and facilitate the percentage of DISA Staff in Designated Acquisition Positions which meet Defense Acquisition Workforce (DAWIA) Certification Levels. DISA CAE anticipates DAWIA Staff Certification Levels to increase in FY 2014 due to reclassification of Personnel Billets to appropriately reflect the necessary Acquisition Expertise to support the DISA Mission.

<u>CIO</u>:

Chief Information Office (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 to the average percentage of time that DISANet services and critical applications are available for use.

FY 2013 Results	Actual	Target
DISANet WAN Availability	99%	99%
DISANet Critical Server/Application Availability	99.7%	99%
DISANet DoD Enterprise Email Availability	99.5%	99%
DISANet Remote (VPN) Availability	99.6%	99%

<u>MPS</u>:

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

- 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.
- 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.
- Administer and execute material and asset management functions and responsibilities for providing reports of surveys, personal property, program property accountability, warehouse management support to DISA worldwide.
- 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.
- Authorized and enforce a superior and highly developed security operations and systems by designating resources to maintain and function within capacity the number

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

    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.

- 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.

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

<u>**DISN**</u>

Specific Performance Metrics:	FY 2013 Results	FY 2014 Plan	FY 2015 Estimate
1. **EPC/SECN**: Ensure systems support (% availability)	99.99% – Planned	99.99% – Planned	99.99% – Planned
2. **Circuit Transitions** (cum # of actions)			
2.1. Circuit Planning Actions (cum # of actions):	1562	2200 – Planned	1897 – Planned
2.1.1. Circuit Implementation Team Coordination actions	1265	1782 – Planned	1530 – Planned
2.1.2. Connection Cutover Actions	297	418 – Planned	367 – Planned
2.2. Configuration Management Documentation (cum # of docs in the DISA CM tool)	60	60 – Planned	52 – Planned
2.3. Survey Actions (# of Sites)	45	45 – Planned	36 – Planned
2.4. Provisioning Actitivity	2716	3600 – Planned	3060 – Planned
3. **DSCS**: Network availability (% availability)	99.99% – Planned	99.99% – Planned	99.99% Planned
4. **KOSOVO**: Pay revenue in timely fashion (% on-time payments)	99.99% – Planned	N/A	N/A

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.

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

    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.

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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V. __Personnel Summary__	__FY 2013__	__FY 2014__	__FY 2015__	Change __FY 2013/__ __FY 2014__	Change __FY 2014/__ __FY 2015__
Active Military End Strength (E/S) (Total)	1,594	1,684	1,620	90	-64
Officer	352	415	398	63	-17
Enlisted	1,242	1,269	1,222	27	-47
Reserve Drill Strength (E/S) (Total)	17	17	14	0	-3
Officer	1	1	1	0	0
Enlisted	16	16	13	0	-3
Civilian End Strength (Total)	2,391	2,284	2,236	-107	-48
U.S. Direct Hire	2,386	2,279	2,231	-107	-48
Total Direct Hire	2,386	2,279	2,231	-107	-48
Foreign National Indirect Hire	5	5	5	0	0
Memo: Reimbursable Civilians Included	68	93	92	25	-1
Active Military Average Strength (A/S) (Total)	1,594	1,684	1,620	90	-64
Officer	352	415	398	63	-17
Enlisted	1,242	1,269	1,222	27	-47
Reserve Drill Strength (A/S) (Total)	17	17	14	0	-3
Officer	1	1	1	0	0
Enlisted	16	16	13	0	-3
Civilian FTEs (Total)	2,272	2,283	2,231	11	-52
U.S. Direct Hire	2,267	2,278	2,226	11	-52
Total Direct Hire	2,267	2,278	2,226	11	-52
Foreign National Indirect Hire	5	5	5	0	0
Memo: Reimbursable Civilians Included	68	92	92	24	0
Average Annual Civilian Salary ($ in thousands)	132.4	132.3	133.6	-0.1	1.3

V. <u>Personnel Summary</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	Change <u>FY 2013/</u> <u>FY 2014</u>	Change <u>FY 2014/</u> <u>FY 2015</u>
<u>Contractor FTEs (Total)</u>	<u>1,977</u>	<u>2,392</u>	<u>2,567</u>	<u>415</u>	<u>175</u>

Explanation of Changes:

FY 2013-2014: A functional transfer of the Field Security Office (FSO) to the Defense Working Capital Fund (DWCF) resulted 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. A decrease in DoDIN Engineering of (-13) FTEs reflects the organizational realignment of funding and manpower to the RDT&E appropriation. An increase of (+11) FTEs primarily provided 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. An increase of (+24) FTEs is due to an increase in anticipated reimbursable workload. A net increase of (+73) FTEs is due to increased hiring actions to fill vacancies created from retirements, attrition and limited hiring due to sequestration reductions in FY13.

FY 2014-2015: As a result of workforce structuring, improved functional alignment and the elimination of redundancies, DISA adjusted its manpower resources to meet new and emerging Departmental missions and to achieve manpower savings through attrition. A net reduction of (-56) FTEs is reflected in Shared Services, Global Command and Control System-Joint (GCCS-J), Engineering Services, Teleport, DISN, and Defense Spectrum. A net decrease of (-12) FTEs is attributed to a strategic efficiency reduction in management headquarters staffing. As a result of a functional transfer to the Defense Working

Capital Fund (DWCF) for Enterprise Cross Domain Services, the Information Systems Security Program (ISSP) decreases (-5) FTEs and the Comprehensive National Cybersecurity Initiative (CNCI) decreases (-4) FTEs. White House Communication Agency (WHCA) decreases (-7) FTEs due to reduced requirements for acquisition and logistical support. A functional transfer from the Defense Logistics Agency (DLA) to DISA results in a net increase of (+10) FTEs. The details of this transfer are classified. A net increase of (+8) FTEs supports the Joint Information Environment (JIE) Information Assurance requirements. A net increase of (+7) FTEs support the deployment and sustainment of the DoD Mobility Program. A net increase of (+7) FTEs provides additional manpower resources to fulfill Cyber requirements.

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

	FY 2013	Change FY 2013/FY 2014		FY 2014	Change FY 2014/FY 2015		FY 2015
OP 32 Line	**Actual**	**Price**	**Program**	**Estimate**	**Price**	**Program**	**Estimate**
101 Exec, Gen'l & Spec Scheds	291,410	2,186	-3,739	289,857	2,899	-6,895	285,861
103 Wage Board	57	0	-57	0	0	0	0
106 Benefit to Fmr Employees	1	0	-1	0	0	0	0
121 PCS Benefits	344	0	-344	0	0	0	0
199 Total Civ Compensation	**291,812**	**2,186**	**-4,141**	**289,857**	**2,899**	**-6,895**	**285,861**
308 Travel of Persons	23,691	450	2,971	27,112	488	-2,393	25,207
399 Total Travel	**23,691**	**450**	**2,971**	**27,112**	**488**	**-2,393**	**25,207**
671 DISA DISN Subscription Services (DSS)	73,067	2,995	-58,053	18,009	342	865	19,216
672 PRMRF Purchases	11,831	595	3,283	15,709	2,938	-2,845	15,802
677 DISA Telecomm Svcs - Reimbursable	363	31	339	733	57	667	1,457
696 DFAS Financial Operation (Other Defense Agencies)	6,087	792	-17	6,862	121	-1,766	5,217
697 Refunds	4	0	-4	0	0	0	0
699 Total DWCF Purchases	**91,352**	**4,413**	**-54,452**	**41,313**	**3,458**	**-3,079**	**41,692**
771 Commercial Transport	993	19	2,964	3,976	72	-252	3,796
799 Total Transportation	**993**	**19**	**2,964**	**3,976**	**72**	**-252**	**3,796**
901 Foreign National Indirect Hire (FNIH)	50	0	-50	0	0	0	0
912 Rental Payments to GSA (SLUC)	1,693	32	617	2,342	42	-439	1,945
913 Purchased Utilities (Non-Fund)	7,048	134	2,691	9,873	178	-1,789	8,262
914 Purchased Communications (Non-Fund)	29,748	565	196	30,509	549	-878	30,180
915 Rents (Non-GSA)	4	0	119	123	2	0	125
917 Postal Services (U.S.P.S)	124	2	79	205	4	0	209
920 Supplies & Materials (Non-Fund)	5,806	110	2,816	8,732	157	-1,178	7,711
921 Printing & Reproduction	42	1	73	116	2	0	118
922 Equipment Maintenance By Contract	737,149	14,006	-62,166	688,989	12,402	-10,667	690,724
923 Facilities Sust, Rest, & Mod by Contract	16,380	311	3,027	19,718	355	-485	19,588

Defense Information Systems Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

OP 32 Line	FY 2013 Actual	Change FY 2013/FY 2014 Price	Program	FY 2014 Estimate	Change FY 2014/FY 2015 Price	Program	FY 2015 Estimate
925 Equipment Purchases (Non-Fund)	33,005	627	-11,385	22,247	400	-242	22,405
932 Mgt Prof Support Svcs	510	9	1,996	2,515	45	213	2,773
933 Studies, Analysis & Eval	565	11	-576	0	0	0	0
934 Engineering & Tech Svcs	3,020	57	2,569	5,646	102	-3,938	1,810
937 Locally Purchased Fuel (Non-Fund)	39	-1	-38	0	0	0	0
960 Other Costs (Interest and Dividends)	6	0	-6	0	0	0	0
964 Other Costs (Subsistence and Support of Persons)	10	0	-10	0	0	0	0
987 Other Intra-Govt Purch	63,336	1,204	-16,144	48,396	871	-6,419	42,848
989 Other Services	73,862	1,403	-1,469	73,796	1,328	3,300	78,424
990 IT Contract Support Services	571	11	-582	0	0	0	0
999 Total Other Purchases	**972,968**	**18,482**	**-78,243**	**913,207**	**16,437**	**-22,522**	**907,122**
Total	**1,380,816**	**25,550**	**-130,901**	**1,275,465**	**23,354**	**-35,141**	**1,263,678**

* The FY 2013 Actual column **includes** $141,815 thousand of FY 2013 OCO Appropriations funding (PL 113-6);and **includes** $532 thousand of No-Year Spectrum Relocation funds.
* The FY 2014 Estimate column **excludes** $76,348 thousand of FY 2014 Overseas Contingency Operations Appropriations funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

Fiscal Year 2015 Budget Estimates

Defense Logistics Agency (DLA)

March 2014

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Defense Logistics Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
Budget Activity (BA) 2: Mobilization Warstoppers and
**   4: Administration and Service-Wide Activities**

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
DLA	404,910	7,367	43,945	456,222	8,308	-83,060	381,470

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 Programs (OLP) which are program offices for which DLA is either the executive agent or the budget administrator; and

- Other Logistics Services (OLS) which are associated with the DLA logistics mission such as price comparability, maps, unemployment compensation, morale, welfare & recreation, and homeless blankets.

Narrative Explanation of Changes: The FY 2015 program change (-$83 million) is largely attributable to decreases in funding for DoD Enterprise Business Systems for maintenance

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

and program enhancements to existing DoD Business Systems (-$8 million), Continuity of Operations (-$10 million), Joint Contingency Acquisition Support Office (-$7 million), Warstoppers (-$26 million), Price Comparability (-$14 million) and Mapping (-$4 million), Procurement Technical Assistance Program (-$14 million).

Warstoppers (FY 2015: $48.013 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 reserves 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.

I.   Description of Operations Financed (cont.)

Other Logistics Programs (OLP) (FY 2015: $145.754 million and 186 direct-funded FTEs and 41 reimbursable-funded 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 2015: $2.003 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 $4.2B since inception and $286M through July in FY 2013. More than 11,500 law enforcement agencies nationwide currently participate in this highly visible program

I.   Description of Operations Financed (cont.)

that enhances law enforcement capabilities while saving the American taxpayer. Consultation and coordination of authority with the Office of the Secretary of Defense (OSD), Department of Justice (DOJ), and the Office of National Drug Control Policy (ONDCP) in an effort to aide in the National Military Strategy and the National Drug Control Strategy.

1.2 Joint Contingency Acquisition Support Office (JCASO) (FY 2015: $0 million) Funding responsibility for JCASO will transfer from the Defense Logistics Agency (DLA) O&M Defense-wide account to the DLA Defense Working Capital Fund (DWCF) beginning in Fiscal Year 2015.

2.1 Defense Property Accountability System (DPAS) (FY 2015: $9.756 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 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.

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

2.2 <u>Business Process Reengineering Center</u> (BPRC) (FY 2015: $2.271 million, 12 direct-funded FTEs and 8 reimbursable FTEs) The BPRC is a Center focused on a management analysis discipline that redesigns processes, organizations, and the culture of DoD activities through functional leaders who apply improvement tools and techniques. The Business Process Reengineering (BPR) technique approach of redesign can be radical or incremental to achieve dramatic improvements. The BPR achieves results by analyzing processes through a cross-functional, integrated analysis of multiple activities or functions. The BPR, chartered to support the Under Secretary of Defense Acquisition, Technology and Logistics (USD (AT&L)), includes services to carry out activities such as:

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

2.3 <u>Continuity of Operations (COOP)/Classified Program</u> (FY 2015: $32.466 million, 49 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),

I.   Description of Operations Financed (cont.)

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 2015: $4.144 million and 12 FTEs) The DSPO was transferred from the OUSD(AT&L) to DLA in FY 1999. The Defense Standardization Program (DSP) is authorized by Sections 2451-2452 of Title 10, United States Code, and the DoDI 4120.24, which implements the DSP in the DoD. The DSPO is the Executive Agent responsible for developing DoD policy and procedures for the DSP, to include the development and use of military specifications and standards; DoD adoption of non-Government standards; Diminishing Manufacturing Sources and Material Shortages; Government-Industry Data Exchange Program; and a variety of related issues. The DSPO represents the Department to DoD communities, other Federal agencies, and the private sector by providing tools, training, and outreach with material standardization products and services that enhance and facilitate understanding, communication, and coordination to improve interoperability and logistics readiness and reduce total ownership costs. DSPO also represents the United States on NATO materiel standardization policy committees.

I.   Description of Operations Financed (cont.)

The Government Industry Data Exchange Program (GIDEP)(FY 2015: $3.184 million) is a part of DSPO.   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 nonconforming parts (including counterfeits), obsolescence management, product change, engineering, reliability/maintainability, and metrology. GIDEP members provide information to the GIDEP database through a web interface and/or through custom reports. GIDEP has been designated by OMB Policy Letter 91-3 as the provider of the government's central database for receiving and disseminating information about nonconforming products and materials (including suspected counterfeits) and by DOD as the Diminishing Manufacturing Sources and Material Shortages (DMSMS) centralized database for sharing DMSMS information among DOD and Industry groups. Supporting a community of approximately 2,000 organizations, GIDEP users have reported approximately $2 billion to date in savings and cost avoidance through the use of this information exchange.

2.5 DoD Enterprise Business Systems (DEBS) (FY 2015: $93.928 million, 86 direct-funded FTEs and 6 reimbursable FTEs) With the disestablishment of the Business Transformation Agency (BTA), DLA Operations & Maintenance has assumed responsibility for fourteen systems under the name DoD Enterprise Business Systems (DEBS) starting in FY 2012.Since the transfer, one system (Virtual Interactive Processing System (VIPS) has been terminated; two systems, Global Exchange (GEX) and Electronic Document Access (EDA) transferred to Defense Working Capital Fund (DWCF) in FY 2013; and Wide Area Workflow (WAWF)transferred to DWCF in FY 2014. The remaining nine are:

I. <u>**Description of Operations Financed (cont.)**</u>
    1. DoD Enterprise Business Systems (DEBS) Office: The DEBS Office directly oversees and provides core enterprise support to eight direct funded DoD enterprise level business systems and two reimbursable programs. This consolidated support provides key skill sets that can be shared among the programs reducing overall unique program costs and using standard and repeatable processed to manage programs throughout all phases of the acquisition life cycle.
    2. 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.
    3. 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.
    4. 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 services are obtained quickly and more efficiently, while providing visibility to Enterprise-level Decision Makers and transparency to the taxpayer.
    5. 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.

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

6. 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.

7. 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 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.

8. 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

I.   Description of Operations Financed (cont.)

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.

9. Next Generation Resource Management System (NGRMS). NGRMS will provide a consolidated and auditable requirement management system for the Office Secretary Defense Comptroler.

Other Logistics Services (OLS) (FY 2015: $185.705 million) includes programs associated with the DLA logistics mission as well as Departmental programs. The DLA is either the executive agent responsible for program oversight and policy guidance or the budget administrator responsible for supporting these programs, described in the paragraphs that follow:

1. Agile Transportation USTRANSCOM
2. Audit Readiness
3. Automatic Identification Technology (AIT)
4. Bosnia/Kosovo Support
5. Continuing Health
6. Defense Critical Infrastructure Program (CIP)
7. Defense Finance and Accounting Service (DFAS)
8. Disability Compensation
9. Homeless Blankets
10. Joint Purchase Card Program Office
11. Logistics Transformation
12. Managerial Support

I.   Description of Operations Financed (cont.)

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 2015: $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
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

I.   Description of Operations Financed (cont.)

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. Audit Readiness (FY 2015: $9.416 million) The funding will be used for DLA General Fund Audit Readiness in sustainment of the Defense Enterprise Business Systems (DEBS) and other systems or micro applications identified as pertinent to DLA's Audit Readiness effort to support the Fiscal Year 2015 assertion. This support includes: 1)Audit Readiness Support; 2)Business Process Controls (BPC) Support which will include Process Cycle Memorandum (PCM) Review, BPC identification and testing, Corrective Action Plans (CAP), Software Change Requests (SCR) and CAP validation and documentation remediation; 3)Service Provider Support which will include updated Memorandum of Agreements (MOA), Memorandum of Understanding (MOU), or Service Level Agreements (SLA) and Defense Information Systems Agency Support; 4)Other Systems and Micro Applications Corrective Action Plans (CAP), Software Change Requests (SCR), CAP validation and Update System Assertion Work Products (SAWP).

I.   Description of Operations Financed (cont.)

3. Automatic Identification Technology (AIT) (FY 2015: $2.425 million) The AIT is a suite of technologies (e.g., bar codes, smart cards, satellite tracking systems, and RFID tags) used to capture, aggregate, and transfer data automatically to the Automated Information Systems (AIS). The use of AIT with AIS provides timely visibility of logistics assets, whether in-process, in-storage, or in-transit. Current DoD policy requires the use of active (high capacity) Radio Frequency Identification (RFID) tags to mark certain consolidated shipments and passive RFID tags for the case, pallet, and item packaging for unique identification items.

4. Bosnia/Kosovo Support (FY 2015: $0.02 million) funding covers Agency logistics support costs incurred in support of Bosnia and Kosovo.

5. Continuing Health (FY 2015 $0.1 million) provides coverage for the DLA employees affected by reductions-in-force and BRAC.

6. Defense Critical Infrastructure Program (DCIP) (FY 2015: $1.1 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

I.   Description of Operations Financed (cont.)
to Defense Critical Infrastructure assets essential to project, support, and sustain
military forces and operations.

7. Defense Finance and Accounting Service (DFAS) (FY 2015: $3.541 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.

8. Disability Compensation (FY 2015: $0.7 million) funding is required for disability
compensation for the Clothing Factory (DSCP) closed by BRAC 1993.

9. Homeless Blankets (FY 2015: $3.29 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 2015: $1.441 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 2015: $7.765 million) Studies specific initiatives that
offer potential DoD transformation from the current "mass model" logistics structure into
world-class integrated supply chains focused on warfighter needs. Initiatives complement
ongoing reengineering efforts with the Military Services, consistent with the Logistics
Functional Requirements and Joint Vision 2010. Funds will:

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

- 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;

- 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.

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

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. <u>Managerial Support</u> (FY 2015: $.04 million) Funding supports and pays for various activities like Emergency and Extraordinary Expense Limitation (E&EE) confidential investigations.

13. <u>Mapping</u> (FY 2015: $28.585 million) The DLA serves as the DoD Integrated Materiel Manager and Distributor of approximately 70,000 map items that transferred from the National Geospatial-Intelligence Agency (NGA). The DLA provides a unified world-wide tailored distribution system for all geospatial products; which are no longer strictly hard copy map products and includes a wide variety of classified and unclassified hydrographic, topographic, aeronautical and digital maps, charts and various publications required to support the warfighter.

14. <u>Morale, Welfare and Recreation (MWR)</u> (FY 2015: $21.322 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

I.   Description of Operations Financed (cont.)

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. <u>Price Comparability</u> (FY 2015: $70.735 million) supports military unique (DoD Mandated) tasks, such as readiness support, that a commercial distribution company would not experience. Price Comparability helps to keep the DLA's prices competitive with those of the private sector, which do not include overhead for DoD unique costs. For example, a commercial operation would either dispose of inventory demanded only in wartime (War Reserve Materiel) or charge the customer for 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. <u>Procurement Technical Assistance Program (PTAP)</u> (FY 2015: $23.045 million) 10 USC Chapter 142 authorizes the Secretary of Defense, acting through the Director, DLA, to enter into cost sharing cooperative agreements with state and local governments, nonprofit organizations, Indian tribal organizations and Indian economic enterprises to establish and maintain procurement technical assistance centers. The purpose of the program is to enhance the industrial base, improve local economies and generate employment by assisting businesses in obtaining and performing under contracts with DoD as well as other federal agencies and state and local governments. Under the PTAP statute, DLA can match up to $.6 million for statewide programs and $.3 million for regional (less than statewide) programs during the fiscal year.

I.   Description of Operations Financed (cont.)
17. <u>Unemployment Compensation</u> (FY 2015: $11.259 million) The DLA pays the Unemployment Compensation for all Defense Agencies.

II. Force Structure Summary:
N/A

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

A. <u>BA Subactivities</u>	FY 2013 Actual	Budget Request	FY 2014 Congressional Action Amount	FY 2014 Congressional Action Percent	FY 2014 Congressional Action Appropriated	Current Estimate	FY 2015 Estimate
2. Mobilization (Warstoppers)	**49,355**	**73,428**	**-840**	**-1.1**	**72,588**	**72,588**	**48,013**
Warstoppers	49,355	73,428	-840	-1.1	72,588	72,588	48,013
4. Administration and Service-Wide Activities - Other Logistics Programs	**150,743**	**186,750**	**-13,165**	**-7.1**	**173,585**	**173,585**	**147,752**
Business Process Reengineering Center	2,414	1,870	-21	-1.1	1,849	1,849	2,271
Continuity of Operations	54,657	42,282	-484	-1.1	41,798	41,798	32,466
Defense Property Accountability System	11,302	12,855	-147	-1.1	12,708	12,708	9,756
Defense Standardization Program Office	9,172	8,353	-95	-1.1	8,258	8,258	7,328
DoD Enterprise Business Systems	64,152	112,268	-12,313	-10.0	99,955	99,955	93,928
Joint Contingency Acquisition Support Office	6,650	6,964	-80	-1.2	6,884	6,884	0
Law Enforcement Support Office	2,396	2,158	-25	-1.2	2,133	2,133	2,003
4. Administration and Service-Wide Activities - Other Logistics Services	**204,812**	**202,367**	**7,682**	**3.8**	**210,049**	**210,049**	**185,705**
Agile Transportation - USTRANSCOM	18	993	-11	-1.1	982	982	860

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

			FY 2014				
			Congressional Action				
A. <u>BA Subactivities</u>	FY 2013 Actual	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2015 Estimate
Audit Readiness	5,536	0	0	n/a	0	0	9,416
Automatic Identification Technology	2,591	2,754	-32	-1.2	2,722	2,722	2,425
Bosnia/Kosovo Support	0	20	0	0.0	20	20	17
Continuing Health	121	148	-2	-1.4	146	146	128
Counter Drug	560	0	0	n/a	0	0	0
Defense Critical Infrastructure Program	1,119	1,247	-14	-1.1	1,233	1,233	1,096
Defense Environmental Restoration Account	9,343	0	0	n/a	0	0	0
Defense Finance & Accounting Service	2,431	4,315	-49	-1.1	4,266	4,266	3,541
Disability Compensation	797	842	-10	-1.2	832	832	741
Homeless Blankets	4,279	3,739	-43	-1.2	3,696	3,696	3,290
Joint Purchase Card Program Office	1,595	1,666	-19	-1.1	1,647	1,647	1,441
Logistics Transformation	8,117	8,825	-101	-1.1	8,724	8,724	7,765
Managerial Support	16	43	-1	-2.3	42	42	39
Mapping	30,687	32,528	-372	-1.1	32,156	32,156	28,585

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

A. <u>BA Subactivities</u>	FY 2013 Actual	Budget Request	FY 2014 Congressional Action Amount	Percent	Appropriated	Current Estimate	FY 2015 Estimate
Morale, Welfare & Recreation	26,387	22,157	-254	-1.2	21,903	21,903	21,322
Price Comparability	68,186	84,034	-963	-1.2	83,071	83,071	70,735
Procurement Technical Assistance Program	33,142	26,262	9,699	36.9	35,961	35,961	23,045
Unemployment Compensation	9,887	12,794	-146	-1.1	12,648	12,648	11,259
Total	**404,910**	**462,545**	**-6,323**	**-1.4**	**456,222**	**456,222**	**381,470**

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

B. <u>Reconciliation Summary</u>	Change FY 2014/FY 2014	Change FY 2014/FY 2015
Baseline Funding	**462,545**	**456,222**
Congressional Adjustments (Distributed)	-1,028	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-5,295	
Subtotal Appropriated Amount	**456,222**	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	**456,222**	
Supplemental		
Reprogrammings		
Price Changes		8,308
Functional Transfers		-6,379
Program Changes		-76,681
Current Estimate	**456,222**	**381,470**
Less: Wartime Supplemental		
Normalized Current Estimate	**456,222**	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 President's Budget Request (Amended, if applicable)		**462,545**
1. Congressional Adjustments		-6,323
a. Distributed Adjustments		
1) Adjustments	-1,028	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8140 - WCF Excess Cash	-5,113	
2) Section 8034 - Indian Lands	-177	
3) Section 8023 - FFRDC	-5	
FY 2014 Appropriated Amount		**456,222**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**456,222**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**456,222**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2014 Normalized Current Estimate		**456,222**
6. Price Change		8,308
7. Functional Transfers		-6,379
a. Transfers In		
1) Center for Joint and Strategic Transfer	629	

Responsibility for the Center for Joint and Strategic
Logistics transfers from the National Defense
University (NDU) to the Defense Logistics Agency
(DLA). Funding transfers to DLA from the Office of
the Secretary of Defense (AT&L) and The Joint Staff;
personnel from NDU. (FY 2014 Baseline: $0 thousand;
+3 FTEs)

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
b. Transfers Out		
1) Transfer of Joint Contingy Acquisition Support Office (JCASO) to DWCF	-7,008	
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 2014 Baseline: $0 thousand; +0 FTEs)		
8. Program Increases		9,416
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
1) Audit Readiness	9,416	
This increase is in support of the General Fund audit readiness initiatives. This increase is reflected on the OP-32 line 679. (FY 2014 Baseline: $0 thousand)		
9. Program Decreases		-86,097
a. Annualization of FY 2014 Program Decreases		
b. One-Time FY 2014 Increases		
c. Program Decreases in FY 2015		
1) Warstoppers	-25,882	
Decrease is due to fewer requirements for investments in the industrial base production capability and medical readiness. The decrease is reflected on the OP-32 line 679. (FY 2014 Baseline: $73,428 thousand; +0 FTEs)		
2) Price Comparability	-13,830	

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

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

Decrease is due to lower depot and forward
positioning materiel costs. The decrease is
reflected on the OP-32 line 679. (FY 2014 Baseline:
$84,034 thousand; +0 FTEs)

   3) Procurement Technical Assistance Program   -13,563
      Decrease to estimated Center award expenses. This
      decrease is reflected on the OP-32 line 989. (FY 2014
      Baseline: $26,262 thousand; +0 FTEs)

   4) Continuity of Operations (COOP)/Classified Programs   -9,999
      Decrease for COOP/Classified Programs are in contract
      support. The $8.5M decrease will require an across
      the board reduction in administrative and technical
      contractor support provided to the program. Many of
      the technical capabilities provided by contract
      support are not inherent in our civilian staff. The
      loss of this support increases processing times and
      resolution of technical issues associated with our
      mission. Accordingly, the COOP program will be less
      efficient as processes will require more time and
      there will be an increased risk of errors which
      impacts overall effectiveness. (FY 2014 Baseline: $0
      thousand; +0 FTEs)

   5) DEBS   -7,598
      The net decrease (-$7.6M) in DEBS is driven by
      reductions in civilian personnel compensation (-
      $2.5M, 22 FTEs). This reflects a management
      direction to achieve efficiencies by sharing
      resources and government oversight across the ten
      programs in the DEBS portfolio and utilizing the
      expertise within the Defense Logistics Agency Program

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

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

Executve Officer. Reductions occur within Contract Engineering and Technical Service (-$8.5M line 934) and IT Contract Support Services (-$9.5M line 990). These reductions are offset by increases in Equipment Purchases-software (+4.7M, line 925) and Equipment Maintenance-software by Contract (+0.9M, line 922), Rental payments (+1.5M,line 912), Purchased Communications (+2.1M, line 914) and an increase to DISA Information Systems (+0.2, line 647). These changes reflect both the Defense Agencies Initiative (DAI) and Defense Information Systems for Security (DISS) move to operations and sustainement of the core software and applications. (FY 2014 Baseline: $112,268 thousand; +92 FTEs)

6) Mapping   -4,150
   Decrease is due to lower information services processing costs. The decrease is reflected on the OP-32 line 679. (FY 2014 Baseline: $32,258 thousand; +0 FTEs)

7) DPAS   -3,137
   Decrease for DPAS is in other contracts (line 987 on the OP-32) Program development schedules have been slowed down so that the same work can be performed over a longer period with reduced work. This will allow for overall costs reductions. (FY 2014 Baseline: $12,855 thousand; +7 FTEs)

8) Unemployment Compensation   -1,617
   This decrease is due to estimated program requirements for employee unemployment benefits. this decrese is reflected on the OP-32 line 987. (FY

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
2014 Baseline: $12,794 thousand; +0 FTEs)		
9) Defense Finance and Accounting Services Decrease is due to estimated direct billable workload. (FY 2014 Baseline: $4,315 thousand; +0 FTEs)	-1,300	
10) Logistics Transformation Decrease is due to estimated progam requirements in support of Department transformation initiatives in support of the warfighter supply chain. This decrease is reflected ont he OP-32 line 933. (FY 2014 Baseline: $8,825 thousand; +0 FTEs)	-1,116	
11) DSPO/GIDEP Decrease will pose severe risk in DSPO/GIDEP's ability to carry out the Under Secretary's direction to open GIDEP to our Military Allies or to implement Section 818 of NDAA 2012. Current data processing capacity will drop 30% while data submission rates are expected to rise over 350% by FY15. MIL-SPEC/MIL- STD system updates will suffer. Decrease is contract support, reflected in the OP-32, Line 987. (FY 2014 Baseline: $8,353 thousand; +12 FTEs)	-1,060	
12) Morale, Welfare and Recreation Decrease is due to lower costs for supplies and equipment for the fitness centers and child and youth programs. The decrease is reflected on the OP-32 line 679. (FY 2014 Baseline: $22,157 thousand; +0 FTEs)	-975	
13) Homeless Blankets Decrease is based on estimated requirements to support the purchase of blankets provided to qualified organizations working with the homeless.	-473	

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

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

This decrease is reflected on Op-32 line 679. (FY
2014 Baseline: $3,739 thousand)

14) Automatic Information Technology	-346

Decrease to program requirements in support of
technologies used to transfer data to the Automated
Information System. (FY 2014 Baseline: $0 thousand;
+0 FTEs)

15) Joint Purchase Card Program Office	-236

Decrease if due to lower support costs. Decrease is
reflected on Op-32 line 679. (FY 2014 Baseline:
$1,666 thousand)

16) BPRC	-227

Decrease for BPRC is in labor and is reflected in
Line 101 on the OP-32. (FY 2014 Baseline: $1,870
thousand; +20 FTEs)

17) Defense Critical Infrastructure Program	-159

Decrease for Department Logistics Sector Lead Agent
program requirements for risk management of DoD-wide
logistics critical assets. This decrease is reflected
on the OP-32 line 679. (FY 2014 Baseline: $1,247
thousand; +0 FTEs)

18) LESO	-155

Decrease for LESO is in Other Contracts and reflected
in Line 987 on the OP-32. This reduction will affect
the annual payment for the server that houses the
FEPMIS system as well as the work order hours to
maintain and upgrade LESO's property accounting
system FEPMIS. (FY 2014 Baseline: $2,158 thousand;
+20 FTEs)

19) Agile Transporation (AT) USTRANSCOM	-140

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
Decrease in requirements for USTRANSCOM Geographic Combatant Commanders automated capablity to streamline cargo movement. This decrease is reflected on the OP-32 line 679. (FY 2014 Baseline: $993 thousand; +0 FTEs)		
20) Disability Compensation	-106	
Decrease due to estimated employee disability benefits. This decrease is refleced on the OP-32 line 987. (FY 2014 Baseline: $842 thousand; +0 FTEs)		
21) Continuing Health	-21	
Decrease is due to lower estimated costs for health benefit coverage of DLA employees by reduction-in-force and BRAC. this decrease is reflected on the OP-32 line 987. (FY 2014 Baseline: $148 thousand; +0 FTEs)		
22) Managerial Support	-4	
Funding supports and pays for various activities like Emergency and Extrordinary Expense Limitation (E&EE). (FY 2014 Baseline: $43 thousand)		
23) Contingency Operations - Bosnia/Kosovo	-3	
This decrease is based on estimated requirements for Bosnia/Kosovo contingency support. The decrease is reflected on OP-32 line 679. (FY 2014 Baseline: $20 thousand; +0 FTEs)		
FY 2015 Budget Request		**381,470**

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

<u>Other Logistics Programs (OLP)</u>

<u>The Defense Property Accountability System</u> 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 DoD Instruction (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 DoDI 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.

<u>The Defense Standardization Program Office</u> (DSPO) develops policies, procedures, and guidance ensuring standardized policy across the Military Departments and Defense Agencies. The qualitative performance indicators for the DSPO are:
  • Effectiveness of the DSP as a single source for information exchange and coordination of all defense standardization efforts, measured by increased number of organizations participating in information exchange, and increased customer satisfaction based on survey results; and

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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 NGSs, and decreased usage of military-unique specifications and standards.

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

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

Other Logistics Services (OLS) includes multiple programs which the DLA is either the executive agent responsible for program oversight and policy guidance or the budget administrator responsible for administrative support. Measures used for programs to track

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

performance are *customer satisfaction* and *funding execution*. Performance criteria for each program follows:

<u>Customer Satisfaction</u> 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.

<u>Funding execution's</u> 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.

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

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

investment which is calculated against the offset of unfunded War Reserve Requirements identified by the Services.

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

<u>The Morale, Welfare & Recreation</u> 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.

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

<u>The Defense Critical Infrastructure Program (DCIP)</u> 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 scare 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.

<u>Logistics Transformation</u> 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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V. <u>Personnel Summary</u>	FY 2013	FY 2014	FY 2015	Change FY 2013/ FY 2014	Change FY 2014/ FY 2015
<u>Active Military End Strength (E/S) (Total)</u>	<u>41</u>	<u>68</u>	<u>64</u>	<u>27</u>	<u>-4</u>
Officer	12	19	18	7	-1
Enlisted	29	49	46	20	-3
<u>Civilian End Strength (Total)</u>	<u>194</u>	<u>258</u>	<u>223</u>	<u>64</u>	<u>-35</u>
U.S. Direct Hire	194	258	223	64	-35
Total Direct Hire	194	258	223	64	-35
Memo: Reimbursable Civilians Included	27	50	41	23	-9
<u>Active Military Average Strength (A/S) (Total)</u>	<u>41</u>	<u>68</u>	<u>64</u>	<u>27</u>	<u>-4</u>
Officer	12	19	18	7	-1
Enlisted	29	49	46	20	-3
<u>Civilian FTEs (Total)</u>	<u>208</u>	<u>258</u>	<u>223</u>	<u>50</u>	<u>-35</u>
U.S. Direct Hire	208	258	223	50	-35
Total Direct Hire	208	258	223	50	-35
Memo: Reimbursable Civilians Included	31	50	41	19	-9
Average Annual Civilian Salary ($ in thousands)	158.5	167.7	234.9	9.2	67.2
<u>Contractor FTEs (Total)</u>	<u>279</u>	<u>279</u>	<u>232</u>	<u>0</u>	<u>-47</u>

Footnote: The average salary amount increased from FY 2014 to FY 2015 due to including the Defense Agency unemployment compensation.

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

	FY 2013	Change FY 2013/FY 2014		FY 2014	Change FY 2014/FY 2015		FY 2015
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	28,046	210	6,630	34,886	349	-3,739	31,496
106 Benefit to Fmr Employees	0	0	0	0	0	11,259	11,259
199 Total Civ Compensation	**28,046**	**210**	**6,630**	**34,886**	**349**	**7,520**	**42,755**
308 Travel of Persons	749	14	-137	626	11	-40	597
399 Total Travel	**749**	**14**	**-137**	**626**	**11**	**-40**	**597**
416 GSA Supplies & Materials	0	0	113	113	2	-100	15
499 Total Supplies & Materials	**0**	**0**	**113**	**113**	**2**	**-100**	**15**
647 DISA Enterprise Computing Centers	0	0	4,909	4,909	-36	944	5,817
671 DISA DISN Subscription Services (DSS)	3,709	152	-3,669	192	4	-184	12
679 Cost Reimbursable Purchase	176,251	3,349	41,166	220,766	3,974	-36,843	187,897
695 DFAS Financial Operations (DLA)	2,431	-1	1,836	4,266	575	-1,300	3,541
699 Total DWCF Purchases	**182,391**	**3,500**	**44,242**	**230,133**	**4,517**	**-37,383**	**197,267**
771 Commercial Transport	142	3	-79	66	1	0	67
799 Total Transportation	**142**	**3**	**-79**	**66**	**1**	**0**	**67**
912 Rental Payments to GSA (SLUC)	0	0	1,486	1,486	27	1,484	2,997
913 Purchased Utilities (Non-Fund)	1	0	-1	0	0	0	0
914 Purchased Communications (Non-Fund)	65	1	21	87	2	2,063	2,152
915 Rents (Non-GSA)	3,555	68	-1,077	2,546	46	-2,175	417
920 Supplies & Materials (Non-Fund)	2,838	54	-2,712	180	3	-81	102
921 Printing & Reproduction	6	0	30	36	1	-1	36
922 Equipment Maintenance By Contract	11,475	218	-11,152	541	10	1,622	2,173
925 Equipment Purchases (Non-Fund)	68	1	8,847	8,916	160	4,703	13,779
932 Mgt Prof Support Svcs	4,111	78	659	4,848	87	1,978	6,913
933 Studies, Analysis & Eval	10,052	191	-1,519	8,724	157	-1,116	7,765
934 Engineering & Tech Svcs	2,283	43	27,006	29,332	528	-8,512	21,348
960 Other Costs (Interest and	4	0	1	5	0	-1	4

Defense Logistics Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

OP 32 Line	FY 2013 Actual	Change FY 2013/FY 2014 Price	Program	FY 2014 Estimate	Change FY 2014/FY 2015 Price	Program	FY 2015 Estimate
Dividends)							
964 Other Costs (Subsistence and Support of Persons)	1,030	20	-1,050	0	0	0	0
985 Research & Development, Contracts	1,992	0	-1,992	0	0	0	0
987 Other Intra-Govt Purch	88,089	1,674	-17,560	72,203	1,300	-30,536	42,967
989 Other Services	55,680	1,058	-21,284	35,454	638	-12,942	23,150
990 IT Contract Support Services	12,333	234	13,473	26,040	469	-9,543	16,966
999 Total Other Purchases	**193,582**	**3,640**	**-6,824**	**190,398**	**3,428**	**-53,057**	**140,769**
Total	**404,910**	**7,367**	**43,945**	**456,222**	**8,308**	**-83,060**	**381,470**

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Fiscal Year 2015 Budget Estimates

Defense Legal Services Agency (DLSA)

March 2014

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Defense Legal Services Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
DLSA	130,145	1,904	-102,459	29,590	339	-3,219	26,710

* The FY 2013 Actual column **includes** $96,550 thousand of FY 2013 OCO Appropriations funding (PL 113-6).
* The FY 2014 Estimate column **excludes** $99,538 thousand of FY 2014 Overseas Contingency Operations Appropriations funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

I.   Description of Operations Financed:

The Defense Legal Services Agency (DLSA) provides legal services to the Office of the Secretary of Defense (OSD), Department of Defense (DoD) Field Activities, and the Defense Agencies.

The largest component of DLSA, the Defense Office of Hearings and Appeals (DOHA), adjudicates numerous types of cases that arise from all Military Departments and Defense Agencies. The DOHA provides hearings and issues decisions in personnel security clearance cases for contractors performing classified work for 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 cases requiring due process to result from the referrals of completed industrial security clearance investigations.

I.   <u>**Description of Operations Financed**</u> **(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 2014 to FY 2015: The FY 2015 budget estimate is based on DoD strategic and fiscal guidance, which results in a net decrease in the FY 2015 budget of $-2,880 thousand (the net of a price change of $+339 thousand and a program change of $-3,219 thousand) attributable to the following areas: compensation and benefits; contractor support; administrative support; other intra-governmental purchases; travel; and rent.

II. <u>**Force Structure Summary**</u>:
N/A

Defense Legal Services Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

A. <u>BA Subactivities</u>	FY 2013 Actual	Budget Request	FY 2014 Congressional Action Amount	FY 2014 Congressional Action Percent	FY 2014 Congressional Action Appropriated	Current Estimate	FY 2015 Estimate
1. DLSA HQ	44,548	12,250	0	0.0	12,250	12,250	2,723
2. DOHA	84,516	17,558	-343	-1.0	17,215	17,215	23,638
3. Pentagon Reservation	1,081	125	0	0.0	125	125	349
Total	**130,145**	**29,933**	**-343**	**-1.2**	**29,590**	**29,590**	**26,710**

* The FY 2013 Actual column **includes** $96,550 thousand of FY 2013 OCO Appropriations funding (PL 113-6).
* The FY 2014 Estimate column **excludes** $99,538 thousand of FY 2014 Overseas Contingency Operations Appropriations funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

Defense Legal Services Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

B. **Reconciliation Summary**	Change FY 2014/FY 2014	Change FY 2014/FY 2015
Baseline Funding	**29,933**	**29,590**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-343	
Subtotal Appropriated Amount	**29,590**	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	**29,590**	
Supplemental	99,538	
Reprogrammings		
Price Changes		339
Functional Transfers		
Program Changes		-3,219
Current Estimate	**129,128**	**26,710**
Less: Wartime Supplemental	-99,538	
Normalized Current Estimate	**29,590**	

Defense Legal Services Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 President's Budget Request (Amended, if applicable)		**29,933**
1. Congressional Adjustments		-343
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8140 - DWCF Excess Cash Balances	-332	
2) Section 8034 - Indian Lands Environmental Mitigation	-11	
FY 2014 Appropriated Amount		**29,590**
2. War-Related and Disaster Supplemental Appropriations		99,538
a. OCO Supplemental Funding		
1) OCO Supplemental Funding	99,538	
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**129,128**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**129,128**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-99,538
FY 2014 Normalized Current Estimate		**29,590**
6. Price Change		339
7. Functional Transfers		
8. Program Increases		161
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
1) Pentagon Reservation Maintenance Revolving Fund Increase to Pentagon Rent for DLSA (FY 2014 Baseline: $125 thousand; +0 FTEs)	161	
9. Program Decreases		-3,380
a. Annualization of FY 2014 Program Decreases		

Defense Legal Services Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
b. One-Time FY 2014 Increases		
c. Program Decreases in FY 2015		
1) Workforce Composition	-1,453	

The Defense Legal Services Agency reduced its FTEs by
8. A strategic efficiency reduction in management
headquarters funding and staffing for better
alignment and to provide support to a smaller
military force. (FY 2014 Baseline: $26,694 thousand;
+148 FTEs)

2) Contract Support Services   -1,246

The decrease in contractor support is to be achieved
through efficiencies in the DLSA base program.   (FY
2014 Baseline: $1,224 thousand)

3) Other Intra-Governmental Purchases   -417

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 2014 Baseline: $439
thousand; +0 FTEs)

4) Other Legal Administrative Support Costs   -142

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; licensing fees; and Postal
services. (FY 2014 Baseline: $180 thousand; +0 FTEs)

5) Rental Payments for GSA leases   -83

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Reflects decrease for GSA rental costs (FY 2014 Baseline: $857 thousand)		
6) Travel	-39	
DLSA will reduce discretionary travel costs by identifying alternatives to traveling such as teleconferencing and web-conferencing. (FY 2014 Baseline: $71 thousand; +0 FTEs)		
FY 2015 Budget Request		**26,710**

Defense Legal Services Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

The DLSA provides legal services to the staff elements of the Office of the OSD and the Defense Agencies. The DLSA's activities include providing opinions and counseling on legal compliance issues affecting policy formulation and implementation; participating in developing the Department's legislative program, including drafting legislation and comments; negotiating on behalf of 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.

<u>The Defense Office of Hearings and Appeals (DOHA)</u>: 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

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

(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 DLSA is evaluated on the basis of the quality and timeliness of its myriad of services; adherence to appropriate standards of professional conduct and DoD ethical and adjudicative standards; the professional independence, impartiality and competence exhibited by its attorneys; and its overall responsiveness to the needs of its clients.

<u>Industrial Security Clearance Review (ISCR) Program</u>: The due process hearings and appeals of the Industrial Security Program are DOHA's central mission, implementing Department of Defense Directive 5220.6. The Industrial Security Program was created as a result of the Supreme Court's decision in *Greene v. McElroy*, 360 US 474, 79 S. Ct. 1400, 3 L. Ed.2d 1377 (1959). In response to the *Greene* decision, President Eisenhower signed Executive Order 10865 on February 20, 1960. Executive Order 10865 requires a hearing in which contractor employees be given the opportunity to appear before the decision-maker to confront and cross-examine witnesses and attempt to rebut the Government's case.

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

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 administrative due process requirements for the Department. The due process workload associated with the Industrial Security (ISCR) cases DOHA handles is relatively constant, but can vary slightly. Therefore, the Department uses a historical average as the measurement for estimating future ISCR cases.

<u>Personal Appearance (PA) Program</u>: Executive Order 12968 mandates that the "opportunity to appear personally" shall be part of security clearance due process for all military and civilian clearance applicants. The DoD Regulation 5200.2-R provides for "personal appearances" by military and civilian clearance applicants, which are handled by the same DOHA Administrative Judges who 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.

<u>Claims Appeals Board</u>: 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

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

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 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.

Defense Legal Services Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

V. **Personnel Summary**	FY 2013	FY 2014	FY 2015	Change FY 2013/ FY 2014	Change FY 2014/ FY 2015
Active Military End Strength (E/S) (Total)	206	206	198	0	-8
Officer	114	114	106	0	-8
Enlisted	92	92	92	0	0
Civilian End Strength (Total)	300	148	144	-152	-4
U.S. Direct Hire	300	148	144	-152	-4
Total Direct Hire	300	148	144	-152	-4
Civilian FTEs (Total)	300	148	140	-152	-8
U.S. Direct Hire	300	148	140	-152	-8
Total Direct Hire	300	148	140	-152	-8
Average Annual Civilian Salary ($ in thousands)	175.1	180.4	182.2	5.3	1.8
Contractor FTEs (Total)	129	0	0	-129	0

The Compensation and Benefits program nets a decrease of $-1,186 thousand and a reduction of 8 direct funding Full Time Equivalents (FTEs). A strategic efficiency reduction in management headquarters funding and staffing for better alignment and to provide support to a smaller military force. *The FY 2013 actuals column includes $96,550 million OF Defense OCO Appropriations Funding (P.L.113-6). *The FY 2014 and FY 2015 Estimate columns do not include OCO.

Defense Legal Services Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

OP 32 Line	FY 2013 Actual	Foreign Currency Rate Diff	Change FY 2013/FY 2014 Price	Program	FY 2014 Estimate	Foreign Currency Rate Diff	Change FY 2014/FY 2015 Price	Program	FY 2015 Estimate
101 Exec, Gen'l & Spec Scheds	52,526	0	394	-26,226	26,694	0	267	-1,453	25,508
105 Separation Liability (FNDH)	0	1	0	-1	0	0	0	0	0
199 Total Civ Compensation	**52,526**	**1**	**394**	**-26,227**	**26,694**	**0**	**267**	**-1,453**	**25,508**
308 Travel of Persons	2,062	0	40	-2,031	71	0	1	-39	33
399 Total Travel	**2,062**	**0**	**40**	**-2,031**	**71**	**0**	**1**	**-39**	**33**
417 Local Purch Supplies & Mat	70	0	1	-71	0	0	0	0	0
499 Total Supplies & Materials	**70**	**0**	**1**	**-71**	**0**	**0**	**0**	**0**	**0**
672 PRMRF Purchases	1,081	0	54	-1,010	125	0	23	161	309
699 Total DWCF Purchases	**1,081**	**0**	**54**	**-1,010**	**125**	**0**	**23**	**161**	**309**
912 Rental Payments to GSA (SLUC)	7,242	0	138	-6,523	857	0	15	-83	789
913 Purchased Utilities (Non-Fund)	235	0	4	-239	0	0	0	0	0
914 Purchased Communications (Non-Fund)	854	0	16	-806	64	0	1	-50	15
915 Rents (Non-GSA)	46	0	1	-47	0	0	0	0	0
917 Postal Services (U.S.P.S)	16	0	0	-16	0	0	0	11	11
920 Supplies & Materials (Non-Fund)	1,510	0	29	-1,464	75	0	1	-61	15
921 Printing & Reproduction	0	0	0	41	41	0	1	-42	0
922 Equipment	715	0	13	-728	0	0	0	0	0

Defense Legal Services Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

OP 32 Line	FY 2013 Actual	Foreign Currency Rate Diff	Change FY 2013/FY 2014 Price	Change FY 2013/FY 2014 Program	FY 2014 Estimate	Foreign Currency Rate Diff	Change FY 2014/FY 2015 Price	Change FY 2014/FY 2015 Program	FY 2015 Estimate
Maintenance By Contract									
923 Facilities Sust, Rest, & Mod by Contract	172	0	3	-175	0	0	0	0	0
925 Equipment Purchases (Non-Fund)	871	0	17	-888	0	0	0	0	0
932 Mgt Prof Support Svcs	41,306	0	785	-40,867	1,224	0	22	-1,246	0
933 Studies, Analysis & Eval	3,534	0	67	-3,601	0	0	0	0	0
934 Engineering & Tech Svcs	2,029	0	39	-2,068	0	0	0	0	0
957 Other Costs (Land and Structures)	96	0	2	-98	0	0	0	0	0
959 Other Costs (Insurance Claims/Indmnties)	287	0	5	-292	0	0	0	0	0
960 Other Costs (Interest and Dividends)	7	0	0	-7	0	0	0	0	0
987 Other Intra-Govt Purch	3,334	0	64	-2,959	439	0	8	-417	30
989 Other Services	12,152	0	231	-12,383	0	0	0	0	0
999 Total Other Purchases	**74,406**	**0**	**1,414**	**-73,120**	**2,700**	**0**	**48**	**-1,888**	**860**
Total	130,145	1	1,903	-102,459	29,590	0	339	-3,219	26,710

* The FY 2013 Actual column **includes** $96,550 thousand of FY 2013 OCO Appropriations funding (PL 113-6).
* The FY 2014 Estimate column **excludes** $99,538 thousand of FY 2014 Overseas Contingency Operations Appropriations funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

Fiscal Year 2015 Budget Estimates

DEFENSE MEDIA ACTIVITY

March 2014

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Defense Media Activity
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
DMA	213,091	3,312	-1,527	214,876	3,263	-23,619	194,520

* The FY 2013 Actual column **includes** $10,823 thousand of FY 2013 OCO Appropriations funding (PL 113-6).
* The FY 2014 Estimate column **excludes** $9,620 thousand of FY 2014 Overseas Contingency Operations Appropriations funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

I. Description of Operations Financed:

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

The DMA accomplishes this mission through the following programs:

- **Overseas Radio and Television:** American Forces Network (AFN) provides U.S. radio and television news, information, and entertainment programming to active, guard, and reserve military service members, DoD civilians and contract employees, and their families overseas, on board Navy and Coast Guard ships, and to other authorized users.

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

- **News and Media Information Products**: Includes media and visual information products provided to the internal DoD family (active, guard, and reserve military service members, dependents, retirees, DoD civilians, and contract employees) and external audiences through all available media. It includes motion and still imagery; print; radio; television; web and related social media, mobile, and other communication technologies. Also includes communication of messages and themes from senior DoD leaders in order to support and improve quality of life and morale, promote situational awareness, provide timely/immediate force protection information, and sustain readiness.

- **Stars and Stripes**: Provides daily newspapers and other products, such as a web site and weekly supplemental publications to internal DoD family (active, guard, and reserve military service members, dependents, retirees, DoD civilians, and contract employees). Provides readers news and information independent of chain of command influence to better enable them to exercise the responsibilities of citizenship. Stars and Stripes use all available media, including print and related emerging internet communication technologies.

- **Defense Information School (DINFOS)**: Provides joint-service training to Defense personnel in the career fields of Public Affairs and Visual Information.

<u>**Narrative Explanation of Changes**</u>: Change in total funding between FY 2014 and FY 2015 of $3.265 million price growth and -$23.621 million program reductions, for a total change of -$20.356 million.

Defense Media Activity
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

N/A

Defense Media Activity
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

III. Financial Summary ($ in thousands)

			FY 2014				
			Congressional Action				
A. BA Subactivities	FY 2013 Actual	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2015 Estimate
1. Defense Media Operations	213,091	222,979	-8,103	-3.6	214,876	214,876	194,520
Total	**213,091**	**222,979**	**-8,103**	**-3.6**	**214,876**	**214,876**	**194,520**

* The FY 2013 Actual column **includes** $10,823 thousand of FY 2013 OCO Appropriations funding (PL 113-6).
* The FY 2014 Estimate column **excludes** $9,620 thousand of FY 2014 Overseas Contingency Operations Appropriations funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

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

B. **Reconciliation Summary**	Change FY 2014/FY 2014	Change FY 2014/FY 2015
Baseline Funding	**222,979**	**214,876**
Congressional Adjustments (Distributed)	-5,000	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-3,103	
Subtotal Appropriated Amount	**214,876**	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	**214,876**	
Supplemental		
Reprogrammings		
Price Changes		3,263
Functional Transfers		
Program Changes		-23,619
Current Estimate	**214,876**	**194,520**
Less: Wartime Supplemental		
Normalized Current Estimate	**214,876**	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 President's Budget Request (Amended, if applicable)		222,979
1. Congressional Adjustments		-8,103
a. Distributed Adjustments		
1) Program Decrease	-5,000	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
1) Enter Description		
d. General Provisions		
1) Section 8140 - Working Capital Fund Excess Cash	-2,408	
2) Section 8109 - Exchange Rates	-612	
3) Section 8034 - Indian Lands Various	-83	
FY 2014 Appropriated Amount		214,876
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		214,876
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		214,876
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2014 Normalized Current Estimate		214,876
6. Price Change		3,263
7. Functional Transfers		
8. Program Increases		
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
9. Program Decreases		-23,619
a. Annualization of FY 2014 Program Decreases		
b. One-Time FY 2014 Increases		
c. Program Decreases in FY 2015		

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
1) Other Intra Government Purchases Reduced Intra Governmental purchases in the European theater due the centralization of operations and reduction in facilities. AFNE HQ at Mannheim, the Weisskirchen Transmitter Site in Germany, and the manned operation at Livorno, Italy were closed. (FY 2014 Baseline: $30,925 thousand)	-7,022	
2) Satellite Communications Reduce satellite transmission costs by converting from SATNET to Terrestrial. This is an efficiency based on the change of media delivery method. (FY 2014 Baseline: $33,657 thousand; +0 FTEs)	-5,709	
3) Other Contracts Other Contracts-centralize purchasing of like items and consolidate information technology contracts and licensing agreements and software purchases. (FY 2014 Baseline: $29,862 thousand)	-3,952	
4) Civilian Pay Reduction Reduction to overseas footprint causing a savings in entitlements and grade restructuring. (FY 2014 Baseline: $79,845 thousand)	-2,875	
5) Equipment Maintenance Savings realized from the consolidation of equipment maintenance contracts. (FY 2014 Baseline: $11,471 thousand)	-1,584	
6) Equipment Purchases Savings realized from standardized equipment purchases and delay life cycle replacement of equipment and hardware. Purchase only essential items and reduce inventory. (FY 2014 Baseline: $3,418	-1,012	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
thousand)		
7) Facilies Sustainment, Restoration and Modernization	-1,000	
Delay non-emergency repairs and modernization		
projects. (FY 2014 Baseline: $2,540 thousand)		
8) Foreign Currency Exchange Rates	-391	
9) Travel Reduction	-74	
Savings realized thru the use of DCO and		
teleconferencing. (FY 2014 Baseline: $3,349 thousand)		
FY 2015 Budget Request		**194,520**

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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.

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 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.

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

<u>**Independent News**</u>

- 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)**

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

<u>**Joint Information and Public Affairs Training**</u>

- 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)**

<u>**Communications and Information**</u>

- 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

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

disconnection from the DoD NIPR and SIPRNets 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)**.

V. **Personnel Summary**	FY 2013	FY 2014	FY 2015	**Change** FY 2013/ FY 2014	**Change** FY 2014/ FY 2015
Active Military End Strength (E/S) (Total)	941	933	901	-8	-32
Officer	53	53	52	0	-1
Enlisted	888	880	849	-8	-31
Reserve Drill Strength (E/S) (Total)	42	42	42	0	0
Officer	10	10	10	0	0
Enlisted	32	32	32	0	0
Civilian End Strength (Total)	760	751	751	-9	0
U.S. Direct Hire	682	673	673	-9	0
Foreign National Direct Hire	33	33	33	0	0
Total Direct Hire	715	706	706	-9	0
Foreign National Indirect Hire	45	45	45	0	0
Active Military Average Strength (A/S) (Total)	941	933	901	-8	-32
Officer	53	53	52	0	-1
Enlisted	888	880	849	-8	-31
Reserve Drill Strength (A/S) (Total)	42	42	34	0	-8
Officer	10	10	8	0	-2
Enlisted	32	32	26	0	-6
Civilian FTEs (Total)	760	751	751	-9	0
U.S. Direct Hire	682	673	673	-9	0
Foreign National Direct Hire	33	33	33	0	0
Total Direct Hire	715	706	706	-9	0
Foreign National Indirect Hire	45	45	45	0	0
Average Annual Civilian Salary ($ in thousands)	95.2	106.3	103.5	11.1	-2.8

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V. Personnel Summary	FY 2013	FY 2014	FY 2015	Change FY 2013/ FY 2014	Change FY 2014/ FY 2015
Contractor FTEs (Total)	340	340	340	0	0

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

		Change			Change		
	FY 2013	FY 2013/FY 2014		FY 2014	FY 2014/FY 2015		FY 2015
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	69,173	519	5,886	75,578	756	-2,932	73,402
103 Wage Board	150	1	49	200	2	-34	168
104 FN Direct Hire (FNDH)	1,256	9	955	2,220	22	-8	2,234
199 Total Civ Compensation	**70,579**	**529**	**6,890**	**77,998**	**780**	**-2,974**	**75,804**
308 Travel of Persons	3,287	62	0	3,349	60	-87	3,322
399 Total Travel	**3,287**	**62**	**0**	**3,349**	**60**	**-87**	**3,322**
672 PRMRF Purchases	232	12	13	257	48	0	305
696 DFAS Financial Operation (Other Defense Agencies)	882	115	57	1,054	19	-27	1,046
699 Total DWCF Purchases	**1,114**	**127**	**70**	**1,311**	**67**	**-27**	**1,351**
771 Commercial Transport	110	2	49	161	3	-53	111
799 Total Transportation	**110**	**2**	**49**	**161**	**3**	**-53**	**111**
901 Foreign National Indirect Hire (FNIH)	1,756	13	78	1,847	18	49	1,914
912 Rental Payments to GSA (SLUC)	90	2	-1	91	2	-2	91
913 Purchased Utilities (Non-Fund)	3,285	62	869	4,216	76	-19	4,273
914 Purchased Communications (Non-Fund)	35,790	680	-2,813	33,657	606	-5,709	28,554
915 Rents (Non-GSA)	2,947	56	-126	2,877	52	-52	2,877
917 Postal Services (U.S.P.S)	39	1	0	40	1	-1	40
920 Supplies & Materials (Non-Fund)	1,602	30	-258	1,374	25	-14	1,385
921 Printing & Reproduction	376	7	0	383	7	-7	383
922 Equipment Maintenance By Contract	12,936	246	-1,711	11,471	206	-1,584	10,093
923 Facilities Sust, Rest, & Mod by Contract	3,368	64	-892	2,540	46	-1,000	1,586
925 Equipment Purchases (Non-Fund)	3,314	63	41	3,418	62	-1,087	2,393
926 Other Overseas Purchases	0	0	5	5	0	-5	0
957 Other Costs (Land and Structures)	2,400	46	-4	2,442	44	-39	2,447
960 Other Costs (Interest and Dividends)	8	0	0	8	0	0	8

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OP 32 Line	FY 2013 Actual	Change FY 2013/FY 2014		FY 2014 Estimate	Change FY 2014/FY 2015		FY 2015 Estimate
		Price	Program		Price	Program	
962 Other Costs (Undistributed)	440	0	146	586	0	2	588
987 Other Intra-Govt Purch	29,498	560	867	30,925	557	-7,053	24,429
988 Grants	14	0	0	14	0	1	15
989 Other Services	33,954	645	-4,737	29,862	538	-3,952	26,448
990 IT Contract Support Services	6,170	117	0	6,287	113	-6	6,394
991 Foreign Currency Variance	14	0	0	14	0	0	14
999 Total Other Purchases	**138,001**	**2,592**	**-8,536**	**132,057**	**2,353**	**-20,478**	**113,932**
Total	**213,091**	**3,312**	**-1,527**	**214,876**	**3,263**	**-23,619**	**194,520**

* The FY 2013 Actual column **includes** $10,823 thousand of FY 2013 OCO Appropriations funding (PL 113-6).
* The FY 2014 Estimate column **excludes** $9,620 thousand of FY 2014 Overseas Contingency Operations Appropriations funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

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Department of Defense Dependents Education (DoDDE)

March 2014

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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 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
DoDDE	2,706,133	42,904	-43,313	2,705,724	44,154	-183,454	2,566,424

* The FY 2013 Actual column **includes** $154,427 thousand of FY 2013 OCO Appropriations funding (PL 113-6).
* The FY 2014 Estimate column **excludes** $100,100 thousand of FY 2014 Overseas Contingency Operations Appropriations funding (PL 113-76).
* The FY 2015 Estimate column **excludes** FY 2015 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) and the Family Assistance (FA)/Family Advocacy Program (FAP).

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

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

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 51,614 students in 119 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 7,201 full-time equivalent staff. The DoDDS program also provides funds for 2,974 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 3,429 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 section 926(b), 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 29,632 students in 63 schools located in seven states (Alabama, Georgia, Kentucky, New York, North Carolina,

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

South Carolina, and Virginia), the Territory of Guam and the Commonwealth of Puerto Rico. The DDESS program is supported by 4,753 full-time equivalent staff. The DDESS program also provides funds for 455 students enrolled in the Non-DoD Schools Program whose active duty U.S. military and DoD civilians are assigned in Canada, Mexico, and South America. The DDESS manages Special Arrangement contracts for 1,500 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, 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

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

garnering resources for the DoDEA. The Management Headquarters provides educational leadership, support and direction to area directors, district superintendents and school administrators. The Management Headquarters also develops the pre-K-12 curriculum, conducts educational program evaluations, coordinates curriculum materials adoptions, implements consistent, rigorous educational programs that reflect national trends, and coordinates systemic professional development and accountability profiles. Additionally, Management Headquarters provides counsel to the Under Secretary of Defense, P&R, on matters relating to educational programs 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

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

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 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.

I.   Description of Operations Financed (cont.)

   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 training in coordination
      with our partner LEAs.

   6. Develops "Students at the Center," a resource guide for Military Commanders,
      families and the educators that serve them.

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 2015, 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
our state and federal partners to address issues that impact the education and well-being
of children of the military and their families.

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

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. 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

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

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

3. Infuse technology into the curriculum and assessment implementations and enhance distance learning system capabilities

4. Maintain and further develop a virtual school curriculum and an enhanced instructional delivery system; the 21st Century Military Child Initiative will provide synchronous and asynchronous learning opportunities aligned with DoDEA's curriculum to address the educational needs of military dependent students in 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

8. Implement ambitious strategic goals and performance metrics for optimum student achievement

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

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, counseling on relationships, communication issues, etc. The Military Family Life Counselors also provide "surge" counseling support for units returning from combat.

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I.   Description of Operations Financed (cont.)

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.

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

   6.   Provide infrastructure and program support to the Guard and Reserve, Active
      Duty Forces and their families who are geographically dispersed through the Joint
      Family Support Assistance Program, placing Military One Source Consultants and
      Military Family Life Consultants in all 50 states, the four territories, and the
      District of Columbia.

   7.   Provide support for military families with special needs. The Exceptional Family
      Member Program provides information and referral, training, non-medical case
      management, advocacy, enrollment and assignment coordination to ensure that 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

I.   Description of Operations Financed (cont.)

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.

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.

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

   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.

   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.

   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. <u>Force Structure Summary</u>:
N/A

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III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2013 Actual	Budget Request	Congressional Action			Current Estimate	FY 2015 Estimate
			Amount	Percent	Appropriated		
1. DoDEA	**1,824,883**	**1,873,672**	**45,000**	**2.4**	**1,918,672**	**1,918,672**	**1,866,147**
1. Mgt HQ	22,233	22,263	0	0.0	22,263	22,263	21,434
2. Consolidated School Support	95,916	59,226	45,000	75.0	104,226	104,226	62,029
3. Educational Partnership Program	42,710	7,002	0	0.0	7,002	7,002	0
4. DoDDS	1,156,866	1,210,820	0	0.0	1,210,820	1,210,820	1,203,285
5. DDESS	507,158	574,361	0	0.0	574,361	574,361	579,399
2. Family Assistance/Family Advocacy Programs	**881,250**	**787,052**	**0**	**0.0**	**787,052**	**787,052**	**700,277**
1. Family Assistance Family Advocacy Program	762,750	653,256	0	0.0	653,256	653,256	589,694
2. Spouse Employment and Career Opportunities Program	76,400	89,500	0	0.0	89,500	89,500	79,500
3. Troops To Teachers Program	13,700	14,111	0	0.0	14,111	14,111	14,298
4. Exceptional Family Member Program	11,000	11,000	0	0.0	11,000	11,000	6,100
5. Relocation Assistance Program	17,400	19,185	0	0.0	19,185	19,185	10,685
Total	**2,706,133**	**2,660,724**	**45,000**	**1.7**	**2,705,724**	**2,705,724**	**2,566,424**

* The FY 2013 Actual column **includes** $154,427 thousand of FY 2013 OCO Appropriations funding (PL 113-6).
* The FY 2014 Estimate column **excludes** $100,100 thousand of FY 2014 Overseas Contingency Operations Appropriations funding (PL 113-76).
* The FY 2015 Estimate column **excludes** FY 2015 Defense-Wide OCO Budget Request.

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

B. **Reconciliation Summary**	Change FY 2014/FY 2014	Change FY 2014/FY 2015
Baseline Funding	2,660,724	2,705,724
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)	45,000	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	2,705,724	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	2,705,724	
Supplemental		
Reprogrammings		
Price Changes		44,154
Functional Transfers		
Program Changes		-183,454
Current Estimate	2,705,724	2,566,424
Less: Wartime Supplemental		
Normalized Current Estimate	2,705,724	

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III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2014 President's Budget Request (Amended, if applicable)		**2,660,724**
1. Congressional Adjustments		45,000
a. Distributed Adjustments		
b. Undistributed Adjustments		
1) Impact Aid	40,000	
2) Impact Air - Children with Disabilities	5,000	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2014 Appropriated Amount		**2,705,724**
2. War-Related and Disaster Supplemental Appropriations		
a. OCO Supplemental Funding		
1) Overseas Contingency Operations		
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**2,705,724**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**2,705,724**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2014 Normalized Current Estimate		**2,705,724**
6. Price Change		44,154
7. Functional Transfers		
8. Program Increases		14,483
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
1) Consolidated School Support: Other Intra-Government Purchases: Increase of costs to cover projected testing and assessment requirements to include materials and implementation. (FY 2014 Baseline: $7,388 thousand;	657	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
+0 FTEs)		
2) Consolidated School Support: Program Realignment Overall increase is due to program realignment of the discontinued Educational Partnership Program to the Consolidated School Support Program. The programs will be combined under one program to improve management efficiency. Line items affected: Payroll($716), Travel of Persons ($10), Supplies and Materials($24), Printing and Reproduction($31), Other Contract Services ($540),Grants ($5,681),Inflation Adjusts ($113). (FY 2014 Baseline: $8,893 thousand; +6 FTEs)	7,115	
3) Department of Defense Dependents Schools: Defense Finance & Accounting Services (DFAS): Increase reflects the redistribution of DFAS transaction costs from Consolidated School Support to the activity level offices; thus properly aligning the cost of the transaction processing. (FY 2014 Baseline: $2,752 thousand; +0 FTEs)	105	
4) Department of Defense Dependents Schools: Facility Sustainment, Restoration, and Modernization by Contract: Reflects changes in Sustainment, Restoration, and Modernization Model requirements associated with changes in criterion and conditions. (FY 2014 Baseline: $114,614 thousand; +0 FTEs)	3,253	
5) Department of Defense Dependents Schools: Purchased Communications: Reflects Broadband cost redistribution to all activity groups based on processing transaction for areas, districts, and schools. (FY 2014 Baseline:	780	

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

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

      $23,211 thousand; +0 FTEs)

    6) Domestic Dependent Elementary and Secondary Schools: 23
Defense Finance and Accounting Services (DFAS):
      Increase reflects the redistribution of DFAS
      transaction costs from Consolidated Support Services
      to the activity level offices; thus properly aligning
      the cost of the transaction processing. (FY 2014
      Baseline: $1,567 thousand; +0 FTEs)

    7) Domestic Dependent Elementary and Secondary Schools: 2,165
Facility Sustainment, Restoration, and Modernization by
Contract:
      Reflects changes in Sustainment, Restoration, and
      Modernization Model requirements associated with
      changes in criterion and conditions. (FY 2014
      Baseline: $39,135 thousand; +0 FTEs)

    8) Domestic Dependent Elementary and Secondary Schools: 35
Rental Payments to GSA Standard Level User Charges
(SLUC):
      Rental Payments to GSA (SLUC): Increased costs for
      DDESS building Lease located in Peachtree City, GA.
      (FY 2014 Baseline: $1,462 thousand; +0 FTEs)

    9) Family Assistance/Family Advocacy Program: Defense   21
Finance & Accounting Services (DFAS):
      Increase is attributed to properly alignment of the
      transaction processing costs. (FY 2014 Baseline: $44
      thousand; +0 FTEs)

    10) Family Assistance/Family Advocacy Program: Travel of   142
Persons:
      Increase is attributed to properly shifting travel
      costs to support Military Community & Family Policy

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
(MC&FP) personnel from Washington Headquarters Service. (FY 2014 Baseline: $0 thousand; +0 FTEs)		
11) Family Assistance/Family Advocacy Program: Troops to Teachers (TTT):	187	
Increases bonuses and stipends for eligible service members. (FY 2014 Baseline: $14,111 thousand; +0 FTEs)		
9. Program Decreases		-197,937
a. Annualization of FY 2014 Program Decreases		
b. One-Time FY 2014 Increases		
c. Program Decreases in FY 2015		
1) Consolidated School Support: Educational Partnership Program-Grants:	-5,681	
Grants from the former Educational Partnership Program are discontinued for FY 2015. (FY 2014 Baseline: $5,681 thousand; +0 FTEs)		
2) Consolidated School Support: One Time FY 2014 Increase. Grants:	-45,909	
One time FY 2014 increase-Grants: This decrease establishes a new baseline for the Impact Aid grant ($40,720), the Aid for Children with Disabilities ($5,090), and Inflation ($122). (FY 2014 Baseline: $45,000 thousand; +0 FTEs)		
3) Consolidated School Support: Other Services	-131	
Negotiated contract efficiencies resulted in cost reduction to world-wide administrator conferences, staff development contracts, software maintenance contracts, and other services. (FY 2014 Baseline: $5,661 thousand; +0 FTEs)		
4) Department of Defense Dependents Schools: Commercial	-740	

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

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

Transportation:
   Decreased costs associated with the use of ground
   transportation in lieu of air freight. (FY 2014
   Baseline: $18,478 thousand; +0 FTEs)

5) Department of Defense Dependents Schools: Other   -572
Services:
   Negotiated contract efficiencies resulted in cost
   reduction to world-wide administrator conferences,
   staff development contracts, software maintenance
   contracts, and other services. (FY 2014 Baseline:
   $76,647 thousand; +0 FTEs)

6) Department of Defense Dependents Schools: Payroll: -23,319
   Reflects reduced staffing requirements in Europe
   associated with anticipated school closures and
   declining enrollment as a result of military service
   base closures and realignments. Also reflects
   restructuring of above school level positions. (FY
   2014 Baseline: $773,293 thousand; -95 FTEs)

7) Department of Defense Dependents Schools: School   -4,915
Closures:
   Reflects reduced funding related to school closures
   in Department of Defense Dependent Schools: Travel of
   Persons (-$1,405); Purchased Utilities (-$793); Rents
   (-$583); Supplies & Materials (-$597); Equipment
   Maintenance (-$251); Equipment Purchases (-$933);
   Other Intra-Government Purchases (-$353). (FY 2014
   Baseline: $184,769 thousand; +0 FTEs)

8) Department of Defense Dependents Schools: Travel: -3,290
   Reduced travel through the use of virtual
   technologies such as video teleconferencing, Defense

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

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

Connect Online (DCO), webinars, and online training modules. This will allow DoDEA to continue with monitoring visits, staff assistance visits, staff development, and meetings necessary to maintain mission requirements. (FY 2014 Baseline: $82,111 thousand; +0 FTEs)

9) Domestic Dependent Elementary and Secondary Schools: Payroll:	-3,445	

Decrease by attrition of 35 FTE due to efficiencies resulting from restructuring above school level positions. (FY 2014 Baseline: $425,917 thousand; -35 FTEs)

10) Domestic Dependent Elementary and Secondary Schools: Travel:	-653	

Reduced travel through the use of virtual technologies such as video teleconferencing, Defense Connect Online (DCO), webinars, and online training modules. This will allow DoDEA to continue with monitoring visits, staff assistance visits, staff development, and meetings necessary to maintain mission requirements. (FY 2014 Baseline: $17,425 thousand; +0 FTEs)

11) Educational Partnership Program: Program Realignment	-7,002	

This decrease is due to the program realignment of the discontinued Educational Partnership Program to the Consolidated School Support Program. The programs will be combined under one program to improve management efficiency. Line items affected: Payroll (-$716), Travel of Persons (-$10), Supplied and Materials   (-$24), Printing and Reproduction (-

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
$31), Other Contract Services (-$540), and Grants (-$5,681). (FY 2014 Baseline: $7,002 thousand; -6 FTEs)		
12) Family Assistance/Family Advocacy Program: Child Care Support:	-47,800	
Reduces availability of child care capacity in the off-base community (approximately 8,000 spaces). (FY 2014 Baseline: $60,000 thousand; +0 FTEs)		
13) Family Assistance/Family Advocacy Program: Exceptional Family Member Program (EFMP):	-4,900	
Reduces requirements in the EFMP Headquarters due to strong EFMP support to military members and their families with special needs being provided by each Military Service. (FY 2014 Baseline: $11,300 thousand; +0 FTEs)		
14) Family Assistance/Family Advocacy Program: Family Advocacy Program (FAP):	-25,000	
Reduces the number of staff that provide support for the New Parent Support program, clinical counseling services, and 24/7 domestic abuse victim advocate services. (FY 2014 Baseline: $194,600 thousand; +0 FTEs)		
15) Family Assistance/Family Advocacy Program: Other Intra-Government Purchases:	-4,761	
Decrease is due to reductions in travel, training, conferences, and other administrative costs. (FY 2014 Baseline: $4,000 thousand; +0 FTEs)		
16) Family Assistance/Family Advocacy Program: Payroll:	-198	
Decrease in civilian pay compensation due to the elimination of one MC&FP Headquarters position. (FY 2014 Baseline: $16,533 thousand; -1 FTEs)		

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

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

   17) Family Assistance/Family Advocacy Program: -8,500
   Relocation Assistance Program (RAP):
      Decrease in RAP due to new strategy to provide
      relocation assistance through information technology
      and Military OneSource. (FY 2014 Baseline: $19,185
      thousand; +0 FTEs)
   18) Family Assistance/Family Advocacy Program: Spouse   -10,000
   Education and Career Opportunities (SECO):
      Reduces the My Career Advancement Account (MyCAA)
      tuition assistance program to the average level of
      support based on prior years' execution of and
      average number of eligible participants in the MyCAA
      program. (FY 2014 Baseline: $70,000 thousand; +0
      FTEs)
   19) Management Headquarters: Contracts: -272
      The reductions to world-wide administrator
      conferences, staff development contracts, software
      maintenance contracts, and other services are a
      result of negotiated contract efficiencies. (FY 2014
      Baseline: $1,411 thousand; +0 FTEs)
   20) Management Headquarters: Payroll: -610
      Decrease of PCS costs for above school level
      positions. (FY 2014 Baseline: $13,381 thousand; +0
      FTEs)
   21) Management Headquarters: Supplies and   -143
   Materials/Equipment Purchases:
      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"

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
environment and resulted in a reduced requirement of materials and supplies. (FY 2014 Baseline: $452 thousand; +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 2014 Baseline: $230 thousand; +0 FTEs)	-96	
FY 2015 Budget Request		**2,566,424**

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

Enrollment and Number of Schools:

DoDDE Enrollment:	<u>FY 2013</u> <u>Actuals</u>	<u>FY 2014</u> <u>Estimate</u>	<u>FY 2015</u> <u>Estimate</u>
Special Education	1,357	1,402	960
Sure Start	867	884	923
Pre-Kindergarten	2,309	2,348	2,669
Kindergarten	9,042	8,839	8,694
Grades 1 through 12	71,422	68,952	68,000
Non-DoD Schools Program	3,324	3,379	3,429
Special Arrangements	<u>1,467</u>	<u>1,477</u>	<u>1,500</u>
Total DoDDE	**89,788**	**87,281**	**86,175**

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

DoDDS Enrollment:	FY 2013 Actuals	FY 2014 Estimate	FY 2015 Estimate
Special Education	622	666	551
Sure Start	860	876	923
Pre-Kindergarten	0	0	0
Kindergarten	5,208	5,002	4,883
Grades 1 through 12	48,433	46,176	45,257
Non-DoD Schools Program	2,884	2,924	2,974
Special Arrangements	0	0	0
Total DoDDS	**58,007**	**55,644**	**54,588**

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

<u>**DDESS Enrollment**</u>:	<u>FY 2013</u> <u>Actuals</u>	<u>FY 2014</u> <u>Estimate</u>	<u>FY 2015</u> <u>Estimate</u>
Special Education	735	736	409
Sure Start	7	8	0
Pre-Kindergarten	2,309	2,348	2,669
Kindergarten	3,834	3,837	3,811
Grades 1 through 12	22,989	22,776	22,743
Non-DoD Schools Program	440	455	455
Special Arrangements	<u>1,467</u>	<u>1,477</u>	<u>1,500</u>
Total DDESS	**31,781**	**31,637**	**31,587**

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

<u>Number of Schools</u>:	<u>FY 2013</u> <u>Actuals</u>	<u>FY 2014</u> <u>Estimate</u>	<u>FY 2015</u> <u>Estimate</u>
DoDDE	193	190	182
DoDDS	125	123	119
DDESS	68	67	63

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.

In FY 2015 Ashurst ES, Burrows ES, and Russell ES will close in Virginia. Holbrook ES, Murray PS, and Pope ES will close in North Carolina. Crossroads ES will open in Virginia and Ft Bragg PS will open in North Carolina.

In FY 2015 Bamberg ES, Bamberg MS/HS, Schweinfurt ES, Schweinfurt MS/HS, all located in Germany, will close.

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

Funding Levels	FY 2013 Actuals	FY 2014 Estimate	FY 2015 Estimate
Sustainment	42,335	75,711	74,956
Restoration and Modernization	8,034	47,862	21,303
Demolition	0	0	0
Total	50,369	123,573	96,259
DoDEA Sustainment Rate	52%	90%	90%
Department Sustainment Goal for DoDEA	52%	90%	90%

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

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 2015: Per pupil costs across DoDEA will not increase more than 7 percent over the previous year.

Results: DoDEA's FY 2013 per pupil costs reflected a 2.2 percent increase over the previous year. Leadership is committed to the realignment of resources to improve student academic achievement.

   Goal 2 for FY 2015: 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 2013 K-12 pupil to teacher ratio was 21.6:1. 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 2015: 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 2013, the average standardized test scores for DoDEA students on the Terra Nova 3rd Edition Multiple Assessment for DoDEA students increased in thirty-three of the

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

forty-five subject area/grade level combinations (5 subject areas; reading, language arts, math, science, and social studies; tested in 9 grades). Ten average scores decreased and two average scores stayed the same. DoDEA's FY 2013 results indicate that 6-10 percent of students fell below the standard, and 69-75 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 in science. Progress toward the goal is evident in reading, language arts, and math. The goal of no 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 2015: In FY 2013-2015, 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 2013, 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 2015: Of DoDEA schools, 100 percent will receive and maintain accreditation through their regional accreditation agency.

Results: In FY 2013, 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

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

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 2015: 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. In 2011, Under Secretary Gates, the license for DoDEA's survey was revoked under the studies and reports efficiency reviews. In 2012, DoD allowed agencies to reapply for a license. DoDEA submitted a request for a parent and student perception survey. The survey is project to be released in the spring of 2014.

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

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

installation, with special emphasis on the geographically dispersed and isolated populations.

Goals for FY 2015: 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 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

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

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 2015: 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 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.

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

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 2015: Use analysis and continuous process improvement to provide the required level of support for the families with children.

Results: Military families will have access to affordable quality child care enabling them to manage the military lifestyle while serving their country.

Performance Criterion #4: Maximize the use of resources and state-of-the-art technology to improve the ability to access and deliver child care services when and where needed. The strategies include: streamline and clarify the request for child care processes coordinating with the military Services to ensure consistency; identify tools and resources to support increased efficiencies in providing child care services; 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 2015: 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.

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

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 2015: 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.

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 2015: In addition to the aforementioned Needs Assessment and Program Evaluation, an Annual Report on Family Readiness Programs will be generated with input

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

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 station moves in a fiscally responsible manner, reducing the impact of economic issues on their overall quality of life.

Goals for FY 2015: 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.

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

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 2015: 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, 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,

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

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 2015: 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.

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.

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

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 Program (NPSP) to inform policy and changes to the NPSP.

   Goal for FY 2015: 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 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.

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

Goal for FY 2015: 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.

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,

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

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 2015: 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 2015: Expand awareness of the value and benefits of hiring TTT candidates among key stakeholders in educational systems.

Results: By improving existing and developing new relationships with key personnel, successful TTT candidates will have better opportunities to get hired, especially those in low income school districts and teaching in high demand subject areas (science, mathematics, special education, or vocational and technical subjects).

DoD Dependents Education
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

V. Personnel Summary	FY 2013	FY 2014	FY 2015	Change FY 2013/ FY 2014	Change FY 2014/ FY 2015
Active Military End Strength (E/S) (Total)	1	1	1	0	0
Officer	1	1	1	0	0
Civilian End Strength (Total)	14,459	14,492	14,347	33	-145
U.S. Direct Hire	14,165	14,205	14,061	40	-144
Foreign National Direct Hire	83	82	81	-1	-1
Total Direct Hire	14,248	14,287	14,142	39	-145
Foreign National Indirect Hire	211	205	205	-6	0
Civilian FTEs (Total)	12,479	12,552	12,417	73	-135
U.S. Direct Hire	12,197	12,277	12,147	80	-130
Foreign National Direct Hire	83	82	81	-1	-1
Total Direct Hire	12,280	12,359	12,228	79	-131
Foreign National Indirect Hire	199	193	189	-6	-4
Average Annual Civilian Salary ($ in thousands)	101.6	101.1	101.1	-0.5	0
Contractor FTEs (Total)	14	14	2	0	-12

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

OP 32 Line	FY 2013 Actual	Foreign Currency Rate Diff	Change FY 2013/FY 2014 Price	Program	FY 2014 Estimate	Foreign Currency Rate Diff	Change FY 2014/FY 2015 Price	Program	FY 2015 Estimate
101 Exec, Gen'l & Spec Scheds	1,226,870	1,307	9,211	-2,789	1,234,599	1,210	12,358	-26,915	1,221,252
103 Wage Board	16,067	0	121	-2,042	14,146	0	141	-127	14,160
104 FN Direct Hire (FNDH)	3,314	0	25	86	3,425	0	34	-78	3,381
106 Benefit to Fmr Employees	663	0	0	-663	0	0	0	0	0
107 Voluntary Sep Incentives	5,011	0	0	-5,011	0	0	0	0	0
111 Disability Compensation	3,118	0	0	-237	2,881	0	0	-60	2,821
121 PCS Benefits	4,059	30	0	712	4,801	26	0	-23	4,804
199 Total Civ Compensation	**1,259,102**	**1,337**	**9,357**	**-9,944**	**1,259,852**	**1,236**	**12,533**	**-27,203**	**1,246,418**
308 Travel of Persons	105,030	552	2,006	-7,587	100,001	550	1,810	-5,303	97,058
399 Total Travel	**105,030**	**552**	**2,006**	**-7,587**	**100,001**	**550**	**1,810**	**-5,303**	**97,058**
696 DFAS Financial Operation (Other Defense Agencies)	5,463	0	711	-1,322	4,852	0	85	151	5,088
699 Total DWCF Purchases	**5,463**	**0**	**711**	**-1,322**	**4,852**	**0**	**85**	**151**	**5,088**
771 Commercial Transport	20,185	370	391	-1,124	19,822	279	362	-741	19,722
799 Total Transportation	**20,185**	**370**	**391**	**-1,124**	**19,822**	**279**	**362**	**-741**	**19,722**
901 Foreign National Indirect Hire (FNIH)	8,538	10	64	749	9,361	9	94	-373	9,091
912 Rental Payments to GSA (SLUC)	6,796	0	129	-104	6,821	0	123	34	6,978
913 Purchased Utilities (Non-Fund)	35,834	286	686	-2,567	34,239	236	621	-793	34,303
914 Purchased	27,567	141	526	3,039	31,273	75	564	780	32,692

DoD Dependents Education
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OP 32 Line	FY 2013 Actual	Foreign Currency Rate Diff	Change FY 2013/FY 2014 Price	Program	FY 2014 Estimate	Foreign Currency Rate Diff	Change FY 2014/FY 2015 Price	Program	FY 2015 Estimate
Communications (Non-Fund)									
915 Rents (Non-GSA)	9,661	265	189	-1,018	9,097	193	167	-583	8,874
917 Postal Services (U.S.P.S)	282	0	5	27	314	0	6	0	320
920 Supplies & Materials (Non-Fund)	22,405	240	430	17,464	40,539	251	734	-655	40,869
921 Printing & Reproduction	246	0	5	212	463	0	8	-1	470
922 Equipment Maintenance By Contract	21,500	0	409	-8,962	12,947	0	233	-252	12,928
923 Facilities Sust, Rest, & Mod by Contract	82,307	408	1,572	77,775	162,062	847	2,932	5,419	171,260
925 Equipment Purchases (Non-Fund)	12,866	143	247	35,042	48,298	153	872	-1,018	48,305
987 Other Intra-Govt Purch	863,798	161	16,415	-101,308	779,066	156	14,026	-100,403	692,845
988 Grants	101,461	0	1,928	-38,597	64,792	0	1,166	-51,660	14,298
989 Other Services	113,342	1,553	2,183	-4,619	112,459	1,610	2,053	-853	115,269
990 IT Contract Support Services	9,750	0	185	-469	9,466	0	170	0	9,636
999 Total Other Purchases	**1,316,353**	**3,207**	**24,973**	**-23,336**	**1,321,197**	**3,530**	**23,769**	**-150,358**	**1,198,138**
Total	**2,706,133**	**5,466**	**37,438**	**-43,313**	**2,705,724**	**5,595**	**38,559**	**-183,454**	**2,566,424**

* The FY 2013 Actual column **includes** $154,427 thousand of FY 2013 OCO Appropriations funding (PL 113-6).
* The FY 2014 Estimate column **excludes** $100,100 thousand of FY 2014 Overseas Contingency Operations Appropriations funding (PL 113-76).
* The FY 2015 Estimate column **excludes** FY 2015 Defense-Wide OCO Budget Request.

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Fiscal Year 2015 Budget Estimates

DEFENSE PRISONER OF WAR/MISSING PERSONNEL OFFICE (DPMO)

March 2014

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Defense Prisoner of War/Missing Personnel Office
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
DPMO	18,573	262	2,512	21,347	288	-150	21,485

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) of 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 (U.S.) 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) oversight over the DoD and synchronization with other departments and agencies to mitigate the consequences of hostage taking and other isolating events;

- personnel accounting (including locating, recovering, and identifying missing persons or their remains after hostilities have ceased); and

- facilitate DoD boards of inquiry, and by officials reviewing the reports of such boards. The DASD (POW/MPA) is responsible for all internal DoD and interagency collaboration and coordination's related to these matters; and

- develop, implement, and maintain the DoD plan to increase the capability and capacity to account for missing persons.

Defense Prisoner of War/Missing Personnel Office
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I.   Description of Operations Financed (cont.)

The DPMO leads the national effort to achieve the fullest possible accounting of our missing DoD personnel, and to inform their families and the public. Specifically, the DPMO provides oversight for DoD efforts to:

- prepare DoD personnel for possible isolation while pursuing U.S. national objectives abroad;

- conduct research, analysis, and investigations to account for missing personnel from World War II, Korean War, Cold War, Indochina (Vietnam) War, and the Iraqi Theater of Operations by either the return of a live individual or the recovery and identification of his or her remains;

- provide information to the families and public about the status of individual missing persons and progress to account for them;

- establish accessible personnel files for each missing person that contain all available information regarding the disappearance, whereabouts, and status of missing persons, and are available to families upon request; and

- support an information technology solution to store and make available deceased personnel files to accounting community users.

In FY 2010, the Congress amended Title 10, U.S.C., Section 1509, to direct the Secretary of Defense (SECDEF) 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 DPMO 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

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

if possible or, if deceased, to recover and identify their remains. Title 10 Section
1501 requires the SECDEF to report to Congress if the DPMO personnel fall below the 2003
levels of 46 military personnel and 69 civilians for this mission.

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 provides policy
support to aid other agencies in the rescue of missing and isolated personnel, who still
survive, as well as the recovery and identification of the remains of the deceased. The
DPMO supports these operations by conducting research in U.S. and international archives,
analyzing data, creating, and maintaining comprehensive records (including the official
list of unaccounted-for by conflict), interviewing witnesses, and investigating losses.

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 and the National Archives for public access.

The DPMO provides oversight and is responsible for policy compliance of partnering DoD
organizations that support personnel recovery, personnel accounting, and remains
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);

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

- The Military Services casualty offices;
- Service, COCOM, and other DoD Component personnel recovery office and activities;
- Service Survival, Evasion, Resistance, Escape (SERE) Schools, and
- The Joint Personnel Recovery Agency.

The DPMO facilitates negotiations and enters into international arrangements to secure foreign national 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, evade capture and survive in captivity. The DPMO provides analytical, research, investigative, and logistical support to the 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.

Personnel Recovery Policy – Annex 1 to the 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 USG capabilities in response to an event in which personnel become isolated from friendly control. The DPMO provides oversight over the DoD synchronization with other departments and agencies to mitigate the consequences of hostage taking and other isolating events. In FY 2015, the DPMO will:

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

- Update DoD issuances pertaining to strategic communication, personnel recovery training, reintegration, non-conventional assisted recovery, boards of inquiry an DoD support to civil search and rescue.
- 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.
- Provide oversight of DoD reintegration planning and execution for isolated DoD personnel globally and upon request support isolated American citizens.
- Oversee the Department's support to civil search and rescue, both nationally and internationally.
- Oversee 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.
- Oversee the Departments effort to increase Military Service's survival, evasion, resistance and escape training capacity for Military personnel and DoD civilians.

<u>Personnel Accounting Policy, Research, Analysis, and Investigation</u> – 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

Defense Prisoner of War/Missing Personnel Office
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I.   Description of Operations Financed (cont.)

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 the POW/MIA affairs.

In FY 2015, in support of Indochina (Vietnam) War recoveries, the DPMO will;
- Continue the 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 effort to gain access to remaining restricted sites in Vietnam.
- Continue research and analysis to develop leads for case investigation and support remains identifications.
- Update case summaries for families.
- Conduct research and analysis necessary to provide accurate and timely responses to inquiries from families, Congress, and concerned citizens.
- Conduct interviews and debriefs with U.S. veterans individual, and during reunions as part of a nation-wide oral history program.

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

- Provide analytical support to congressional delegations (CODELs), Deputy Assistant Secretary delegations (DASDELs), and technical discussions with host nation officials.
- Maintain an updated case synopsis file for each of the accounted-for personnel lost during the war in Vietnam.
- Deploy at least one DPMO analyst to support the Joint POW/MIA Accounting Command (JPAC) Investigation Team Joint Field Activities.

<u>Korean War</u> – In FY 2015, the DPMO will:
- Be prepared 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.
- Conduct research and analysis necessary to provide accurate and timely responses to inquiries from families, Congress, and concerned citizens.
- Conduct interviews and debriefs with U.S. veterans individually, and during reunions as part of a nation-wide oral history program.
- Provide analytical support to CODELs, DASDELs, and technical discussions with host nation officials.
- Maintain an updated case synopsis file for each of the accounted-for personnel lost during the war in Vietnam.

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

- Deploy at least one DPMO analyst to support the Joint POW/MIA Accounting Command (JPAC) Investigation Team Joint Field Activities.

<u>Cold War</u> – In FY 2015, 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 the Chinese PLA, Russian, Eastern European, and other archivists to locate and analyze documents to find information about missing personnel.
- Conduct research and analysis necessary to provide accurate and timely responses to inquiries from families, Congress, and concerned citizens.
- Conduct interviews and debriefs with U.S. veterans individually, and during reunions as part of a nation-wide oral history program.
- Provide analytical support to CODELs, DASDELs, and technical discussion with host nation officials.
- Maintain an updated case synopsis file for each of the accounted-for personnel lost during the war in Vietnam.
- Deploy at least one DPMO analyst to support the Joint POW/MIA Accounting Command (JPAC) Investigation Team Joint Field Activities.

<u>World War II</u> – In FY 2015, the DPMO will:
- Deploy field research teams to the areas of responsibility (AOR) of EUCOM, PACOM and other COCOMs as required.

Defense Prisoner of War/Missing Personnel Office
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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.
- Continue to develop and test a schema for prioritization/categorization using quantifiable criteria to evaluate case leads.
- Continue to support the Family Updates and Service Casualty Office requests for research, creation of case summaries, and case files.
- Continue to conduct archival research and analyze World War II information from archives in the U.S. and other foreign archives.
- 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.
- Continue to provide research and analytical support for policy engagement efforts with India and Burma to recover the remains of WWII missing in the China-Burma-India Theater.
- Determine progress and methodology of completing the scanning of the Individual Deceased Personnel Files (IDPFs).

Current Accounting – In FY 2015, the DPMO will:
- Continue to update current and historic intelligence information from all sources into individual case files.
- Review and analyze case fields to establish new leads and/or investigate approach strategies.

I.   Description of Operations Financed (cont.)

Outreach

Per Title 10 Section 1501, the DPMO is responsible for informing the families, Congress, veteran's, service organizations, and the general public about missing personnel and ongoing efforts to recover and identify missing personnel. In FY 2015, the DPMO will:

- Respond to requests for information from families of the missing, veterans, the public, and members of Congress.

- Travel to major cities across the U.S. to inform and build trust with approximately 1,800 family members as the DPMO briefs on government procedures, processes, and efforts to account for their missing loved ones.

- Provide support to the military departments in bringing families of the missing from the Vietnam War and Korean/Cold War to Washington, D.C. for two separate annual updates on efforts to account for their loved ones.

- Support the National League of Families of American Prisoners and Missing in Southeast Asia annual meeting of Vietnam War families with briefings, presenters, and analysts.

- 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 detailing POW/MIA information and accounting efforts.

Changes from FY 2014 to FY 2015: The price change for the DPMO is $+288 thousand; and after considering the effects of inflation, the next program change is a decrease of $-150 thousand. The DPMO's program decrease is accredited to reductions in information

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

technology support costs, travel, and restructuring civilian manpower in accordance with the Department's efforts to streamline management headquarters activities.

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

N/A

Defense Prisoner of War/Missing Personnel Office
Operation and Maintenance, Defense-Wide
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III. <u>Financial Summary</u> ($ in thousands)

			FY 2014				
			Congressional Action				
A. <u>BA Subactivities</u>	**FY 2013 <u>Actual</u>**	**Budget <u>Request</u>**	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	**Current <u>Estimate</u>**	**FY 2015 <u>Estimate</u>**
4. Administrative and Service-Wide Activities	18,573	21,594	0	0.0	21,594	21,347	21,485
Total	**18,573**	**21,594**	**0**	**0.0**	**21,594**	**21,347**	**21,485**

Defense Prisoner of War/Missing Personnel Office
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III. <u>Financial Summary</u> ($ in thousands)

B. <u>Reconciliation Summary</u>	Change FY 2014/FY 2014	Change FY 2014/FY 2015
Baseline Funding	**21,594**	**21,347**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-247	
Subtotal Appropriated Amount	**21,347**	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	**21,347**	
Supplemental		
Reprogrammings		
Price Changes		288
Functional Transfers		
Program Changes		-150
Current Estimate	**21,347**	**21,485**
Less: Wartime Supplemental		
Normalized Current Estimate	**21,347**	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 President's Budget Request (Amended, if applicable)		**21,594**
1. Congressional Adjustments		-247
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8140 – DWCF Excess Cash Balances	-239	
2) Section 8034 – Indian Lands Environmental Mitgation	-8	
FY 2014 Appropriated Amount		**21,347**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**21,347**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**21,347**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2014 Normalized Current Estimate		**21,347**
6. Price Change		288
7. Functional Transfers		
8. Program Increases		3,182
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
1) Organizational Support Services	3,182	

The increase in organizational support activities, primarily "Other Intra-Govt Support," reflects adjustments to facilities, supplies, comms, and the DPMO merge of IT systems with other DoD systems, full deployment to mail.mil e-mail, and initial system modifications needed in establishing accessible

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>Amount</u>	<u>Totals</u>
deceased personnel files on a DoD platform. (FY 2014 Baseline: $2,976 thousand)		
9. Program Decreases		-3,332
a. Annualization of FY 2014 Program Decreases		
b. One-Time FY 2014 Increases		
c. Program Decreases in FY 2015		
1) Civilian Compensation	-1,626	
The decrease in civilian pay is not only due to position reductions (-2 FTEs), but also due to an expected reorganization, restructuring positions that are vacant to lower grades, and hiring less senior personnel in positions that are expected to be impacted by the planned retirement of current employees. (FY 2014 Baseline: $12,651 thousand; +80 FTEs)		
2) IT Contract Support	-1,506	
The decrease in IT Contract Support Services is based on plans to merge the DPMO information technology requirements with other DoD (non-contract) systems. (FY 2014 Baseline: $2,953 thousand)		
3) Rent and DWCF Purchases	-173	
Adjustment to rent and purchases from the DWCF expected in FY 2015. (FY 2014 Baseline: $2,067 thousand)		
4) Travel Requirements	-27	
Reduced level of travel expected in FY 2015. (FY 2014 Baseline: $690 thousand)		
FY 2015 Budget Request		**21,485**

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 lower priority 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 2013 Actual	FY 2014 Estimated	FY 2015 Estimated
47	78	85

• Number of leads analyzed, cases, witnesses and documents coordinated and used in field investigations.

FY 2013	FY 2014	FY 2015

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

Actual	Estimated	Estimated
1,730	1,850	1,800

• Number of public requests for information that were answered:

FY 2013 Actual	FY 2014 Estimated	FY 2015 Estimated
1,843	1,950	1,900

• Number of family member attendees at scheduled events:

FY 2013 Actual	FY 2014 Estimated	FY 2015 Estimated
1,554	1,600	2,000

• Number of case files created internally:

FY 2013 Actual	FY 2014 Estimated	FY 2015 Estimated
558	710	950

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

• Number of Individual Deceased Personnel Files (IDPF) files scanned:

FY 2013 Actual	FY 2014 Estimated	FY 2015 Estimated
85,000	292,000	440,000

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V. <u>Personnel Summary</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	**Change** <u>FY 2013/ FY 2014</u>	**Change** <u>FY 2014/ FY 2015</u>
<u>Civilian End Strength (Total)</u>	<u>81</u>	<u>80</u>	<u>78</u>	<u>-1</u>	<u>-2</u>
U.S. Direct Hire	81	80	78	-1	-2
Total Direct Hire	81	80	78	-1	-2
<u>Active Military Average Strength (A/S) (Total)</u>	<u>46</u>	<u>46</u>	<u>46</u>	<u>0</u>	<u>0</u>
Officer	31	31	31	0	0
Enlisted	15	15	15	0	0
<u>Civilian FTEs (Total)</u>	<u>81</u>	<u>80</u>	<u>78</u>	<u>-1</u>	<u>-2</u>
U.S. Direct Hire	81	80	78	-1	-2
Total Direct Hire	81	80	78	-1	-2
Average Annual Civilian Salary ($ in thousands)	134.3	158.1	142.9	23.8	-15.2
<u>Contractor FTEs (Total)</u>	<u>22</u>	<u>22</u>	<u>20</u>	<u>0</u>	<u>-2</u>

The DPMO's reduction of two civilian full-time equivalents (FTE) is the result of restructuring civilian functions across the Department to maximize use of DoD resources.

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

	FY 2013	Change FY 2013/FY 2014		FY 2014	Change FY 2014/FY 2015		FY 2015
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	10,876	82	1,591	12,549	125	-1,724	10,950
107 Voluntary Sep Incentives	0	0	102	102	0	98	200
199 Total Civ Compensation	**10,876**	**82**	**1,693**	**12,651**	**125**	**-1,626**	**11,150**
308 Travel of Persons	474	9	207	690	12	-27	675
399 Total Travel	**474**	**9**	**207**	**690**	**12**	**-27**	**675**
601 Army Industrial Operations	1,630	65	-1,107	588	18	-46	560
699 Total DWCF Purchases	**1,630**	**65**	**-1,107**	**588**	**18**	**-46**	**560**
771 Commercial Transport	13	0	-3	10	0	0	10
799 Total Transportation	**13**	**0**	**-3**	**10**	**0**	**0**	**10**
912 Rental Payments to GSA (SLUC)	1,305	25	149	1,479	27	-127	1,379
914 Purchased Communications (Non-Fund)	2,729	52	-2,597	184	3	13	200
915 Rents (Non-GSA)	85	2	-87	0	0	0	0
920 Supplies & Materials (Non-Fund)	61	1	8	70	1	14	85
921 Printing & Reproduction	13	0	-3	10	0	0	10
923 Facilities Sust, Rest, & Mod by Contract	74	1	-25	50	1	49	100
932 Mgt Prof Support Svcs	5	0	-5	0	0	0	0
960 Other Costs (Interest and Dividends)	0	0	1	1	0	0	1
987 Other Intra-Govt Purch	0	0	2,621	2,621	47	3,102	5,770
989 Other Services	38	1	1	40	1	4	45
990 IT Contract Support Services	1,270	24	1,659	2,953	53	-1,506	1,500
999 Total Other Purchases	**5,580**	**106**	**1,722**	**7,408**	**133**	**1,549**	**9,090**
Total	**18,573**	**262**	**2,512**	**21,347**	**288**	**-150**	**21,485**

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Defense Security Cooperation Agency (DSCA)

March 2014

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

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
DSCA	1,720,414	32,230	-1,047,749	704,895	12,297	-172,406	544,786

* The FY 2013 Actual column **includes** $1,277,818 million ($828,150 - Coalition Support Fund, $449,668 - Lift & Sustain) of FY 2013 OCO Appropriations funding (PL 113-6).
* The FY 2014 Estimate column **excludes** $1,707,000 million ($1,257,000 - Coalition Support Fund, $450,000 - Lift & Sustain) of FY 2014 Overseas Contingency Operations Appropriations funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

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, 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.

Defense Security Cooperation Agency
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I.   **Description of Operations Financed (cont.)**

Changes from FY 2014 to FY 2015: Price changes, including Foreign Currency Fluctuations, are $12,297 thousand. After considering the effects of inflation, the net program change is a decrease of $-172,406 thousand which is primarily the result of eliminating a one year plus-up of a DoD building partnership capacity initiative.

Net program funding decrease totaled $-179,095 thousand and is attributed to a reduction in operational support costs. With the exception of two programs, all other DSCA managed programs decreased. The size and scope of the following security cooperation programs managed by DSCA decreased: Defense Institute of Security Assistance Management (DISAM), $-1,474 thousand, Global Train and Equip, $-5,871 thousand, Defense Institution Reform Initiative (DIRI), $-38 thousand, Increasing Partner Capacity Building in Rule of Law Context (DIILS), $-602 thousand, Regional International Outreach (RIO), $-172 thousand, the Regional Centers, $-17,051 thousand, Warsaw Initiative Fund/Partnership for Peace Program, $-10,322 thousand, DSCA Headquarters, $-512 thousand, and the Ministry of Defense Advisors Program (MoDA), $1,125 thousand, Global Security Contingency Fund (GSCF), $-503 thousand, and Building Partnership Capacity - Yemen and East Africa Authorities, $-141,425 thousand.

Program net increases totaled $+6,689 thousand. The programs contributing to the increase are Combating Terrorism Fellowship Program (CTFP), $+6,192 and Global Theater Security Cooperation Management Information Systems (G-TSCMIS) Program, $+497 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

I.   Description of Operations Financed (cont.)

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. Unified management improves the Regional Centers support to overseas contingency operations objectives by linking security communities across regions and developing friendly global networks that can defeat global terrorism networks. The funding for the Regional Centers addresses the following specific objectives:

- 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.

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

- Fund functionally-focused short courses that build partner capacity in the areas of stability operations, combating terrorism, and homeland defense.

- Increase sustainable security communities that provide access to DoD leaders and provide critical regional policy feedback through a mix of conferences, seminars, and web-based discussion groups.

- Facilitate efforts to combat transnational security threats, such as terrorism, that cross Combatant Command (COCOM) boundaries through a series of collaborative working groups that partner centers and their networks.

- Conduct activities that leverage the network of past Regional Centers' graduates to advance U.S. interests, counter the influence of extremism, and share lessons learned and best practices.

- Build a federated network of functional communities of influential individuals, including U.S. and foreign partner personnel, who actively exchange insights on security issues, evaluate security trends, and provide feedback on national and security policies.

- Facilitate harmonization of regional center activities with other DoD international partner strategic education activities through the Global Center Regional Center program management.

<u>Warsaw Initiative Fund (WIF)/Partnership for Peace (PfP) Program</u>: The Warsaw Initiative Fund (WIF) is a bilateral U.S. security cooperation program. It is one of the primary tools the Department of Defense uses to promote defense reform efforts and defense institution building with developing partners that are members of the North Atlantic Treaty Organization's (NATO) Partnership for Peace (PfP) program. Beginning in FY15, we will work with all developing, formal, NATO partners, particularly, from the

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

Mediterranean Dialogue and Istanbul Cooperative Initiative (ICI) partnerships. WIF enhances partner contributions to coalition operations, and promotes partner integration and accession to NATO. Program activities are conducted in the following areas: defense policy and strategy; human resource management; logistics and infrastructure; professional defense and military education; stability and peacekeeping operations; emergency planning and consequence management; border security and control; and English language familiarization. Program activities include, but are not limited to, workshops, seminars, and conferences; civilian and military personnel exchanges; partner country participation in U.S. and NATO military exercises; and functional area familiarization visits.

In accordance with U.S. policy and recent NATO Summit agreements focused on enhancing NATO partnerships (NATO 2010 Strategic Concept and NATO 2012 Chicago Summit) there has been much support at USNATO and OSD to expand the WIF program to the full range of NATO partnerships in order to better address key partner objectives. Based on NATO's global interests and missions, broadening WIF eligibility to the full range of NATO Partnerships is a sound DoD security investment. Establishing and reinforcing substantive military-to-military, and where authorized, military-to-civilian activities in such nations strengthens DoD support to security-sector reforms. DoD can better support NATO's broadened approach to Partnerships by continuing to work with traditional PfP partners while also, expanding WIF eligibility to MD, ICI, and others that have an Individual Partnership Cooperation Program (IPCP).

<u>Combating Terrorism Fellowship Program (CTFP)</u>: The CTFP is a security cooperation program permanently authorized in the National Defense Authorization Act of 2004 (10 USC 2249c). This legislation allows DoD to provide foreign military officers and government

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

security officials with strategic and operational education to enhance partners' capacity to combat terrorism. The goals of CTFP are:

- Build and strengthen a global network of combating terrorism experts and practitioners at the operational and strategic levels;

- Build and reinforce the combating terrorism capabilities of partner nations through operational and strategic-level education;

- Contribute to efforts to counter ideological support to terrorism; and,

- Provide DoD with a flexible and proactive program that can respond to emerging combating terrorism requirements.

The CTFP is a key tool for Geographic Combatant Commands to foster regional and global cooperation in the war against terrorism. The CTFP not only complements existing security assistance programs, it fills a void in the U.S. Government's efforts to provide non-lethal combating terrorism assistance. The program has developed mobile and resident institutional courses tailored to the specific need of key regions and countries in order to advance broader U.S. Government combating terrorism objectives. All personnel are thoroughly vetted consistent with legal requirements regarding human rights issues.

<u>DSCA Administrative Operations</u>: 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.

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I.   Description of Operations Financed (cont.)

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 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): DISAM is the DoD's only dedicated institution for the education and training of thousands of U.S. and partner country personnel involved in the planning, management, and assessment of security cooperation and partner capacity-building programs-Title 10 and Title 22. DISAM is primarily funded via Title 22 authorities, and was not until FY 12 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

I.   Description of Operations Financed (cont.)

personnel who are important in maintaining close ties/security relationships with U.S. counterparts.

Defense Institution Reform Initiative (DIRI): DIRI is the Department of Defense's primary security cooperation tool for supporting partner nation efforts to develop accountable, effective and efficient defense governance institutions. The DIRI program provides support through focus on the following areas.

- Support the establishment and improvement of functional capabilities necessary to organize, train, equip and sustain security forces under civilian control.
    - o Defense policy, strategy and planning
    - o Resource management (including capability planning, budgeting, financial management and oversight, and contracting/procurement)
    - o Human resource management (including professional Military Education (PME) and civilian defense cadre management and development)
    - o Logistician and acquisition.
- Support in establishing and improving civil-military relations and inter-ministerial coordination.
- Facilitation of OSD to MOD engagements that strengthen our relationships with partners and allies.

DIRI meets these objectives through a systematic methodology that involves scoping, requirements determination, program development and execution, and progress assessment. DIRI consults extensively with USG and partner nation stakeholders to identify projects that meet shared strategic priorities. Sustained engagement with partner nations is built on the principle of partner nation ownership of reform. Partner nations should

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I.   Description of Operations Financed (cont.)

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.

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 Operation and Maintenance Defense-Wide (O&M DW) funds 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. In light of increased demand for its legal programming, DIILS' capacity to develop long-range plans is critical to the success of global defense institution-building objectives that rely on the cumulative impact of U.S. engagement. The DIILS direct-funded programs complement the reimbursable programs it conducts at the request of individual country teams using reimbursable funds from a number of broader programs. Direct funding also provides support for Department programs without the assessment of surcharges for infrastructure cost.

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

<u>Global Train and Equip (Section 1206)</u>: 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. As former Secretary of Defense Gates stated, "Arguably the most important military component in the War on Terror is not the fighting we do ourselves, but how well we enable and empower our partners to defend and govern their own countries. The standing up and mentoring of indigenous armies and police - once the province of Special Forces - is now a key mission for the military as a whole."

The Global Train and Equip programs are designed to meet time-sensitive and emerging threats and opportunities to build the capacity of partner-nation forces to conduct counter terrorism operations and stability operations. The initiative enables the Secretary of Defense (with the concurrence of the Secretary of State) to expedite the training and equipping of partners, conducting programs that build the capacity of their national military forces to conduct counterterrorist operations, or to support military and stability operations in which U.S. armed forces are a participant. The initiative is timely, strategy-driven, integrated across diplomacy and defense, and measurable. 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

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

- Notified to Congressional oversight committees

- Compliant with Foreign Assistance Act (FAA) and Arms Export Control Act (AECA) security, end-use, and retransfer agreements

- Directed toward partner nations that uphold human rights, attendant fundamental freedoms, and the rule of law

These programs allow combatant commanders and ambassadors, working together, to train and equip foreign military forces in response to urgent and emergent threats and opportunities to solve problems before they become crises requiring major military interventions. By building the capacity of partners to handle their security problems, these effects reduce stress on U.S. forces. The Geographic Combatant Commanders consider global train and equip authority DoD's single most important tool to shape the environment and counter terrorism outside Iraq and Afghanistan.

<u>Ministry of Defense Advisors (MoDA) Program:</u> MoDA partners senior DoD civilian experts as embedded advisors with foreign counterparts to build defense institutions and enhance ministerial capabilities in key areas such as personnel and readiness, acquisition and logistics, strategy and policy, and financial management. As DoD security cooperation efforts develop partner nation personnel and units, the institutions required to manage and support them must be developed as well. MoDA is designed to forge long-term relationships that strengthen a partner nations' defense ministries, while also strengthening the DoD civilian workforce. Under MoDA, DoD civilian advisors may deploy for up to two years via the Civilian Expeditionary Workforce (CEW).

Four aspects make the MoDA program unique:

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

- Extensive 8-week pre-deployment training for advisors;
- Temporary backfill for the advisor's parent organization;
- Long-term relationships between civilian advisors and their counterparts; and
- A structured defense institution building reach-back mechanism.

The MoDA program supports the Department of Defense priority to prevent and deter conflict, and addresses partners' institutional and human capital needs. MoDA advisors build the security capacity of key partners by helping them establish the core competencies of an effective and accountable defense ministry. The Secretary of Defense continues to emphasize building the security capacity of partner states as an area of strategic importance. In an August 2013 memorandum, the Deputy Secretary of Defense provided guidance to all DoD components to place a high priority on supporting global building-partner capacity efforts via MoDA. The 2010 QDR cited the MoDA program as a key initiative that would strengthen partner states' ministerial-level capacity.

<u>Global Theater Security Cooperation Management Information System (G-TSCMIS) Program</u>:   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. G-TSCMIS will consolidate, improve upon and is intended to replace legacy TSCMIS solutions hosted at over 20 Department of Defense (DoD) Services, Agencies and Combatant Commands. It will provide a comprehensive picture of whole-of-government SC activities, and will contribute to planning more effective cooperative security activities to align or meet desired outcomes in support of SC end

I. Description of Operations Financed (cont.)

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).

Global Security Contingency Fund: This authority was established to enhance the capabilities of a country's national military forces, and other national security forces that conduct; border and maritime security, internal defense, and counterterrorism operations, as well as the government agencies responsible for such forces; conduct border and maritime security, internal defense, and counterterrorism operations; and participate in or support military, stability, or peace support operations consistent with United States foreign policy and national security interests. For the justice sector (including law enforcement and prisons), rule of law programs, and stabilization efforts in a country in cases in which the Secretary of State, in consultation with the Secretary of Defense, determines that conflict or instability in a country or region challenges the existing capability of civilian providers to deliver such assistance.

Building Partnership Capacity – Yemen and East Africa Authorities: This FY14 program provides transitional authorities to build partner nation capacity in Yemen and East Africa under section 1203 of the National Defense Authorization Act for FY13. DSCA will manage these funds similar to method used to manage Train and Equip, commonly referred as the 1206 program.

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II. <u>**Force Structure Summary**</u>:
N/A

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

| A. <u>BA Subactivities</u> | FY 2013 Actual | Budget Request | FY 2014 Congressional Action | | | Current Estimate | FY 2015 Estimate |
			Amount	Percent	Appropriated		
1. Regional Centers	79,124	85,899	-12,042	-14.0	73,857	73,857	57,826
2. Warsaw Initiative Fund/Partnership for Peace	24,365	34,118	-41	-0.1	34,077	34,077	24,368
3. Combating-Terrorism Fellowship	32,022	34,754	-7,032	-20.2	27,722	27,722	34,413
4. DSCA Administrative Expense	12,150	14,876	144	0.0	15,020	15,020	14,709
5. Regional International Outreach	2,220	2,629	-4	-0.2	2,625	2,625	2,500
6. Security Cooperation Training and Support	5,086	6,250	-156	-2.5	6,094	6,094	4,722
7. Defense Institution Reform Initiative	10,962	12,020	-14	-0.1	12,006	12,006	12,184
8. Increasing Partner Capacity Building in Rule of Law context	917	3,134	-2	-0.1	3,132	3,132	2,586
9. Global Train and Equipment (1206)	273,503	357,800	-8,221	-2.3	349,579	349,579	350,000
10. Security cooperation Assessment Office (SCAO)	0	0	0	n/a	0	0	0
11. Ministry of Defense Advisors Program	2,247	11,659	-14	-0.1	11,645	11,645	10,728
12. Coalition Support Funds (X-year)	828,150	0	0	n/a	0	0	0
13. OCO Lift and Sustain	449,668	0	0	n/a	0	0	0
14. Global Security Cooperation Program	0	75,000	-45,036	-60.0	29,964	29,964	30,000
15. Global Theater	0	250	0	0.0	250	250	750

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III. Financial Summary ($ in thousands)

			FY 2014				
			Congressional Action				
A. BA Subactivities	**FY 2013 Actual**	**Budget Request**	**Amount**	**Percent**	**Appropriated**	**Current Estimate**	**FY 2015 Estimate**
Security Cooperation Management Information System							
16. Building Partnership Capacity - Yemen and East Africa Authorities	0	150,000	-11,076	-7.4	138,924	138,924	0
Total	**1,720,414**	**788,389**	**-83,494**	**-10.6**	**704,895**	**704,895**	**544,786**

* The FY 2013 Actual column **includes** $1,277,818 million ($828,150 - Coalition Support Fund, $449,668 - Lift & Sustain) of FY 2013 OCO Appropriations funding (PL 113-6).
* The FY 2014 Estimate column **excludes** $1,707,000 million ($1,257,000 - Coalition Support Fund, $450,000 - Lift & Sustain) of FY 2014 Overseas Contingency Operations Appropriations funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

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III. Financial Summary ($ in thousands)

	Change FY 2014/FY 2014	Change FY 2014/FY 2015
B. Reconciliation Summary		
Baseline Funding	**788,389**	**704,895**
Congressional Adjustments (Distributed)	-74,800	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-8,694	
Subtotal Appropriated Amount	**704,895**	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	**704,895**	
Supplemental		
Reprogrammings		
Price Changes		12,297
Functional Transfers		
Program Changes		-172,406
Current Estimate	**704,895**	**544,786**
Less: Wartime Supplemental		
Normalized Current Estimate	**704,895**	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 President's Budget Request (Amended, if applicable)		**788,389**
1. Congressional Adjustments		-83,494
a. Distributed Adjustments		
1) Global Security Contingency Fund	-45,000	
Program Decrease (FY 2014 Baseline: $75,000 thousand)		
2) Program Decrease Regional Centers	-12,000	
Program decrease (FY 2014 Baseline: $85,899 thousand)		
3) Global Train & Equip	-7,800	
Brings program value to $350M (FY 2014 Baseline: $357,800 thousand)		
4) Combating Terrorism Fellowship Program	-7,000	
Program Decrease (FY 2014 Baseline: $34,754 thousand)		
5) Program Decrease BPC Yemen/East Africa	-3,000	
Program decrease (FY 2014 Baseline: $150,000 thousand)		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8140 - DWCF Excess Cash Balances	-7,900	
2) Section 8109 - Fav. Exchange Rates	-391	
3) Section 8034 - Indian Lands Environmental Mitigation	-273	
4) Section 8023 - FFRDC	-130	
FY 2014 Appropriated Amount		**704,895**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**704,895**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**704,895**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 Normalized Current Estimate		**704,895**
6. Price Change		12,297
7. Functional Transfers		
8. Program Increases		6,689
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
1) Combating Terrorism Fellowship Program	6,192	
Increase to support student throughput and curriculum development. (FY 2014 Baseline: $27,722 thousand)		
2) Global Security Cooperation Management Information System	497	
Program office support. (FY 2014 Baseline: $250 thousand; +0 FTEs)		
9. Program Decreases		-179,095
a. Annualization of FY 2014 Program Decreases		
b. One-Time FY 2014 Increases		
1) BPC Yemen & East Africa	-141,425	
This was an one time cost.		
c. Program Decreases in FY 2015		
1) Regional Centers	-17,051	
Savings to be achieved through reorganization, course duration and course size. In order to maintain student throughput, permanent staffing will be reduced and temporary staff augmentation utilized only for events. (FY 2014 Baseline: $73,857 thousand; +352 FTEs)		
2) Warsaw Initiative Fund/Partnership for Peace	-10,322	
Savings to be achieved through changes to mission requirements. (FY 2014 Baseline: $34,077 thousand; +0		

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FTEs)		
3) Global Train & Equip Program	-5,871	
Reduction in funding accommodates a reduced number of training and equipping of foreign partners for counterterrorism and stability operations. (FY 2014 Baseline: $349,579 thousand; +0 FTEs)		
4) Defense Institute of Security Assistance Management	-1,474	
The decrease to this program is a reduction in costs identified through efficiencies. (FY 2014 Baseline: $6,094 thousand; +10 FTEs)		
5) Ministry of Defense Advisors	-1,125	
Planned reduction in base program support. (FY 2014 Baseline: $11,645 thousand; +0 FTEs)		
6) Increasing Partner Capacity Building in Rule of Law Context	-602	
The decrease to this program is a reduction in costs identified through efficiencies. (FY 2014 Baseline: $3,132 thousand; +0 FTEs)		
7) Management Headquarters Activities	-512	
Streamlining Department of Defense management headquarters activities. (FY 2014 Baseline: $15,020 thousand; +71 FTEs)		
8) Global Security Contingency Fund	-503	
Reduction in cost due to mission realignment. (FY 2014 Baseline: $29,964 thousand; +0 FTEs)		
9) Regional International Outreach - Partnership for Peace Information Management System	-172	
The decrease to this program is a reduction in costs identified through efficiencies. (FY 2014 Baseline: $2,625 thousand; +0 FTEs)		

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
10) Defense Institution Reform Initiative	-38	
The decrease to this program is a reduction in costs identified through efficiencies. (FY 2014 Baseline: $12,006 thousand; +0 FTEs)		
FY 2015 Budget Request		**544,786**

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

<u>**Performance Criteria**</u>
The Defense Security Cooperation Agency (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, 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.

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

<u>Regional Centers for Security Studies</u>

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 FY13 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

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

were the result of extensive coordination and planning with the OSD(P), Geographic Combatant Commanders (GCCs), Defense Security Cooperation Agency (DSCA), U.S. Department of State, U.S. Agency for International Development (USAID), U.S. Department of Justice, and other relevant U.S. agencies, country teams at U.S. Embassies, and host country and regional stakeholders.

<u>FY13 Accomplishments</u>

FY13 was an outstanding year for the Regional Centers, where they responded to 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.

For FY13, the following number of foreign military and civilian defense personnel took part in Regional Center activities:

- **Africa Center for Strategic Studies (ACSS)** conducted 21 transformative programs, 16 short-term events, 6 special initiatives, and 51 non-program outreach/networking events in FY13. These activities generated 831 new alumni including 727 security leaders (8 current or former presidents, 32 ministers, 15 parliamentarians, and 682

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

other VIP alumni). Additionally, ACSS produced a dozen strategic research products reaching over 13,000 subscribers including 12 African ministries, staff colleges, and research institutes as well as 18 U.S.G. interagency partners, 23 media outlets, and 15 other databases use ACSS research products.

- **Asia-Pacific Center for Security Studies (APCSS)** conducted 10 resident courses for 722 Fellows and 12 short-term seminars and workshops, both resident and in-region, for 597 participants, resulting in a total throughput of 1369. One new APCSS alumni association was also created, bringing the total associations to 56.

- **The William J. Perry Center for Hemispheric Defense Studies (CHDS)** conducted 11 resident courses for 460 participants from 33 countries, plus 7 seminars and senior leader workshops for 522 participants in the region. CHDS also conducted 3 NationLab courses in the region with War College partners for 304 participants, plus 15 virtual alumni activities for 6 countries reaching 820 alumni and others. Additionally, 11 regional outreach activities were conducted in 9 countries for over 900 alumni and other participants.

- **George C. Marshall European Center for Security Studies (GCMC)** graduated 732 participants from 33 resident courses and 1383 participants from 131 outreach and alumni events across the region.

- **Near East South Asia Center for Strategic Studies (NESA)** conducted 30 resident programs, including 5 academic programs and 23 short-term alumni programs, for 1057 participants from 71 countries. Additionally, NESA conducted 253 outreach activities with 257 participants and 10 tailored programs for CENTCOM with 371 participants.

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

The following are highlights of the different types of activities the Regional Centers presented in FY13 and their impacts:

- ACSS, following a more than two-year engagement with USAFRICOM and two regional economic community – Economic Community of West African States (ECOWAS) and the Economic Community of Central African States (ECCAS), helped foster the adoption of a code of conduct on maritime security and cooperation resulting in enhanced regional security, leadership, institutional accountability and planning/conducting operations within the Gulf of Guinea.

- APCSS programs continued to build Asia-Pacific partner nation capacity for effective, whole-of-government/society security cooperation. Among the more significant outcomes were the APCSS-facilitated development of Papua New Guinea's first-ever national security policy, a framework for an Indonesian defense white paper, and Bangladesh's first comprehensive maritime security strategy proposal for consideration by the prime minister. Key to this capacity-building are the APCSS reputation and convening authority, which enable assembling individuals of influence to discuss and develop shared understanding on difficult security issues. Most notable was APCSS' trilateral maritime dialogue involving India, China, and the United States in May 2013. This workshop brought together senior representatives at the Track 1-1.5 level from all three countries for a candid exchange in a non-attribution environment on shared opportunities and risks in the maritime domain.

- CHDS conducted a National Defense Planning Workshop in Guatemala, a follow-up to several previous National Security Planning Workshops with the Guatemalan National Security Council, to develop and refine Guatemala's National Security Strategy incorporating the concepts of inter-agency cooperation and strategic dialogue. CHDS

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

also responded to new partner institution requests from ministries and universities in Honduras, Mexico, Jamaica, Panama, Peru, Colombia and other countries. In coordination with the U.S. Senior Defense Official and the U.S. Embassy broadened CHDS' reach and impact with the partner nation leadership and supported DoD and DOS policy objectives with particular emphasis on addressing threats of transitional organized crime.

- GCMC conducted the 2nd annual Countering Narcotics and Illicit Trafficking Alumni Community of Interest workshop for alumni from Europe, Africa, Central Asia and Asia. The workshop was jointly developed and funded equally by GCMC faculty and AFRICOM, CENTCOM and EUCOM and included 55 participants representing 36 nations. The workshop served as a forum to address security concerns created by criminal networks and their illicit trafficking activities and improved international cooperation across this broad geographic region; shared of methods, tools and best practices for collaboration; and strengthened the role of GCMC alumni by creating an interagency, international network of defense and security officials.

- NESA is the project lead for a $15M Foreign Military Sales (FMS) case with the United Arab Emirates (UAE) developing the staff, faculty and curriculum for the UAE National Defense College (NDC). The Commandant of the UAE NDC and the UAE Ambassador to the U.S. have expressed their appreciate for NESA's efforts and are requesting an expansion of the FMS case to provide for the development of additional positions such as a Project Manager, Educational Technology Specialist, and Professors. Additionally, in partnership with DOS, NESA led workshops with the Palestinian Authority to develop faculty and curriculum focused on adult learning, curricular design and critical thinking.

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

- Working collaboratively,

  - APCSS and NESA conducted a joint workshop in partnership with the John F. Kennedy School of Government, Harvard University, to identify and assess the most important and likely developments that will shape water resources and policy in South Asia and opportunities to enhance regional cooperation on water issues. The workshop served as a unique opportunity to bring together key political actors, officials and experts for open discussion about sensitive security issues. The workshop produces a number of recommendations for post-workshop actions, including the creation of a water security internet portal to continue the dialogue and information sharing.

  - GCMC, with the support of APCSS and NESA, presented a Senior Executive Seminar entitled, Central Asia After ISAF Transition: Regional Challenges and Cooperative Responses. This seminar brought together 107 participants from 38 nations to examine the impact of the ISAF transition in 2014, addressing challenges common to all Central Asian states and Afghanistan such as security partnership and cooperation, counternarcotics measures, and border security.

  - NESA, with ACSS and USAFRICOM, conducted seminars with the Governments of Tunisia and Libya that enhanced each government's capability to develop and conduct national security strategy and planning, as well as examining transnational threats. These engagements created a venue for senior African leaders to discuss the complex, asymmetrical environment that threatens their security and the challenges in developing professional militaries under civilian rule.

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

> Additionally, the seminars provided an opportunity to build support for U.S. policy objectives and networks to address current and future security challenges.

<u>FY14 Challenges</u>:

Absorbing continued reductions is a challenge in an environment of increased stakeholder demand for security cooperation and capacity building programs. 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. For example:

- ACSS will adopt innovative approaches, such as increased stakeholder partnership share in investment in strategic capacity building programs on the continent, to execute focused programs with reduced costs to the DoD, while still being flexible to changing program requirements due to changes in security challenges that may occur on the continent. ACSS, with USAFRICOM's financial support and a shift towards short-term strategic programming, enables ASCC to re-focus on multi- 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 through ACSS communities of interest.

- APCSS is preparing for an anticipated increase in its FY14 allocation to support planned increases in programs and throughput as part of the President's strategy to rebalance towards the Asia-Pacific region. The uncertainty of funding, along with current DoD hiring freeze restrictions increase the risk that APCSS manning will be insufficient to fully accommodate the planned growth of programs for FY14.

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

- CHDS has continued expanding the use of in-region courses, workshops (including virtual events), and seminars in order to offset of the reduction of resident courses necessitated by funding decreases. First-ever courses were conducted with the Mexican Army Intelligence School and the Honduran National Defense University. Perry Center faculty also returned to War Colleges in Mexico, Colombia and El Salvador, and strengthened its week-long seminar program with the Colombian National Police. To increase the academic credibility of CHDS programs and to enhance relationships with more in-region partners, CHDS also entered into academic agreements with universities in Panama, Guatemala, Peru, Mexico, and Colombia whereby academic credit is awarded by the universities to graduates of Perry Center resident courses. This model leverages the partners' facilities for cost/burden-sharing for hosting CHDS in-region programs, greatly reducing the costs for facility rental and billeting. The Perry Center also conducted its-first-ever course in Colombia completely paid for by the US Department of Justice, a new academic partner.

- GCMC continued to gain efficiencies through the use of digital and on-line seminar material, restricted air-fares, individually billed travel accounts, 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. Streamlined participant travel payments with debit cards significantly reduced the number of payments reducing staff time and DFAS fees. Partnering with like institutions gained synergy, while rigorous reviews and dialogue with stakeholders validated and adjusted resident courses, enabled a shift to outreach events, and an optimal resident-outreach balance. At the end of FY13, GCMC will implement a new payment process through use

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

    of the U.S. Treasury's "Pay.Gov" website which will further reduce staff time and fees.

- NESA's business practices and initiatives, such as the recently awarded FMS case to support UAE NDC and partnerships with universities and think tanks, will enable the Center to increase both programs and alumni while in a resource constrained environment. NESA also continues to conduct short duration, cost effective seminars and workshops through partnership with alumni associations, host country ministries of defense, universities and war colleges to share costs. NESA is poised to expand its entrepreneurial opportunities throughout the Arabian Gulf in FY14.

<u>Budget Year FY 14 Plans and Objectives:</u>

The Regional Centers will be required to sustain further budget reductions in FY14. Each center will continue its efficiency efforts while ensuring they continue to offer activities that respond effectively to OSD(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 deconflict 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;

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

- 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 GlobalNet 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.

III. BUDGET YEAR FY 15 PLANS AND OBJECTIVES:

Steeper funding reductions in FY15 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 OSD(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;
- continue maintaining and maximizing strategic partnerships and whole-of-government approaches to supplement external support for programming to include enhanced

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

   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;

 - significantly increase non-USG revenue streams; and

 - continue to leverage technology with in-region and virtual presences in their
   respective regions.

<u>Warsaw Initiative Fund (WIF)/Partnership for Peace Program</u>

I.   WIF FY13-FY14 ASSESSMENT:

   WIF program activities are conducted in accordance with regional and country-
   specific priorities established by OSD Policy, U.S. European Command (USEUCOM), and
   U.S. Central Command (USCENTCOM), and NATO Partnership Goals agreed to by the
   Partners. WIF directly supports the strategic objectives identified in the 2010
   Quadrennial Defense Review (QDR) and the security cooperation objectives identified
   in the Guidance for Employment of the Force (GEF). WIF also provides a mechanism for
   the U.S. government (through a DoD security cooperation program) to demonstrate its
   commitment to NATO and its Partners for strengthening security and stability in the
   PfP region.

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

FY13 and FY14 activities were planned in 14 countries in Southeastern Europe, Eurasia* (Moldova and Ukraine), Central Asia, and the South Caucasus. They included: bilateral working groups in which OSD Policy and the Combatant Commands worked directly with Partner countries to plan future security cooperation activities; regional and bilateral exercises to enhance Partner interoperability to prepare for and operate in a coalition environment; exchanges, conferences, seminars, and workshops that were critical for U.S. understanding of Partner needs and capabilities; development by the MoDs of Partner nations of professional military education approaches; and, support for Partner country efforts to reform defense institutions as well as advance ministry of defense consequence management and emergency preparedness.

Although, Russia and Belarus are WIF-eligible countries as PfP "developing" Partners, both countries are subject to special consideration by OSD Policy for WIF support. There were no WIF-funded events with Belarus or Russia in FY13 or FY14.

A primary advantage of the WIF program is the flexibility it provides OSD Policy and Combatant Commanders as a resource across a broad range of capacity building options to continually shape and adapt security cooperation activities to better meet both current and evolving defense security priorities. WIF program implementation in FY13 and FY14 was no exception. Two of the highest priorities the WIF program supported in FY13 and FY14 centered on U.S. and coalition interests in Afghanistan: (1) Partner preparations for deployed operations as contributors to NATO's International Security Assistance Force (ISAF) mission; and, (2) active engagement with Central Asian partners to sustain access and nurture the institutional structures necessary for facilitating unfettered logistics through the Northern Distribution Network (NDN).

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

➢ USEUCOM relies on WIF resources for exercises, mil-to-mil, defense reform, and tailored capacity-building activities with 9 USEUCOM PfP countries: Armenia, Azerbaijan, Bosnia-Herzegovina, Georgia, Macedonia, Moldova, Montenegro, Serbia and Ukraine. These programs foster interoperability and NATO integration, promote regional defense cooperation and stability, and support development of defense institutions needed to maintain interoperability and expeditionary capability made over the past decade. Through these activities, WIF fosters regional partnering and collaboration, contributing to the broader regional stability in the Black Sea, Caucasus, and Western Balkans. WIF provides critical resources for security cooperation activities conducted by USEUCOM and its Service Components, the George C. Marshall Center, and other force providers. These include bilateral activities in the areas of: air forces and land forces interoperability, professional military development, maintenance and logistics capability, C4 interoperability, financial and human resources reform, disaster preparedness and response, military medical capability, cyber security and intelligence security cooperation.

➢ USCENTCOM relies heavily on WIF for its military-to-military commitments and overall bilateral engagement strategy in Central Asia: Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan. WIF funding and activities comprise approximately 90% of USCENTCOM's Partner engagements in Central Asia outside of counter-terrorism and counter-narcotics programs. The flexibility of the WIF program is particularly useful in responding to a range of emergent requirements that ensure continued and uninterrupted access to the Northern Distribution Network (NDN) and support to coalition operations in Afghanistan. As ISAF operations trend toward lower levels in the near future, WIF-supported activities will serve as a resilient enabler for building and sustaining regional influence for NATO and the United States.

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

  A.   FY 13 ACCOMPLISHMENTS:

     The baseline budget for WIF in FY13 was $30.5 million, while total requests for $33.1 million were received for over 1,000 activities.

    Armenia:
- WIF-supported Defense Institution Building (WIF DIB) engaged Armenian leaders while they conducted a Strategic Defense Review (SDR) focusing on MoD defense policy and strategy capabilities and human resource management policies.
  - The SDR led to enhanced transparency and civilian oversight of military forces by demonstrating concepts of democratic civilian-military relations.
  - Through implementation of the SDR, Armenia passed legislation to develop a professional NCO Corps.

- Through the WIF-supported Defense Education Enhancement Program (DEEP), Armenia inaugurated its new senior officer Command and Staff Course in September 2013.

    Azerbaijan:
- WIF DIB engaged Azerbaijan leaders while they conducted a Strategic Defense Review (SDR) focusing on MoD defense policy, strategy capabilities, and human resource management policies.
  - As a result of U.S. engagement with the Azerbaijanis on the democratic control of the military, a better understanding of the elements of parliamentary oversight was achieved and high level buy-

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

        in and support was obtained for the creation of a Legislative/Parliamentary Relations office within the MoD—a potentially important mechanism for establishing parliamentary oversight.
- o The MoD implemented a lessons learned system that supports identification of requirements at the ministerial level.
- o Azerbaijan established a professional J-5/MoD Plans and Policy Office.
- Through DEEP, Azerbaijan MoD continued planning for 2014 launch of new senior officer course for colonels and flag officer-selects.

Bosnia and Herzegovina:
- WIF DIB efforts engaged the MoD and Joint Staff who have developed processes to more clearly define annual requirements for food, fuel, and uniforms to support budget development. This has helped the MoD and Joint Staff achieve consensus on shared responsibilities for development of annual defense budget.

- WIF DIB also began an effort to support strategic level logistics development within the MoD focused on the Bosnian aviation sector, a critical component for Bosnia's continued deployment to ISAF.

- WIF military-to-military events facilitated a dialogue on anti-corruption policies within MoD.

Georgia:

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

- After an 18 month hiatus, the Georgia DEEP was re-launched in April 2013 at request of new MOD authorities – had been suspended as new political leadership determined direction. Emphasis on roles and missions of the National Defense Academy (NDA) and the four-year Military Academy.

Macedonia:
- WIF DIB engaged Macedonian MoD officials as they worked to improve military planning, budgeting, and defense resource management.

Moldova:
- Through DEEP, MoD working on development of a new PhD program in Military Science and a new Senior Executive course in national security.

Montenegro:
- WIF DIB engaged Montenegrin MoD officials as they worked to develop rational and comprehensive human resource management and development policies for defense forces.

Serbia:
- WIF DIB engaged Serbian MoD officials as they continued development and refinement of its defense planning, procurement, and logistics systems.

- Ongoing WIF DIB work emphasizes NATO procurement methods and effective supply chain management.

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

- MoD initiated changes to enhance transparency in defense acquisition and develop a life-cycle costing system for defense armaments projects.

Kazakhstan:
- During the WIF-funded and ARCENT-sponsored Land Forces Commander Conference in Washington DC, the KZ Land Forces Commander was introduced to the concept of rotational training management as a way to improve combat readiness. As a direct result of this experience, a follow-up WIF information exchange was conducted with the deputy LFC visiting 1AD to observe how brigades execute the 'red-amber-green' training management cycle. As a result, four pilot brigades in the KZ MOD are implementing rotational training management in 2014 (instead of the seasonal conscription training system), six months after the initial success of the WIF LFC event.

- The introduction of NATO-interoperable procedures through STEPPE EAGLE - related events is a broad success story, with Kazakhstani units being rated partially-interoperable with NATO forces for peacekeeping operations and the intent to deploy to its first UN peacekeeping mission by the end of 2014.

- Programs for the Kazakh National Defense University (NDU) for 2015 and 2016 are being coordinated. Collaboration with the Kazakh NDU has made real progress in all desired faculty and major curriculum development areas over time. Work begun with the Partnership Training and Education Center (KAZCENT) on development of two new courses (Legal Aspects of Peace

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

Support Operations and UN Staff officer Course), and with the Army Defense Institute to broaden its relationship with USMA (West Point).

Kyrgyzstan:
- The MoD openly discussed for the first time with U.S. Subject Matter Experts (SMEs) national security requirements and requested further cooperation on development of national security strategy (recent publication of unclassified National Security Strategy).

Tajikistan:
- In Tajikistan, WIF contributed directly to the development of a deployable peacekeeping capacity in the MOD. In particular, the Marshall Center's January 2013 Peace Support Operations Workshop engaged senior Tajik military officers on the strategic aspects of building and deploying PKO forces, and introduced what has since become a blossoming Tajik-Mongolian peacekeeping partnership. As a result, Tajikistan was invited to and participated in Exercise KHAAN QUEST 13 in Mongolia (and will again in 2014), and has determined that they intend to deploy jointly with Mongolia on their first UN peacekeeping mission.

- WIF in Tajikistan is also increasingly making progress in Defense Institution Building, interagency security cooperation, and human rights-aware strategic thought in Tajikistan. Largely through the Center for Civil-Military Relations at the Naval Postgraduate School, events that are engaging MOD and other critical security agencies in growing numbers across issues such as defense governance, appropriate state responses to countering extremism, doctrine development, and building national defense

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

> and security strategies post-2014 have become pillars of the CENTCOM engagement strategy with the country.

- Increased tactical engagement through WIF has allowed CENTCOM to build new, unprecedented relationships and access within the Tajikistan MOD, particularly in the Mobile Forces. This directly enables the objectives of the CENTCOM campaign plan, as the increased focus and saturation of engagement over time with Mobile Forces has resulted in increased attention to and understanding of U.S. tactics, techniques, and procedures, with concomitant improvement in Tajik force capacity, particularly in counterterrorism and peacekeeping capabilities. The State Partnership with Virginia National Guard has been a critical, dynamic component of building these expanded relationships through WIF and achieving the effects of persistence and presence.

Turkmenistan:
- Military-to-Military cooperation is limited given the national policy on neutrality. However, the MoD has maintained level of cooperation with U.S./NATO regarding access to NDN.

- The Turkmen MoD remained focused on medical SME exchanges and English language for FY13. Seminars outside Turkmenistan are the preference for discussing security issues. These out of country exchanges are vital to the security cooperation development, although limited.

Uzbekistan:

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

- Uzbekistan currently is pursuing the development of a Five-Year plan of security cooperation with the United States.

- The State Partnership Program (SPP) was reopened in 2012 to Uzbekistan, of which Mississippi (state partner) has completed WIF funded events focused on NCO development, FMS follow-on exchanges, SOF information exchanges and medical events. On average the SPP proposes 10-15 events which are exclusively funded by WIF. These events make up over 1/3 of the planned M2M events every year.

- Other than IMET, WIF is the only funding source executing security cooperation programs with Uzbekistan. Over 50 events we executed in FY13.

B.   FY 13 CHALLENGES:

1. Political events in Central Asia caused some activities to be postponed or cancelled. Some Central Asian partners seeking to balance competing external political influences (e.g., Russia, U.S., China) led to decisions that pulled them away from U.S. cooperation, making it harder to conduct DIB events. The Kyrgyz Parliament voted not to renew its defense cooperation agreement with the United States, resulting in the Manas Transit Center's preparation to close in FY14.

C.   FY 14 ACCOMPLISHMENTS (ONGOING):

The baseline budget for WIF in FY14 was $34.1 million, while total requests for $36.5 million were received for over 1,000 activities.

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

Armenia:

- WIF DIB engagement with Armenia has remained constant in recent years with a primary focus on Human Resource Management/NCO Development and financial management. Armenia completed its first SDR (2011-2015) with joint support from the United States and United Kingdom over a three-year period. The current line of effort now is focused on collaborating with the MoD as it works to implement the SDR, including improving the relationship between the SDR process and its resource / budgeting system.

- The MoD requested additional U.S. support for its next SDR (2016-2020).

Azerbaijan:

- Indication of a real commitment on the part of the Azerbaijani MoD to work on strategic Human Resource Management (HRM) issues as a result of WIF-funded engagement that exposed the Azerbaijani MoD and General Staff to the benefit from seeking support for a review of its HRM system.

Bosnia-Herzegovina:

- WIF DIB continued to support strategic level logistics and maintenance development for the MoD. Bosnia remains a strong NATO aspirant.

Georgia:

- WIF enabled reengagement with the Georgian MoD (following the change in Administration) on a number of personnel system improvements. A major success in collaboration with the Georgian MoD on improving its Human Resources Management system was moving to a pay-by-rank system with

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

       implementation for all officers by July 2014 and plans for NCOs the
       following year.

- DEEP engagement is working well with the Georgian National Defense Academy as it improves internal management procedures in order to effectively deliver an enhanced educational program to military personnel.

Moldova:
- WIF-funded efforts continue to engage the Moldovan MoD on necessary steps to improve its National Security Strategy Development Process. A series of seminars are planned for FY14 and beyond that will help the Moldovans improve their capacity to continue with defense reform initiatives.

Montenegro:
- WIF is supporting Montenegro as it takes the necessary actions to implement a financially based re-structuring program for its forces that was produced in 2013. As an independent European state aspiring to NATO membership, this is a critical activity that needs to be accomplished by the MoD.

Serbia:
- Following a three-year WIF DIB engagement period with the MoD, the MoD requested an assessment by a U.S. SME team to evaluate progress and to determine priority DIB needs going forward. In FY14, the current state of defense institutions in the MoD and General Staff will be determined and an assessment made on the most urgent DIB requirements. This effort

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

> addresses NATO objectives for Serbia in the DIB functional areas of defense policy and strategy, human resource management, defense planning and budgeting, and logistics/defense acquisition.

- A DEEP launched in early FY14 in Serbia to work with the MoD on its efforts to improve the Professional Military Education (PME) system. An emphasis will be placed on NCO development.

Kazakhstan:
- A major WIF DIB effort with the Kazakhstan MoD on human resources management, training and logistics began in FY14. This endeavor is noteworthy as the first major Defense Institution Building engagement with the MoD as it moves away from an all conscript force and will lead to greater transparency, effectiveness and accountability.

Kyrgyzstan:
- Despite political challenges at the highest levels of the government (see FY14 CHALLENGES), implementation of the FY14 security cooperation plan continued normally.

Uzbekistan:
- A DEEP launched in Uzbekistan in early FY14 following a strong demand signal from the MoD for security cooperation activities focused on enhancement of the PME system. It is expected that the DEEP will open the door for further collaboration and engagement with the MoD in broader areas of defense reform.

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

    D.   FY 14 CHALLENGES:

        1. Implementation of 1051(a) delegated authority to COCOM level. COCOM internal processes to implement 1051 approval and CFR legal review were challenges this year since this was the first year the new authority was exercised at the COCOM level. This is expected to be much smoother in FY15.

        2. Stability of funding in the out-years. The uncertainty of WIF availability in the out-years presented challenges for COCOMs in order to anticipate the level of support to conduct security cooperation activities in the PfP countries and how that will impact meeting theater and country cooperation strategic objectives.

        3. The Manas Transit Center is scheduled to close in July 2014. No progress was made on negotiating a new Defense Cooperation Agreement with Kyrgyzstan, which will have a profound impact on the U.S. security cooperation program with Kyrgyzstan that could result in it being shut off. No planning meetings were held between USCENTCOM and the Kyrgyz Ministry of Defense to agree to FY15 security cooperation activities.

        4. Post-ISAF plans may affect priority placed on Central Asia; however, the withdrawal of NATO forces has triggered a stronger demand signal from Central Asian MoDs for more mil-to-mil cooperation in light of the looming challenges Central Asian states are expecting to take on as their responsibility increases to provide for security and stability in the region.

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

     5. Political unrest and domestic violence in Ukraine caused some events to be cancelled mid-FY14. Due to the dire security situation in country, prospects of continuing to execute FY14 events in Ukraine remained unknown at the time this document was prepared. Furthermore, a re-evaluation of all security cooperation activities with Ukraine may need to occur in light of domestic political events.

II. BUDGET YEAR FY 14 PLANS AND OBJECTIVES:

For FY14, the WIF budget has enjoyed a relatively agile budget of $34.1M. Despite the anticipation of an overall reduction in the Defense-wide Operations & Maintenance (O&M) account, and, in particular, WIF funding levels, the demand for funding to meet important U.S./NATO objectives continues to grow. USEUCOM pushed for restoration of funding levels and stated that WIF is a critical post-ISAF tool that will enable DoD to encourage defense reform and promote NATO interoperability and integration, especially among NATO aspirants. According to USEUCOM, WIF funds approximately 50% of their mil-to-mil engagements in the Balkans, South Caucasus and Eurasia. Failing to restore WIF funding levels for USEUCOM will weaken their ability to complete their country cooperation plans' goals and objectives, and will also reduce their overall engagement with the PfP countries.

With respect to Central Asia in particular, the post-ISAF landscape may alter the level of mil-to-mil engagement. On the one hand, the U.S./NATO drawdown has the potential to increase significantly as Central Asian partners will assume more of the responsibility to provide for security and stability in the region, but, on the other hand, the future remains uncertain given recent political and economic pressures on some Central Asian Partners to seek closer ties to Russia.

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

   The anticipation of operating in a smaller budget environment in coming fiscal years
   has impacted the planning of WIF-supported activities in FY15 and beyond. Many WIF
   activities build on one another in an effort to improve the capacity of Partner
   nations. Country Teams, OSD Policy, and COCOMs often must make decisions about
   programming with follow-on years in mind, despite the U.S. government budgeting
   requirement to plan for one fiscal year at a time.

III. BUDGET YEAR FY 15 PLANS AND OBJECTIVES:

   An expected reduction in funding levels for WIF decreasing from $34M to $26M in FY15
   will mostly affect WIF levels for USEUCOM; USCENTCOM levels will remain stable,
   although it is probable certain USCENTCOM activities will be scaled back. The
   demand for WIF engagement is constantly evolving, and both OSD and DSCA will
   continue to address the highest priority objectives.

<u>Combating Terrorism Fellowship Program (CTFP)</u>

I.   FY 13 ASSESSMENT:

A.   FY 13 ACCOMPLISHMENTS FY 2013, 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 2013 maintained the initiatives
     of previous years and expanded and operationalized the global network of CbT
     professionals. Upon the completion of FY 2013, there were 3,098 foreign military and

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

security officials who have completed training under the program from 131 countries worldwide. The program also expanded its online presence and continued to develop scenario based training programs. These training programs are designed to encourage continued contact with all of the CTFP alumni, and to help build stronger relationships with them.

B.   FY 13 CHALLENGES: The biggest challenge the program faced in FY13 was the impacts of sequestration and furloughs on our ability to provide training to our partner countries.

II. BUDGET YEAR FY 14 PLANS AND OBJECTIVES:

In FY14, 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 through targeted continuing education events.

III. BUDGET YEAR FY 15 PLANS AND OBJECTIVES:

In FY 2015, 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 2015 will be to maintain the initiatives of previous years and expand and

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

operationalize the global network of CbT professionals. The Program will target expansion into areas of the world that will continue to experience an equal expansion of terrorist threats. In order for the Program to stay ahead of the evolving threats resources must be dedicated to developing, and fielding new training programs and courses. In FY 2015, it is anticipated that it will be able to maintain the numbers of foreign military and security officials to attend CTFP-funded programs (~3,000 to ~3,200) because of maintained program funding for FY15; though it may be impacted by increased operating costs to support training and travel. This may be offset with the continued expansion and utilization of virtual education opportunities and programs. 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.

Regional International Outreach – Partnership for Peace Information Management System (RIO-PIMS)

I.   FY 13 ASSESSMENT:

   A.   FY 13 ACCOMPLISHMENTS:

      The following systems operations and maintenance items were accomplished on the 17 GlobalNET collaboration Suite Instances to support the five Regional Centers for Security Studies, Partnership for Peace (PfP) associates, and additional DoD educational institutions and building partnership programs – currently with over 39,000 users.

Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

- Provided internet hosting for the GlobalNET 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 (simplifying the process to update software and security patches – once vice 17 times), 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.

Provided two FTEs to assist stakeholder communities regionally based (one CONUS /one Europe based). These personnel provide day to day assistance and coordination on GlobalNET platform usage and training, and assist organizations in the implementation of the platform.

Resourced local commercial internet service for nine Partner institutions in eight countries in the USCENTCOM AND USEUCOM AORs. The service allows these Ministries of Defense to coordinate with the regional Combatant Commands in an efficient and timely manner on mutual defense and national issues and concerns.

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

Put in place contract to purchase computer and associated items, and support for PfP Partner activities at the Supreme Headquarters Allied Powers Europe, NATO's Euro-Atlantic Disaster Response Coordination Centere, and USEUCOM coordinators at regionally located US embassies.

B.   FY 13 CHALLENGES:

The following challenges were experienced during FY13, with Team Merlin's operational support of the GlobalNET collaboration platform in its operational environment.

- Identifying and fixing security controls, performance, and usability issues associated with the new platform. Specifically DoD institutions application of security control issues and versions of end user browsers resulting in performance degradation – the team worked with DoD partners to ensure upgrades to internet explorer were put in place, and performance issues overcome.

- Continued requests to implement changes to the platform while continuing on the track to achieve a fully operational capability.

II. BUDGET YEAR FY 14 PLANS AND OBJECTIVES:

Begin to support the Regional Center Person/Activity Management System (RCPAMS) operations and maintenance support. RCPAMS was developed using RIO-PIMS research and development funding. In FY2013, RIO O&M was combined with the Partnership for Peace (PfP) Information Management System (PIMS) O&M from the Warsaw Initiative Fund (WIF) for efficiencies and economies of scale. PIMS and RIO utilize the same technology. Continue

Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

to provide the RIO-PIMS GlobalNET platform (17 unique communities with over 39,000 users) operations and maintenance support as detailed below:
* Provide internet hosting for the GlobalNET platform, and RCPAMS including monitoring for intrusions, malware, system performance, and uptime
* Provide email help desk support for all operational issues for 24/7 support
* Provide software changes in response to change requests
* Provide configuration management support
* Provide software fixes; deliver patches
* Review application exception logs and user trouble reports
* Perform troubleshooting
* Support the new platform and assist users who are having performance issues.

Provide two FTE support personnel to work with CONUS and Europe/Central Asia institutions and partners during courses, seminars, and outreach events.

Continue to support unique PIMS requirements:

* Limited 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

* Internet service to eight Ministries of Defense in Central Asia and Eastern Europe.

III. BUDGET YEAR FY 15 PLANS AND OBJECTIVES:

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

Continue to provide the systems operations and maintenance support for the RIO-PIMS GlobalNET web based collaboration platform (supporting over 39,000 users), and RCPAMS as detailed below.
  • Provide internet hosting for RIO-PIMS GlobalNET system and RCPAMS including monitoring for intrusions, malware, system performance, and uptime
  • Provide email help desk support for all operational issues for 24/7 support
  • Provide software changes in response to change requests
  • Provide configuration management support
  • Provide software fixes; deliver patches
  • Review application exception logs and user trouble reports
  • Perform troubleshooting.

Provide two FTE support personnel 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

Internet service to eight Ministries of Defense 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

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

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.

<u>**Defense Institution Reform Initiative**</u>

o The Defense Institution Reform Initiative (DIRI) is a global program that strengthens high-level relations between OSD and Ministries of Defense (MoD) through support of institutional capacity building projects with partner nation's MoD, joint, and general staffs in order to further US strategic priorities and reinforce the principles of civilian control of armed forces.

o DIRI works with with USG and partner nation (PN) stakeholders to identify projects that meet shared strategic priorities -- often addressing institutional gaps that are preventing the realization or sustainment of security cooperation investments and security sector reform objectives.

o DIRI is a low cost, small footprint, high impact program: the program's annual budget funds approximately 16 concurrent country projects with teams of subject matter experts who engage with partners to build the capacity required to effectively organize, train, equip and sustain their armed forces. DIRI methodology for project design and execution is consistent with the best practices identified in a recent RAND quantitative analysis of BPC.

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

o DIRI can address emergent priorities within the year of execution, as its budget allows, then sustain periodic engagements by subject matter experts over the time necessary to carry out shared objectives of the US and partner nation.

o DIRI's expertise and lessons learned improve DoD's ability to take a comprehensive approach to security cooperation with key partners, and strengthen DoD contributions to broader security sector reform efforts.

I. FY 2013 Assessment

A. FY 13 Accomplishments

DIRI conducted over 100 highly tailored partner nation engagements in FY13. Examples of DIRI support for PN defense institution building (DIB) efforts and concrete accomplishments include:

PACOM:

o **Indonesia:** In partnership with Indonesian Ministry of Defense's Director General of Defense Planning, DIRI's work in Indonesia strengthens high-level ties with a key partner in South-East Asia. Given the centrality of defense acquisitions to the US-Indonesia bilateral relationship and Indonesia's development of its Minimum Essential Force over the coming years, DIRI is working with the Ministry of Defense and Service Planners to develop tools and procedures for life cycle cost management. While the project is just beginning, the ultimate objective is to develop the capacity to develop and implement long-term defense programs and budgets which plan adequately for sustainment and maintenance costs of new and existing capabilities.

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

- o **Cambodia:** DIRI supported the MoD's review of their top defense priorities and the development of a Strategic Planning Manual, designed to provide guidance across the defense sector for planning and operationalization of policy priorities.

CENTCOM:
- o **Afghanistan:** DIRI is supporting the institutional conditions under which the 2014 transition can be accomplished. Supports NTM-A/CSTC-A development of Afghan MoD and General Staff military personnel management practices. DIRI's current focus is on career path development and branch management of combat career fields based on a request for expertise from NTM-A/CSTC-A and the Afghan MOD and GS. DIRI developed a project and is implementing activities that support of the Afghan MoD Human Resource Management Master Development Plan. Partnering with NATO Building Integrity program office to educate Afghans in the basics of transparent and accountable financial management systems.
- o **Yemen:** At the request of the U.S. Embassy Country Team in Yemen, DIRI performed the a series of activities to help the Yemeni Ministry of Defense's reorganization working groups make recommendations in accordance with Presidentially directed efforts to reform and restructure their armed forces. The DIRI team coordinated with the CENTCOM lead for the effort to focus on expertise gaps in human resources and operations, policy, strategy, and doctrine.

SOUTHCOM
- o **Colombia:** Safeguards over $9 billion in USG investments in the Colombian Public Forces by ensuring that forces and capability improvements can be resourced and sustained over time. This involves improving investment planning and the linking of

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

budgets to strategy and future-year force requirements through the development of a capability-based planning system, which is producing recommendations that are shaping the "Strategic Transformation" efforts of the Minister of Defense and Service Chiefs.

In addition, the DIRI-COLMOD effort is working towards the development of a sustainable, affordable logistics system that can ensure adequate support to forces in training and in combat (internal COIN/security operations and regional Countering Transnational Organized Crime efforts). This includes improving the MOD's life-cycle costing and major defense equipment replacement costing projections for the critical rotary wing fleet (the single largest US investment in Plan Colombia) – while also facilitating MOD membership in NATO's Codification System, which enhances allied interoperability through use of a standardized inventory management system.

o **Guatemala:** DIRI provided support for a new presidential administration dedicated to tackling drug trafficking and security issues with renewed support (and security cooperation investments) from the US.   In just nine months, DIRI supported drafting of a National Defense Strategy; conducted intense follow-on work to translate those strategies into capability-based plans (CBP); established a CBP process framework for future use; and facilitated development of a FY14 budget proposal that reflects the GTM MOD's new priorities and takes into consideration sustainment costs of DoD security cooperation investments. These initial changes have survived a change in Ministry leadership, with the new Minister dedicating end-of-year funds to the new capability priorities identified in the FY14 budget. Colombian MoD civilian personnel, whose own capacity continues to developed through DIRI projects, directly supported this Guatemala project.

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

AFRICOM

o **Democratic Republic of Congo**: Supports MoD and Congolese Armed Forces creation and implementation of logistics doctrine and development of operational concepts (CONOPS) to facilitate more effective response to violence and insurgency in eastern DRC. DIRI's work with the Congolese complements previous USG security assistance investments used to organize, train, and equip two Congolese battalions, which have not been able to effectively deploy and operate in the Eastern DRC for lack of logistics capabilities. Recognizing DIRIs' foundational work at the institutional level the Office of Security Cooperation (OSC) chief has directed all other 10USC and 22USC funded logistics support efforts to coordinate directly with DIRI prior to conducting any logistics work in the DRC, to ensure that work done at the operational or tactical level is consistent with the doctrine and CONOPS being developed at the institutional level.

o **Libya:** DIRI provided OSD and the Joint Staff an assessment of the Defense Institution Building (DIB) line of effort in the AFRICOM Commander's estimate for training Libyan General Purpose Forces (GPF). The assessment defined DIB, identified a process for identifying DIB objectives tor Libya, described how national, political, legal, and institutional factors in Libya affect DIB objectives, and proposed a concept of operations for DIB in support of GPF development.

EUCOM

o **Albania:** DIRI facilitated the completion of a two-year Strategic Defense Review (SDR) in Albania that charted the course for an affordable force while meeting NATO capability targets. The review was approved by the Prime Minister and tasked for inter-ministerial implementation by the Council of Ministers. The US Ambassador

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

cited in a 13 June 2013 cable: "DIRI has been an excellent vehicle for not only improving defense planning, but also for strengthening the democratic processes within defense institutions. Strengths of this program included senior-level MOD support and long-term, frequent engagements between Albanian and U.S. counterparts."

o **Kosovo:** DIRI is supporting the Ministry of the Kosovo Security Force (MKSF) in leading an inter-ministerial Strategic Security Sector Review (SSSR) to support the development of plans for an effective, affordable defense force that contributes to regional stability. The SSSR is being conducted in preparation for the transformation of the Kosovo Security Force after the end of supervised independence with the expiration of the Ahtisaari Plan. Progress has been steady through the aggressive 19-month schedule for the SSSR that began in May 2012, and includes an interim report drafted by the Prime Minister's office in June 2013.

<u>**Other DIB Activities**</u>
In addition to capacity building projects with PN ministries of defense and support for OSD bilateral meetings with counterpart Ministries of Defense, DIRI provided support for the broader defense institution building (DIB) efforts of the Department. Examples include:

- Providing instructional modules for MoDA training and supporting the deployment of one of the first global MoDAs (to Kosovo).

- Providing briefs on defense institution building (DIB) at AFRICOM DIB workshops and supporting the work of the SOUTHCOM DIB coordinator.

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

- Presenting briefs on DIB to the PACRIM Air Power Symposium, a gathering of Pacific Air Forces and DoD Security Cooperation Officers; participating on panels at the USMC Security Cooperation Planners' Courses; and beginning coordination with the CGSC to provide practical experience for students in their new DIB Master's program.

<u>B. FY13 Challenges</u>
While DIRI was able to launch a major project in Indonesia in FY 13 and expand support to CENTCOM (e.g., Yemen, initial discussions on Lebanon), political circumstances and stakeholder uncertainty prevented greater expansion of DIRI projects in Asia-Pacific and northern Africa. For example, multiple attempts to reengage in Libya were thwarted by the security situation, political uncertainty, and limited US Embassy support capacity.

In addition, a freeze on government hiring and a breakdown in the contracting process at the Naval Postgraduate School (the DIRI Program is run out of the Center for Civil-Military Relations at NPS) precluded progress on any FY13 objectives beyond maintaining partner nation engagements and responding to emerging priorities (i.e., launching new country projects). Plans to disseminate DIB best practices and lessons learned to SCOs, GCC planners, and DC stakeholders and to codify a DIB performance management framework were put on hold; both are priorities for FY14.

<u>II. FY 2014 Plans and Objectives</u>
DIRI will continue partner nation engagements with countries that are showing progress and continue to be priorities for the USG.   In accordance with policy guidance, DIRI will strive to increase engagements in high-priority countries in AFRICOM, PACOM, and CENTCOM.

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

Despite the anticipation of a reduction in funding, the demand for expertise in DIB planning at the strategic level and effective project design and execution at the country level continues to grow. In FY 13, for example, AFRICOM and SOUTHCOM Commanders elevated DIB to the #3 priority in their Commands.   DIRI will in part respond to this demand by combining efforts with the WIF-DIB management team to prioritize the codification and dissemination of DIB best practices, lessons learned, and measures of effectiveness, as discussed above.

<u>FY 2015 Plans and Objectives</u>
Partner nation engagements in FY15 will be dependent on FY14 developments and emerging policy priorities, but it is expected that PACOM, CENTCOM, and AFRICOM will be priorities.

<u>The Defense Institute of Security Assistance Management (DISAM)</u>

I.   The Defense Security Cooperation Agency (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, 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.

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

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.

<u>The Defense Institute of Security Assistance Management (DISAM)</u>

I. FY 13 ASSESSMENT:

FY 13 ACCOMPLISHMENTS:
   a. Maintained the SC workforce trained at 94.5% (as of 11 September 2013).
   b. Completed integration of critical building partnership capacity and other Title 10 partner-relations building programs into appropriate DISAM courses. Particular focus was on the CCMD, JCS, and Service HQ desk officer course (Security Cooperation Management Action Officer course or SCM-AO) and the Security Cooperation Officer (SCO) course (Security Cooperation Management OCONUS or SCM-O). Curriculum focuses upon the utility of programs such as 1206-Train-and-Equip, Counter-Narcotics, Humanitarian Assistance, and The Global Security Contingency Fund and the proper planning and implementation of these programs as part of a theater security cooperation or other campaign plan. Recent JCS and OSDP staff visits have validated these additions to the courses.

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

    c. Completed implementation of all initially required iterations of the SCM-AO as directed by SECDEF in late 2011.

    d. Enhanced online learning opportunities with revised SCM Familiarization and International Programs Security Requirements Course (IPSR) Online Courses reaching over 4,700 students.

    e. Trained 2,648 (O&M funded) students via on-line, IPSR, MTCR, SCM-AO. (student count 1738 for IPSR –OL, 423 IPSR-3, 53 MTCR, 434 – AO).

    f. Completed WPAFB Building 219 construction (facilitated the exit of the Air Force Audit Agency from our facility) and we now additionally occupy the first floor's north end of our facility (Building 52). Due to building construction delays in Building 219 and unexpected building issues in our 52, our construction is still on-going. This expansion will allow U.S. military officers headed overseas to receive critical classified blocks of instruction starting in 2014 to better prepare them to properly support U.S. national priorities as directed by DOD and CCMDs.

    g. Accommodated ever changing cost and schedule requirements for building modifications to enlarge/enhance DISAM's facility – most importantly adding a classified computer laboratory with greatly expanded SIPR access for students.

    h. Contracted the rehosting of the International Affairs Professional Development database to an approved and secure information system – posturing this system for further expansion as directed by DOD in the development of a professional security cooperation workforce.

FY 13 CHALLENGES:

    i. Working with WPAFB on changes to the Host Tenant Support Agreement (HTSA); they are reducing services while increasing cost.

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

  j. Adapting time critical legislative and policy changes to our curriculum to meet real-time processes and procedures.
  k. Ensuring we are maximizing the resident, on-line and onsite courseware opportunities and attendance.
  l. Ensuring the security of the legacy International Affairs Professional Development database in accordance with DoD information assurance standards.
  m. Continuing the evolution of IT infrastructure to meet additional training requirements in conjunction with Authorities to Operate meeting system security requirements.

II. BUDGET YEAR FY 14 PLANS AND OBJECTIVES:
  a. Assist DSCA SC Workforce Manager in facilitating community efforts.
  b. Continue to educate the SC workforce by resident, online learning and onsite education.
  c. Coordinate the flow of DISAM and MILDEP internal training in order to synergize the effort and realize potential budget and manpower savings.
  d. Expand the SCM-AO course content by incorporating time critical legislative and policy changes to our curriculum to meet real-time processes and procedures (per requirement noted by SECDEF's Security Cooperation Reform Task Force (SCRTF) Phase II report) as well as fully deploying the course to each Geographic CCMD at least once in 2014 as well as maintaining current offerings.
  e. Upgrade the International Affairs (IA) Professional Development and Security Cooperation (SC) Workforce Databases to better support the SC workforce and DOD needs.
  f. Enhance the current SC Lessons Learned/Best Practices database to permit international partner participation and broader USG access and use of the system.

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

    g. Conclude Bldg 52 renovation activities and get full use of the facilities with greater/enhanced instructional capabilities. (Currently using classroom facilities with basic audiovisual support, expect construction completion in 2014.)

    h. Expand academic partnerships with other institutions and organizations.

    i. Broaden online opportunities – largely by means of stand-alone modules of instruction.

    j. Successfully achieve university credit recommendations of the SCM-SP (State Partnership) SCM-O (OCONUS) and SCM-AO (Action Officer) courses for security cooperation workforce members via external course review.

    k. Continue to engage WPAFB on changes to services provided to DISAM via the HTSA.

III. BUDGET YEAR FY 15 PLANS AND OBJECTIVES:

    a. Continue to meet the challenges imposed by the SCRTF Phase II study and SC Community efforts to improve the education of the SC workforce.

    b. Add likely additional on-line and resident courses to meet continually changing requirements.

<u>**Increasing Partner Capacity Building in Rule of Law Context**</u>

I.   FY 13 ASSESSMENT:

A.   FY 13 ACCOMPLISHMENTS:

    O&M D-W funding supported the development and execution of engagements to build partner legal capacity aligned with strategic priorities in Defense Strategic

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

Guidance and the Geographic Combatant Commanders' (GCC) Country Campaign Plans. In FY 13, DIILS was actively engaged in all GCC areas of responsibility.

DIILS' strength continues to be that only a modest investment is required to produce strategically agile, programmatically flexible, timely, sustained engagements in support of evolving security cooperation priorities. DIILS leverages Active Duty and Reserve officers, as well as U.S. Government civilian experts as instructors for these events at minimal cost (e.g., travel and per diem).

In the Pacific, DIILS conducted, in partnership with Australia's Asia Pacific Centre for Military Law and the New Zealand Defence Force, and in coordination with France and the United Kingdom, a multilateral workshop on Maritime Security. It raised awareness of best practices and regional impediments to cooperation in disaster preparedness and the protection of natural marine resources, which are key security elements for Pacific Island Nations.

At the request of OSD(P), DIILS engaged senior military leaders in Burma on three occasions to plan future educational engagements and conduct real-time exchanges on human rights, international humanitarian law, and military law development with emphasis on civilian control of the military, transparency and accountability.

DIILS conducted a maritime operational law seminar in the Philippines. By engaging an interagency group of Philippine maritime authorities, DIILS helped promote a whole-of-government approach to maritime security in the Pacific, the East Sea and the South China Sea areas. DIILS also conducted country legal system assessments in Sri Lanka, Vietnam and Armenia to determine the focus of future engagements that may be required.

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

In South America, DIILS engagements included workshops on "Law of Armed Conflict (LOAC) and Human Rights" in Guatemala, Honduras and El Salvador. To build on prior SOUTHCOM and ARSOUTH efforts, each workshop focused on the development of rules for the use of force and on force and command accountability.

In Africa, DIILS continued to build the capacity of post-conflict military justice systems. Engagements in Liberia and Guinea helped reduce a climate of impunity for violations of LOAC, human rights and military discipline. DIILS conducted two engagements in Liberia, one on the roles and responsibilities of commanders in military justice and the other on the management and conduct of disciplinary cases. In Guinea, working in partnership with AFRICOM and the Africa Center for Strategic Studies, DIILS conducted a planning meeting with the leadership of Guinea's ongoing military justice reform effort to identify potential opportunities for future U.S. security cooperation initiatives. Also in Africa, DIILS engaged Botswanan military lawyers and officers to examine common operational legal issues that arise in peace and stability operations and border security.

B.   FY 13 CHALLENGES:

FY13 was a challenge due to budget uncertainty and sequestration which caused several cancelled DIILS engagements, delays and unplanned program starts and stops. Travel costs actually increased for several engagements that had to be re-scheduled because of these delays. As a result, considerable staff time was spent planning engagements that did not go forward. To meet enacted budget targets, the engagements that did take place were conducted with fewer personnel. COCOM and U.S. embassy staffs fund DIILS for the express purpose of efficient and economic travel

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

to engage with partners on rule of law issues in support of security cooperation
objectives.

II. BUDGET YEAR FY 14 PLANS AND OBJECTIVES:

DIILS plans to continue to prioritize engagement in PACOM in accordance with Defense
Strategic Guidance. Planned events include: (1) a multilateral and several workshops
to promote more effective international cooperation, maritime domain awareness and
maritime security among the nations of the Western and Southern Pacific; (2)
continued human rights and international humanitarian law dialogue with nations
facing domestic instability or in post-conflict environments; and (3) engage in
emerging priorities like Burma as they become known.

In the Middle East, DIILS plans to build upon the defense sector capacity of Lebanon
and Jordan to comply with international norms as they address border security issues
and a stream of refugees from Syria. DIILS plans to discuss maritime operational
law and law of the sea issues with Bahrain in light of maritime incursions from
neighboring Iran, and discuss LOAC, human rights, and detainee operations with UAE.
DIILS also plans to continue DIB engagement with Yemen on a new legal framework for
the defense sector and the national security staff.

In Africa, DIILS will continue to focus on military justice capacity building,
conducting a regional workshop on comparative approaches to combating systemic
impunity for crimes committed by security forces, including sexual violence,
recruitment of child-soldiers, and corruption. DIILS will execute a regional
workshop for West Africa on defense sector legal capacity to support civilian
authorities in combating maritime threats. It will build on AFRICOM maritime

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

efforts in the region and promote a regional network of expertise. Under the
Strategic Partnership Program, DIILS will work with the North Carolina National
Guard to help the Botswanan military identify critical legal issues arising from
their efforts to update their military laws and regulations.

In Mexico, DIILS plans to continue to help Mexico reshape its military justice
system through engagements focused on reforms in case management and advocacy in an
adversarial (US-style) legal system. This will include reform of the role military
commanders play in ensuring an effective military justice processes.

In South America, DIILS will continue to promote further integration of operational
legal advice in the planning, execution and evaluation of all operations SOUTHCOM
has identified as critical legal issues. DIILS will conduct regional and bilateral
engagements focused on comparing the roles and responsibilities of legal advisors
and the application of legal advice in operations such as non-international armed
conflict, counter-trafficking, border security, and support to civilian authorities.

In Europe, DIILS plans to continue to support EUCOM requirements to engage forces
deploying to Afghanistan, or continuing their NATO deployments, to discuss lessons
learned from recent stability operations as applied to coalition rules of engagement
and rules for the use of force.

III. BUDGET YEAR FY 15 PLANS AND OBJECTIVES:

Funding in FY 2015 provides for continued 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

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

comprehensive implementation of long-term defense institution building within security sector reform. It also addresses the challenges of doctrinally incorporating stability operations within persistent conflicts, with a focus on establishing effective partnerships in support of U.S. national interest and goals.

DIILS O&M, D-W engagements, cost-effectively implemented in priority countries, are critical to the department's success in building partner legal/rule of law capacity in the defense sector and achieving stability without the heavy imprint resulting from engaging U.S. forces.

<u>**Global Train and Equip (Section 1206)**</u>

The Global Train and Equip programs are designed to meet time-sensitive and emerging threats and opportunities to build the capacity of partner-nation security forces to conduct counter terrorism operations and stability operations. The initiative enables the Secretary of Defense (with the concurrence of the Secretary of State) to expedite the training and equipping of partners, conducting programs that build the capacity of their national security 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.

I.   FY 13 ASSESSMENT: The FY13 Program met the Secretary of Defense's intent and provided partner nations with necessary defense articles and services.

A.   FY 13 ACCOMPLISHMENTS: In FY13 the Secretary of Defense notified 29 programs for 25 countries with a total congressionally notified value of $252,838,000.00. These programs included critical programs to support U.S. partners conducting stability

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

operations in Afghanistan. Of particular note are the $11,055,000.00 program to provide Poland with an Unmanned Aerial Vehicle capability; the $16,900,000.00 program to provide the Czech Republic with enhanced special operations aviation capability; and, the $7,220,000.00 program to provide Bulgaria with improved command and control capability. The FY13 1206 Program also included vital counter terrorism programs. Particularly significant counter terrorism programs included: the $22,250,000.00 program to provide Mauritania with fixed-wing Intelligence, Surveillance and Reconnaissance (ISR) capability; the $15,760,000.00 program to provide Kenya with a fixed-wing ISR capability; and two programs for Uganda that provide logistics and engineering equipment.

FY 13 CHALLENGES: The greatest challenge for the FY13 program was the impact of sequestration. Sequestration not only reduced the funding available to the 1206 Program, but the sequestration effects reduced the availability of personnel to ship and receive 1206 articles subsequent to procurement.

II. BUDGET YEAR FY 14 PLANS AND OBJECTIVES: The FY14 plan is to obligate the funds available in support of Secretary of Defense notified programs. The objectives of the Program are to provide support to partner nations to better enable them to conduct counter terrorism and stability operations.

III. BUDGET YEAR FY 15 PLANS AND OBJECTIVES: The FY15 plan is to obligate the funds available in support of Secretary of Defense notified programs. The objectives of the Program are to provide support to partner nations to better enable them to conduct counter terrorism and stability operations.

<u>**Ministry of Defense Advisors Program**</u>

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

The Ministry of Defense Advisors (MoDA) Program deploys U.S. Department of Defense (DoD) civilians to help foreign partners improve ministerial defense capabilities, such as personnel and readiness, strategy and policy, acquisition and maintenance processes, and financial management. Following a two year MoDA pilot program in Afghanistan, the FY12 NDAA granted DoD temporary global authority to deploy civilians advisors to support ministerial development and security cooperation activities worldwide. The FY14 NDAA extended that authority through FY17 and OSD(P) has requested that it be made permanent. Program management transferred to DSCA, PGM/CMO from ODASD(PSO) on 1 October 2012.

I.   FY 13 ASSESSMENT: The MoDA program met expectations in FY13 by maintaining support to the DoD mission in Afghanistan, establishing an interagency process to develop requirements and nominate countries for MoDA globally, deploying the first two global MoDA advisors, and successfully transferring program management responsibility to DSCA.

A.   FY 13 ACCOMPLISHMENTS: In FY13 MoDA successfully recruited, trained, and deployed
     civilian advisors in support of NATO Training Mission – Afghanistan (NTM-A) and
     Combined Security Transition Command – Afghanistan (CSTC-A). In Fall 2013, MoDA
     achieved a 100% fill rate in Afghanistan with 92 advisors on the ground.

          Feedback from NTM-A/CSTC-A regarding MoDA mission performance has been
          consistently positive. Key indicators of achievement include: increased Afghan
          ministerial capacity to direct and manage defense resources professionally,
          effectively and efficiently without external support; and advisor effectiveness
          in improving ministerial capacity to enhance Afghan and U.S. national security.

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

In FY13, management of the MoDA program successfully transferred to DSCA, Programs, Centers Management Office. In coordination with ODASD(PSO), the MoDA program continued to evaluate global nominations and develop individual MoDA country requirements. The program recruited, trained, and deployed individual advisors to Montenegro and Kosovo, and is currently working to fill advisor requirements in Bosnia, Colombia, and several other countries. The program maximizes cost efficiency by leveraging the current Afghan-centric training capability for broad cultural, organizational, and security training, while tailoring other aspects of the training for global advisors.

FY 13 CHALLENGES: The main challenge to the program stems from uncertain funding, and the temporary nature of the current authority, which makes key stakeholders hesitant to commit organizational resources. However, MoDA is gaining traction and becoming more prominent in COCOM and country team security cooperation planning.

The program has made significant progress in addressing challenges associated with program management establishment, expansion, and transfer, and continues to define lines of coordination and create policies and procedures for organizations lending advisors.

II. BUDGET YEAR FY 14 PLANS AND OBJECTIVES:

In FY14, the MoDA program office will reassess management requirements and rebalance the program team accordingly, including government as well as contractor support. The successful "proof of concept" deployment of two global MoDA advisors in FY13 will provide operational data as a basis for MoDA program planning; U.S. and NATO

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

planning will provide requirements for Afghan operations in FY14 and post-2014 transition.

In accordance with current U.S. and NATO planning for FY14, MoDA will provide approximately 95 trained DoD civilian advisors to support ongoing assistance mission requirements in Afghanistan. Advisors will be recruited, trained, and deployed in three cycles, January to March, April to June, and July to September, with up to 35 advisor candidates per cycle as required.

Concurrently, Global MoDA will maintain and expand support to building partner capacity missions worldwide. The program will provide administrative and reachback support to the deployed advisors in FY13 and expand the program to a target of 12 deployed advisors by the end of FY14. Although the distribution of supported countries will depend heavily on the absorptive capacity of partner nations, the program will balance resources across the COCOMs in accordance with global priorities established by OSD(P) to the greatest extent possible. Additionally, as the program expands, the program office will evolve the training program to make greater use of broader Departmental resources.

III. BUDGET YEAR FY 15 PLANS AND OBJECTIVES:

Continue the expansion of the global MoDA program and maintain support to Afghanistan.

Authority for the MoDA program has not been granted beyond September 30, 2017, but OSD(P) continues to request permanent extension of the authority. The authorization

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

is a necessary precursor to global efforts to continue building partner capacity in defense ministries.

<u>Global Theater Security Cooperation Management Information System (G-TSCMIS) Program</u>

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. G-TSCMIS will consolidate, improve upon and is intended to replace legacy TSCMIS solutions hosted at over 20 Department of Defense (DoD) Services, Agencies and Combatant Commands. It will provide a comprehensive picture of whole-of-government SC activities, and will contribute to planning more effective cooperative security activities to align or meet desired outcomes in support of 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).

BUDGET YEAR FY 14 and FY 15 PLANS AND OBJECTIVES:

Funding provides support for DSCA program management and the Program Office (PMW 150) sustainment support.

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

DSCA, as resource sponsor, will provide headquarter-level program oversight and manage program funding and reporting.

DSCA, as the Governance Council secretariat supporting the DSCA Director as Chairman of the Governance Council, will work closely with the Governance Council Members - the Joint Staff, Office of the Deputy Assistant Secretary of Defense for Policy, Partnership Strategy and Stability Operations, and the Program Executive Officer Command, Control, Communications, Computers and Intelligence; and the G-TSCMIS Community of Interest in order to develop, deliver, and maintain an operationally valuable system to the security cooperation community.

The Program Office will support: Navy Enterprise Data Center sustainment; Help Desk (Tier 1) and Diagnostic Management (Tier 2) support, Information Management for testing and implementation in support of Authorities to Operate; and contract support services for oversight of
sustainment logistics tasks.

<u>**Building Partnership Capacity – Yemen and East Africa Authorities**</u>

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 FY12. DSCA will manage these funds similar to method used to manage Train and Equip, commonly referred as the 1206 program.

BUDGET YEAR FY 14 PLANS AND OBJECTIVES:

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

Funding was provided for one year to support this initiative. DSCA plans to fully obligate the funds 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.

<u>**Global Security Contingency Fund**</u>

This authority was established to enhance the capabilities of a country's national military forces, and other national security forces that conduct; border and maritime security, internal defense, and counterterrorism operations, as well as the government agencies responsible for such forces; conduct border and maritime security, internal defense, and counterterrorism operations; and participate in or support military, stability, or peace support operations consistent with United States foreign policy and national security interests. For the justice sector (including law enforcement and prisons), rule of law programs, and stabilization efforts in a country in cases in which the Secretary of State, in consultation with the Secretary of Defense, determines that conflict or instability in a country or region challenges the existing capability of civilian providers to deliver such assistance.

BUDGET YEAR FY 14 and FY 15 PLANS AND OBJECTIVES:

DoD appropriated funds will be maintained by 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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V. __Personnel Summary__	__FY 2013__	__FY 2014__	__FY 2015__	**Change** __FY 2013/__ __FY 2014__	**Change** __FY 2014/__ __FY 2015__
Civilian End Strength (Total)	410	453	419	43	-34
U.S. Direct Hire	385	428	394	43	-34
Total Direct Hire	385	428	394	43	-34
Foreign National Indirect Hire	25	25	25	0	0
Memo: Reimbursable Civilians Included	12	20	41	8	21
Civilian FTEs (Total)	410	453	419	43	-34
U.S. Direct Hire	385	428	394	43	-34
Total Direct Hire	385	428	394	43	-34
Foreign National Indirect Hire	25	25	25	0	0
Memo: Reimbursable Civilians Included	12	20	41	8	21
Average Annual Civilian Salary ($ in thousands)	130.9	112.5	123.6	-18.4	11.1
Contractor FTEs (Total)	125	111	112	-14	1

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

		Change FY 2013/FY 2014			Change FY 2014/FY 2015		
	FY 2013			FY 2014			FY 2015
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	48,665	365	-3,484	45,546	455	-2,509	43,492
199 Total Civ Compensation	**48,665**	**365**	**-3,484**	**45,546**	**455**	**-2,509**	**43,492**
308 Travel of Persons	23,374	444	8,047	31,865	574	-1,774	30,665
399 Total Travel	**23,374**	**444**	**8,047**	**31,865**	**574**	**-1,774**	**30,665**
696 DFAS Financial Operation (Other Defense Agencies)	1,275	166	-771	670	12	409	1,091
699 Total DWCF Purchases	**1,275**	**166**	**-771**	**670**	**12**	**409**	**1,091**
771 Commercial Transport	354	7	1,208	1,569	28	-1,590	7
799 Total Transportation	**354**	**7**	**1,208**	**1,569**	**28**	**-1,590**	**7**
901 Foreign National Indirect Hire (FNIH)	3,450	26	-307	3,169	32	16	3,217
912 Rental Payments to GSA (SLUC)	2,254	43	90	2,387	43	-694	1,736
914 Purchased Communications (Non-Fund)	639	12	68	719	13	-553	179
915 Rents (Non-GSA)	923	18	188	1,129	20	-826	323
917 Postal Services (U.S.P.S)	19	0	0	19	0	-19	0
920 Supplies & Materials (Non-Fund)	2,501	48	-6	2,543	46	-1,390	1,199
921 Printing & Reproduction	163	3	116	282	5	-19	268
922 Equipment Maintenance By Contract	1,414	27	-6	1,435	26	-1,449	12
923 Facilities Sust, Rest, & Mod by Contract	336	6	91	433	8	-346	95
925 Equipment Purchases (Non-Fund)	259	5	371	635	11	-227	419
932 Mgt Prof Support Svcs	9,682	184	-2,524	7,342	132	4,599	12,073
960 Other Costs (Interest and Dividends)	13	0	-13	0	0	70	70
987 Other Intra-Govt Purch	1,593,802	30,282	-1,051,890	572,194	10,299	-149,762	432,731
989 Other Services	31,070	590	853	32,513	585	-16,111	16,987
990 IT Contract Support Services	221	4	220	445	8	-231	222
999 Total Other Purchases	**1,646,746**	**31,248**	**-1,052,749**	**625,245**	**11,228**	**-166,942**	**469,531**
Total	**1,720,414**	**32,230**	**-1,047,749**	**704,895**	**12,297**	**-172,406**	**544,786**

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* The FY 2013 Actual column **includes** $1,277,818 million ($828,150 - Coalition Support Fund, $449,668 - Lift & Sustain) of FY 2013 OCO Appropriations funding (PL 113-6).
* The FY 2014 Estimate column **excludes** $1,707,000 million ($1,257,000 - Coalition Support Fund, $450,000 - Lift & Sustain) of FY 2014 Overseas Contingency Operations Appropriations funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

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Defense Security Services (DSS)

March 2014

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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 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
DSS	459,027	7,653	85,788	552,468	9,068	-28,606	532,930

I.   Description of Operations Financed:

The Defense Security Service (DSS) supports national security and the warfighter through its industrial security oversight and education missions. The DSS oversees the protection of the U.S. and foreign classified information and technologies in the hands of industry under the National Industrial Security Program (NISP) on behalf of the Department of Defense and 27 other Federal agencies. The DSS is responsible for providing security oversight, counterintelligence coverage and support to almost 10,000 cleared companies (comprising over 13,500+ industrial facilities and approximately 1.2 million cleared contractors), and accreditation of more than 14,000 classified information technology systems in 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 to access classified information. This oversight role includes:

- Conducting required NISP assessments to deter, detect, and identify loss or compromise of classified information and ensure corrective actions;
- Accrediting classified contractor computer systems to allow industry to perform on classified programs;
- Completing FOCI mitigation agreements and properly analyzing, evaluating and providing oversight to cleared firms under FOCI agreements;

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

- Increasing International Security training and personnel needed to facilitate timely secure shipment of commercially sold classified export controlled materials to and from U.S. cleared contractors and 65 foreign countries;
- Providing proactive training and support to DSS field personnel, industry, and government agencies; and
- Liaison with government Special Access Program (SAP) customers, and increase/improve analysis of SAP security issues.

The DSS also serves as the functional manager for the DoD Security Professional Development program. The DSS provides security education, training, and professional development services for the DoD Security Professional Development program, other U.S. Government personnel, contractor employees, and representatives of foreign governments, as required.

a. <u>**Industrial Operations and Policy Program**</u>:	<u>Dollars in Thousands</u>		
	FY 2013	FY 2014	FY 2015
	<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
	$101,189	$120,954	$122,938

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 27 National Industrial Security Program partners.

I.   Description of Operations Financed (cont.)

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. 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;

- 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 27 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.

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

   b. <u>**Personnel Security Investigations for Industry (PSI-I)**</u>:   <u>Dollars in Thousands</u>

	FY 2013	FY 2014	FY 2015
	<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
	$222,000	$285,500	$267,150

   The DSS facilitates security clearance requirements and costs for personnel security investigations for industry personnel in support of all DoD components and 27 other federal agencies participating in the National Industrial Security Program (NISP). The DSS administer 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 contactor 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).

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

c. <u>**Center for Development of Security Excellence (CDSE)**</u>:   <u>Dollars in Thousands</u>

	FY 2013	FY 2014	FY 2015
	<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
	$28,351	$29,650	$28,278

The DSS Center for Development of Security Excellence (CDSE) provides security education and training, and professionalization to DoD security program professionals and practitioners, DoD contractors, employees of other Federal agencies, and selected foreign governments. CDSE has an extensive course catalog that offers over 100 training and education courses and products, using a variety of platforms to include instructor-led, eLearning, security shorts, webinars and performance support tools. The Education Division offers 17 graduate level courses, and 5 Education Program Certificates. Courses are delivered using a collaborative online learning environment, making them available to U.S. military and government employees worldwide. Most CDSE education courses and a growing number of training courses have received American Council on Education College Credit Recommendation Service ACE College Credit (ACE CREDIT). As part of the Security Professional Education and Development (SPeD) certification program launched in FY 2011, CDSE is responsible for complete development, implementation, and continual maintenance of SPeD certifications. CDSE currently delivers three core and two specialty certifications, with one core and three specialty certifications in development and are scheduled to be implemented during FY14. The associated tasks consist of maintaining DoD security skill standards, developing certification diagnostic tools, and managing certification candidates.

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

As the premier provider of security education and training, and certification, CDSE 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.

d. <u>**Counterintelligence Program (CI):**</u>

<u>Dollars in Thousands</u>

FY 2013	FY 2014	FY 2015
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
$26,666	$28,788	$32,948

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.

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

- 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.

<u>Operational Support Activities</u>

1. <u>**Management HQ Activities:**</u>

	<u>Dollars in Thousands</u>	
FY 2013	FY 2014	FY 2015
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
$35,042	$38,636	$35,836

The DSS Headquarters enables mission execution through management of strategic priorities common to all initiatives within the agency and ensures direct service support to field operations. These functions provide critical management support devoted to keeping the daily operations of DSS aligned with the agency's motto of "mission first, people always". The support consists of financial management, acquisitions, human capital management, legal advice and assistance through the general counsel and inspector general, public affairs, security, maintenance of facilities, strategic management, logistical and property management.

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

2. **Office of the Chief Information Officer (OCIO):**

Dollars in Thousands

FY 2013	FY 2014	FY 2015
Actual	Estimate	Estimate
$45,779	$48,940	$45,780

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 achieved through sustainment of 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, 53 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)

A. BA Subactivities	FY 2013 Actual	Budget Request	FY 2014 Congressional Action Amount	Percent	Appropriated	Current Estimate	FY 2015 Estimate
Center for Development of Security Excellence	28,351	30,010	-360	-1.2	29,650	29,650	28,278
Counterintelligence Program	26,666	29,136	-348	-1.2	28,788	28,788	32,948
Industrial Operations and Policy	101,189	125,589	-4,635	-3.7	120,954	120,954	122,938
Management HQ Activities	35,042	39,105	-469	-1.2	38,636	38,636	35,836
Office of Chief Information Officer	45,779	49,533	-593	-1.2	48,940	48,940	45,780
PSI for Industry	222,000	278,000	7,500	2.7	285,500	285,500	267,150
Total	**459,027**	**551,373**	**1,095**	**.2**	**552,468**	**552,468**	**532,930**

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

B. <u>Reconciliation Summary</u>	Change FY 2014/FY 2014	Change FY 2014/FY 2015
Baseline Funding	**551,373**	**552,468**
Congressional Adjustments (Distributed)	7,500	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-6,405	
Subtotal Appropriated Amount	**552,468**	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	**552,468**	
Supplemental		
Reprogrammings		
Price Changes		9,068
Functional Transfers		
Program Changes		-28,606
Current Estimate	**552,468**	**532,930**
Less: Wartime Supplemental		
Normalized Current Estimate	**552,468**	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 President's Budget Request (Amended, if applicable)		551,373
1. Congressional Adjustments		1,095
a. Distributed Adjustments		
1) Congressional Adjustment	7,500	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8140 - DWCF Excess Cash Balances	-6,191	
2) Section 8034 - Indian Lands Environmental Mitigation	-214	
FY 2014 Appropriated Amount		**552,468**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**552,468**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**552,468**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2014 Normalized Current Estimate		**552,468**
6. Price Change		9,068
7. Functional Transfers		
8. Program Increases		3,555
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
1) Counterintelligence	2,195	
Increase provides analytical support for Insider Threat Program to deter detect and mitigate in the safeguarding of classified information from exploitation, compromise and or other unauthorized disclosure; and provide support for the National		

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
Intelligence Program (NIP) classified Campaign Programs. (FY 2014 Baseline: $28,788 thousand; +139 FTEs)		
2) Civilian Personnel	1,360	
Net increase of (+19) Full Time Equivalents (FTEs) provides (+25) to support Insider Threat initiatives; (+1) to support NIP classified Campaign Programs; and reduces (-7) in accordance with civilian workload analysis and streamlining of the Department of Defense Headquarter activities. (FY 2014 Baseline: $109,525 thousand; +879 FTEs)		
9. Program Decreases		-32,161
a. Annualization of FY 2014 Program Decreases		
b. One-Time FY 2014 Increases		
c. Program Decreases in FY 2015		
1) PSI-I Reduction	-22,907	
Decrease in funding reduces the number of industrial security personnel Top Secret Periodic Reinvestigations (TSPRs) which will increase the risk of potential insider threat from industrial personnel. (FY 2014 Baseline: $285,500 thousand; +0 FTEs)		
2) OCIO	-3,962	
Decrease reduces the number of IT support contracts to leverage economy and scale in providing increased capability. (FY 2014 Baseline: $48,940 thousand; +0 FTEs)		
3) Management Headquarters Activities	-3,434	
Streamlining Department of Defense management headquarters activities. (FY 2014 Baseline: $38,636		

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
thousand; +132 FTEs)		
4) CDSE	-1,858	
Decrease reduces the number of security courseware development efforts for instructor-led courses due to efficiences gained by providing eLearning courses. (FY 2014 Baseline: $29,650 thousand; +72 FTEs)		
FY 2015 Budget Request		**532,930**

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

1. <u>**National Industrial Security Program (NISP)**</u>

NISP Performance Measure #1: Facilities of Interest (FIL) Inspections Completed.

Comments: IFSO provides oversight and support for 13,500+ industry facilities with over 1.2 million 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 large manufacturing and research and development plants in the United States with professional security staffs, but possessing large amounts of highly classified information and hugely complex security requirements. The geographic dispersion of the work and widely varying complexity of the cleared industry facilities provides DSS a unique challenge to meet industry's security requirements or provide the required expertise and oversight. ISFO prioritizes its mission responsibilities based on a Facilities of Interest List (FIL) incorporating the value of a contractor's program, seriousness of known threats, and vulnerabilities to security programs. In short, we have focused our workforce on the highest risk facilities.

FY2013 Estimate	FY Assessments Completed	Facilities Overdue Assessments	Facilities Not Overdue Assessments	Total Amount of Facilities	% Assessments Completed/Not Overdue	GOAL	BELOW GOAL
FIL1	1839	196	253	2288	91.4%	100%	8.6%
FIL2	2105	71	0	2176	96.7%	100%	3.3%
FIL3	748	232	691	1671	86.1%	95%	8.9%
FIL4	2433	1373	3364	7170	80.9%	95%	14.1%
Total	7125	1872	4308	13305	85.9%	95%	12.1%

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

NISP Performance Measure #2: Average Information System Accreditation Cycle Time

Comments: This output performance measure displays the average number of days for the DSS to issue an accreditation that enables a contractor information system to process classified information. Accreditation cycle time for each system processed is determined by comparing the date an information system security plan is received by the DSS to the date the DSS issues an accreditation for that system. The actual average number of days it takes to complete an accreditation is calculated by taking the combined number of calendar days it takes to complete all of the accreditations divided by the number of accreditations completed. The agency is currently meeting the monthly goal of 20 days for performance across FY2013.

Average Information System Accreditation (days)	Oct 2012	Nov 2012	Dec 2012	Jan 2013	Feb 2013	Mar 2013	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013
Monthly Target	20	20	20	20	20	20	20	20	20	20	20	20
Actual Average	13	16	13	12	15	19	23	17	26	26	26	26
# Accredited 45 days	3	14	9	28	14	24	20	23	28	41	15	15

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

2. <u>**Center for Development of Security Excellence (CDSE)**</u>

CDSE Performance Measure #1: Requested FY 2013 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 FY2013 Course Iterations Scheduled	Oct 2012	Nov 2012	Dec 2012	Jan 2013	Feb 2013	Mar 2013	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013
Cum Monthly Schedule	11	20	24	39	47	51	57	64	69	73	82	84
Requested Total for FY2013	105	114	118	133	147	157	167	177	188	198	212	217

Scheduled courses remained constant from FY12 through FY13 while requested courses increased by 95%. CDSE suspended mobile course requests in March due to travel restrictions as a result of sequestration. Conversely, 23 courses were subsequently cancelled for low enrollment as a result of travel restrictions. The additional unmet requests are due to lack of resources. The CDSE program is taking action to increase its

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

capacity to accommodate the needs of the security community, prioritizing courses based on instructor availability and program requests.

CDSE Performance Measure #2: Required Active Course Inventory.

Comments: This output performance measure provides the actual number of active courses (Instructor Led Training, eLearning and Shorts) in inventory compared with the total number of active courses required by the security community.

Required Active Course Inventory FY2013	Oct 2012	Nov 2012	Dec 2012	Jan 2013	Feb 2013	Mar 2013	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013
Total Actual Active Course Inventory	111	114	114	116	116	116	118	118	119	119	120	121
FY2013 Total Course Inventory Requirement	130	130	130	130	130	130	130	130	130	130	130	130
% of Actual vs. Required Course Inventory	85%	88%	88%	89%	89%	89%	91%	91%	92%	92%	92%	93%

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

3. <u>**Counterintelligence (CI)**</u>:

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 assesses 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. 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 FY2013 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 27 other federal agencies with ensuring protection of critical research and technology resident in cleared industry; and refers all cases of CI interest to the appropriate DoD or USG investigative or operational department or agency.

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

	FY 2013				FY2014 - *Projection			
	Dec 2012	Mar 2013	Jun 2013	*Sep 2013	*Dec 2013	*Mar 2014	*Jun 2014	*Sep 2014
Rate of ID per Avg Available CI Resource**	5.28	5.23	5.45	4.89**	5.12	5.35	5.58	5.82
Number of k/s Illegal Penetrators Identified (most recent 12-months)	722	716	771	715	748	782	815	849
Number of Illegal Penetrators k/s identified FYTD	179	343	581	715	212	424	636	849
Average Available (FTE) CI Resource	134	137	142	146	146	146	146	146

* **Calculating the Rate of Identification:** The annual rate of identification is calculated monthly as of the last day of each month. To calculate the rate, divide the k/s collectors identified for the most recent 12-month period (as of the last day of a month) by the "average available" CI resources for the same month. "Average available resources" is the average number of FTEs assigned to CI over the same 12-month period.

** FURLOUGH IMPACT: DSS CI estimates 20 fewer k/s collectors were identified due to the furlough; as such, the total number of k/s collectors identified for FY13 is estimated as 735 and the estimated Rate of Identification had the furlough not occurred is 5.03.

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V. __Personnel Summary__	__FY 2013__	__FY 2014__	__FY 2015__	**Change** __FY 2013/__ __FY 2014__	**Change** __FY 2014/__ __FY 2015__
Civilian End Strength (Total)	875	879	898	4	19
U.S. Direct Hire	875	879	898	4	19
Total Direct Hire	875	879	898	4	19
Civilian FTEs (Total)	839	879	898	40	19
U.S. Direct Hire	839	879	898	40	19
Total Direct Hire	839	879	898	40	19
Average Annual Civilian Salary ($ in thousands)	124.3	124.6	124.7	.3	.1
Contractor FTEs (Total)	110	99	99	-11	0

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

OP 32 Line	FY 2013 Actual	Change FY 2013/FY 2014 Price	Change FY 2013/FY 2014 Program	FY 2014 Estimate	Change FY 2014/FY 2015 Price	Change FY 2014/FY 2015 Program	FY 2015 Estimate
101 Exec, Gen'l & Spec Scheds	104,300	782	4,383	109,465	1,095	1,360	111,920
106 Benefit to Fmr Employees	0	0	60	60	0	0	60
199 Total Civ Compensation	**104,300**	**782**	**4,443**	**109,525**	**1,095**	**1,360**	**111,980**
308 Travel of Persons	4,271	81	1,248	5,600	101	-222	5,479
399 Total Travel	**4,271**	**81**	**1,248**	**5,600**	**101**	**-222**	**5,479**
696 DFAS Financial Operation (Other Defense Agencies)	1,200	156	-512	844	15	341	1,200
699 Total DWCF Purchases	**1,200**	**156**	**-512**	**844**	**15**	**341**	**1,200**
771 Commercial Transport	120	2	915	1,037	19	-556	500
799 Total Transportation	**120**	**2**	**915**	**1,037**	**19**	**-556**	**500**
912 Rental Payments to GSA (SLUC)	8,479	161	52	8,692	156	8	8,856
914 Purchased Communications (Non-Fund)	5,380	102	12,941	18,423	332	-11,252	7,503
917 Postal Services (U.S.P.S)	24	0	274	298	5	-273	30
920 Supplies & Materials (Non-Fund)	9,165	174	1,278	10,617	191	-2,508	8,300
921 Printing & Reproduction	174	3	-60	117	2	0	119
922 Equipment Maintenance By Contract	22,318	424	-12,705	10,037	181	-864	9,354
923 Facilities Sust, Rest, & Mod by Contract	622	12	7,536	8,170	147	-7,317	1,000
925 Equipment Purchases (Non-Fund)	10,481	199	138	10,818	195	-1,613	9,400
932 Mgt Prof Support Svcs	32,872	625	-19,618	13,879	250	8,283	22,412
934 Engineering & Tech Svcs	4,279	81	15,150	19,510	351	-15,561	4,300
957 Other Costs (Land and Structures)	3,651	69	-3,720	0	0	2,000	2,000
987 Other Intra-Govt Purch	248,523	4,722	68,424	321,669	5,790	6,405	333,864
989 Other Services	3,168	60	10,004	13,232	238	-6,837	6,633
999 Total Other Purchases	**349,136**	**6,632**	**79,694**	**435,462**	**7,838**	**-29,529**	**413,771**
Total	**459,027**	**7,653**	**85,788**	**552,468**	**9,068**	**-28,606**	**532,930**

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Fiscal Year 2015 Budget Estimates

Defense Threat Reduction Agency (DTRA)

March 2014

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

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
DTRA	406,054	6,143	7,344	419,541	6,238	-11,408	414,371

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.

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 fore-front 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 CWMD. In this role, the DTRA executes national WMD missions and develops capabilities to counter future WMD threats, while synchronizing interagency and international efforts across the full spectrum of nonproliferation, counterproliferation, and consequence management activities. Additionally, the DTRA's Director leads the

Defense Threat Reduction Agency
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I. <u>Description of Operations Financed (cont.)</u>

United States Strategic Command (STRATCOM) 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, facilities and policy solutions to combating WMD challenges. Moreover, the SCC-WMD synchronizes DoD components' CWMD-related planning efforts. The DTRA and SCC-WMD are critical partners with STRATCOM's Standing Joint Force Headquarters for Elimination (SJFHQ-E), which are all co-located at Fort Belvoir. The DTRA's FY 2015 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 with a 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 budget justification submission titled, "Cooperative Threat Reduction."

<u>Narrative Explanation of Changes:</u>

The FY 2015 budget request reflects an overall decrease of -$5.2 million when compared to the FY 2014 current estimate. This net adjustment includes a price adjustment of +$6.2 million; program increase of +$6.8 million and program decreases of -$18.2 million.

Defense Threat Reduction Agency
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I.   Description of Operations Financed (cont.)

The FY 2015 DTRA budget request reflects reductions in travel, contractor services, printing, reproduction, conferences, information technology devices, and management headquarters 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, the DTRA will continue to work to achieve the right balance across our mission portfolio and assure support for the highest priorities.

A.   Nonproliferation Activities:

	$ in thousands		
	FY 2013 Actuals	FY 2014 Estimate	FY 2015 Estimate
New START Treaty (NST) Missions	7,192	8,124	6,420
Conventional Weapons Missions	5,993	6,110	6,456
Chemical Weapons Convention (CWC) Missions	851	3,218	2,339
Open Skies (OS) Missions	3,921	4,074	3,472
International Counterproliferation (ICP)	7,402	7,776	7,620
Secretary of Defense Support	2,737	2,617	1,818
Defense Treaty Inspection Readiness Program (DTIRP)	560	239	0
Regional Security Engagement (RSE) Program	2,491	56	0
Training & Equipment Inspections	0	0	2,467
Small Arms Light Weapons	513	0	0
Civilian Personnel Payroll	25,788	27,489	28,185
Total	**57,448**	**59,703**	**58,777**

Note: Civilian payroll costs include personnel support costs for all Nonproliferation Activities to include the Cooperative Threat Reduction Program.

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

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 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's arms control mission directly enhances U.S. security interests.

The three primary objectives of the DTRA's 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

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

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.

The DTRA continues its efforts to carry out the inspection, escort, and monitoring provisions of the New START 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's budget submission for nonproliferation arms control activities provides support for the full range of treaty implementation requirements and reflects the latest revision to treaty entry-into-force (EIF) dates, as well as the latest assumptions for inspection and compliance requirements.

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

BUDGET TREATY ASSUMPTIONS

TREATY/PROGRAM	ENTRY-INTO-FORCE
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 (ICP)	EIF 1 Dec 1996
Plutonium Production Reactor Agreement (PPRA)	EIF 23 Sept 1997
Small Arms and Light Weapons (SALW)	EIF 4th Qtr FY 2001
Intl Atomic Energy Agency Additional Protocol	EIF January 2009
Regional Security Engagement (RSE)	EIF 2 May 2011

1)   **New START Treaty (NST) Missions:**

Resources support the 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, mock inspections, and essential support requirements. The NST entered into force on 5 February 2011.

This strategic program also implements the Plutonium Production Reactor Agreement (PPRA), which performs inspection and escort missions to monitor U.S. and Russian Shutdown Reactors, as well as conducting inspections to monitor Russian Plutonium Oxide Storage Facilities. The program also conducts certified DoD Host Team missions that ensure protection of DoD equities during International Atomic Energy Agency Additional Protocol (IAEA/AP) integrated safeguard inspections conducted in the U.S.

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

2) **Conventional Weapons Missions**:

Conventional weapons missions are conducted under the auspices of three international treaties and agreements that cover European Command's (EUCOM) and part of Central Command's (CENTCOM) area of responsibility. These include inspection, escort and liaison missions supporting the Conventional Armed Forces in Europe (CFE) Treaty that are carried out in 30 countries. In addition, the program covers confidence and security building measures (CSBMs) conducted under the Vienna Document 2011 that has 56 partner nations and the Dayton Peace Accords. Inspection missions under these three treaties and agreements provide real-time verification of internationally exchanged data to the U.S. Interagency. The escort and liaison missions are designed to protect operational security at inspected sites while providing treaty rights to the inspecting country. Also funded are operational support activities to include Security Assistance Visits and mock inspections.

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 and managed and that excess stockpiles are destroyed. To assist the Department in its topline reduction, the DTRA reprioritized resources to ensure the success of those programs most critical to the DTRA and the Department. To achieve this, the DTRA evaluated all programs, eliminated some in their entirety, and reduced the funding levels of other programs. The SALW program will be phased out in FY 2014 and eliminated by FY 2015 as a result of this review.

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

3)   **Chemical Weapons Convention (CWC) Missions**:

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 this multilateral agreement. The DTRA is engaged in CWC escort missions to include: systematic inspections of DoD chemical weapons storage facilities, the DoD Schedule 1 chemical single small scale facility, and the protective purposes facility; short-duration inspections of recovered chemical weapons and miscellaneous chemical weapons materials; and training and preparation for support of CWC Challenge Inspections. The U.S. Army's Assembled Chemical Weapons Alternatives (ACWA) Program Executive Office, responsible for destruction of chemical weapons at Pueblo, Colorado, projects Pueblo Explosive Detonation System (EDS) operations (with final engineering review and presence of OPCW inspectors) to begin in September 2014 and Pueblo Chemical Agent-Destruction Pilot Plant (PCAPP) operations to start as early as summer 2015. To support continuous on-site destruction monitoring by inspectors for EDS and for PCAPP, the DTRA will establish and begin staffing a detachment at Pueblo Chemical Depot in third quarter FY 2014. Destruction operations and related treaty monitoring at Pueblo are currently expected to run for five years, 2014-2019.

4)   **Open Skies (OS) Missions**:

The Open Skies Program supports the Open Skies Treaty, which entered into force in January 2002. The Open Skies Treaty is multilateral and involves 34 signatory nations, including many 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

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

receiving and conducting Open Skies observation missions and for conducting and
participating in aircraft and sensor certification inspections. Also funded in this
program are essential training and support requirements.

   5)   <u>International Counterproliferation Program (ICP)</u>:

The DoD International Counterproliferation Program (ICP) is congressionally mandated and
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), with DoD as 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 an additional 63 countries within South Asia, Southeast Asia, and Africa.
In response, the ICP immediately began engaging partner nations in Africa and Southeast
Asia in FY 2012.

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

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

is sustained with periodic local and regional WMD Integrated Exercises that enable students to use program skills and equipment within a realistic training environment. To assist the Department in its topline reduction, the DTRA reprioritized resources to ensure the success of those programs most critical to the DTRA and the Department. To achieve this, the DTRA evaluated all programs, eliminated some in their entirety, and reduced the funding levels of other programs. The ICP typically conducts 28-34 events per year. The FY 2015 budget request includes funding for 23-27 events as a result of this review.

6)   <u>Secretary of Defense Support</u>:

The DTRA provides technical, analytical, and administrative support to the Office of the Secretary of Defense (OSD) Treaty Managers. To assist the Department in its topline reduction, the DTRA reprioritized resources to ensure the success of those programs most critical to the DTRA and the Department. To achieve this, the DTRA evaluated all programs, eliminated some in their entirety, and reduced the funding levels of other programs. Treaty management support is reduced in FY 2015 as a result of this review.

7)   <u>Defense Treaty Inspection Readiness Program (DTIRP)</u>:

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. To assist the Department in its topline reduction, the DTRA reprioritized resources to ensure the

I.   Description of Operations Financed (cont.)

success of those programs most critical to the DTRA and the Department. To achieve this, the DTRA evaluated all programs, eliminated some in their entirety, and reduced the funding levels of other programs. The DTIRP will be phased out at the end of FY 2014 and eliminated by FY 2015 as a result of this review. Activities in FY 2014 will be focused on providing sustainable training support to sites so that in the future, on-site personnel can conduct their own training.

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 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 Agency (DSCA). The RSE program leverages the Regional Centers (under DSCA and associated with National Defense University) for regional expertise and logistical support. To assist the Department in its topline reduction, the DTRA reprioritized resources to ensure the success of those programs most critical to the DTRA and the Department. To achieve this, the DTRA evaluated all programs, eliminated some in their entirety, and reduced the funding levels of other programs. The RSE program will be phased out at the end of FY 2014 and eliminated by FY 2015 as a result of this review.

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

9) <u>Training and Equipment Inspections:</u>

Training and Equipment Inspections consists of Arms Control Treaty Training, Language Training, and Technical Equipment Inspection (TEI). In FY 2013 and FY 2014, the costs for those programs were allocated to treaty programs. In FY 2015, the programs were realigned from the treaty programs to properly align missions and related costs with the way we execute.

The Arms Control Treaty Training program serves as the DTRA's and the U.S. Government's sole source for all arms control treaty training. This program is a new breakout from four existing programs and allows the DTRA to properly align missions and related costs with the way we execute. Students attend training from the DTRA, U.S. government agencies, and U.S. facilities subject to inspection. Training is provided for the New START Treaty, the Open Skies Treaty, the Conventional Armed Forces in Europe Treaty, the International Atomic Energy Agency Integrated Safeguards, and the Chemical Weapons Convention. The program also contracts for additional training needed for both the personal safety and knowledge of arms control inspectors, to include the Radiological Worker Safety Class, Graphite Moderated Reactor Seminar, and the Rocket Motor Production Course. The program ensures U.S. Arms Control Treaty inspection and escort teams are trained and certified prior to world-wide deployment.

The Language Training program provides funding for military linguist recruiting, in-house and contracted language training, and linguistic support to the New START Treaty, the Plutonium Production Reactor Agreement, the Open Skies Treaty, the Conventional Armed Forces in Europe Treaty, the Vienna Document of 2011, and the Dayton Peace Accords. This program is a new breakout from three existing programs and allows the DTRA to properly

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

align missions and related costs with the way we execute. This centralization of
language training supports the overall On-Site inspection mission. The program is
responsible for full life-cycle management of DTRA professional military linguists, from
recruitment to training at the Defense Language Institute to their day-to-day mission
support of arms control operations from three different locations. In-house Russian
language instructors provide daily treaty-specific, technical, and global language
training to over 100 professional military linguists and Foreign Area Officers (FAOs) and
play a central role in ensuring language professionals are able to carry out their vital
mission. In addition, the program conducts external language immersion courses, to
include languages other than Russian, to ensure the unique training needs of DTRA's
language professionals are met.

The Technical Equipment Inspection (TEI) program is a one-of-a kind U.S. Government
security program established in response to the potential hazards posed by foreign owned
and controlled inspection equipment being introduced in U.S. facilities during arms
control inspections. This program is a new breakout from four existing programs and
allows the DTRA to properly align missions and related costs with the way we execute. It
is designed to ensure that all equipment used during arms control activities meets the
agreed treaty specifications and parameters and will not present a safety hazard. This
is done via equipment certification, equipment inspection, technical consultation,
analyses, on-site support, and training. Arms control treaties supported include the
Open Skies Treaty, the New START Treaty, the International Atomic Energy Agency
Integrated Safeguards, the Chemical Weapons Convention, and the Comprehensive Nuclear
Test Ban Treaty.

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

	<u>**$ in thousands**</u>		
	FY 2013 <u>Actuals</u>	FY 2014 <u>Estimate</u>	FY 2015 <u>Estimate</u>
B. <u>**WMD Combat Support and Operations**</u>:	162,303	169,808	176,394

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 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 U.S. 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 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 subactivity group, 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

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

Defense Review (QDR), the Joint Strategic Capabilities Plan (JSCP), the Nuclear Posture Review (NPR), Guidance for the Employment of the Force (GEF), and the Unified Command Plan (UCP) continue to be integrated into this subactivity group. Moreover, the DTRA has placed emphasis on meeting emerging threats and leveraging strategic planning principles to assist in the long range planning efforts for the DTRA's combat support mission and 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 subactivity group. The Balanced Survivability Assessment (BSA) program is executed 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. The BSA teams identify mission vulnerabilities and recommend ways to mitigate or eliminate them. They 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

I.   Description of Operations Financed (cont.)

planning activities for new facilities to ensure that mission survivability is considered prior to construction and conduct smaller assessments that focus on specific survivability issues. Additionally, 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 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 adaptive, networked adversaries, including terrorists, hostile state Special Operations Forces and their proxies, Foreign Intelligence Service activities that include insiders with placement and access. The DoD Red Team 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. DoD Red Team assessments provide a means to evaluate and test protection strategies for mission assurance, including force protection, defense critical infrastructure protection, cyber security, counter-terrorism, and emergency response from violent extremist groups and aggressor states. DoD Red Team assessments provide foundational data necessary to develop effective operational risk management programs to ensure appropriate security within a resource constrained environment.

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

The Joint Staff Integrated Vulnerability Assessments (JSIVA) program provides direct support to the Joint Staff, Combatant Commands, Military Services, and Defense Agencies in the area of vulnerability assessments. The JSIVA program provides a vulnerability-based assessment of military installations and missions world-wide. JSIVA teams are comprised of active duty military and DoD civilians that are fully capable of assessing seven broad areas relating to facility/installation vulnerability to terrorist attacks and the means of reducing mass casualties and damage to mission-essential resources. Recently, Information Operations Specialists were added to complement each team in the assessment of communication infrastructure and information assurance. Further, at the request of the COCOMs, the program expanded to conduct Capabilities Assurance Assessments to assess vulnerabilities associated with defense critical infrastructure and mission survivability. Additional support includes mobile training teams to train personnel on the DoD methodology to conduct vulnerability assessments, technology development for physical security equipment, reach-back, and other anti-terrorism-related technologies, such as blast mitigation systems.

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 direct operational assistance to COCOM designated search forces. In FY 2011, the program was expanded to begin fielding and manning two new TSGs, one each for CENTCOM and AFRICOM, 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 multiple U.S. government laboratories (additional SMEs). Currently, CENTCOM's TSG is manned and equipped, and AFRICOM's TSG has two military resources and 75% of equipment on hand.

I. Description of Operations Financed (cont.)

DTRA provides pre-incident site characteristic packages to COCOMs and Military Services through its Contingency Response Survey program. These packages 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 detailed tactical planning surveys, DTRA monitors requirements, tracks suspenses, and receives feedback from customers by way of exercise or tabletop reviews to improve the packages. In FY 2013, eight Contingency Response Surveys were completed and six Contingency Response Surveys will be completed in FY 2014. To assist the Department in its topline reduction, the DTRA reprioritized resources to ensure the success of those programs most crtical to the DTRA and the Department. To achieve this, the DTRA evaluated all programs, eliminated some in their entirety, and reduced the funding levels of other programs. The Contingency Response Survey program will be phased out at the end of FY 2014 and eliminated by FY 2015 as a result of this review.

The DTRA's Nuclear Logistics Operations Support program provides support to the Joint Staff with nuclear weapons 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, safety, Joint Nuclear Weapon Publications (JNWPS), Nuclear Weapons Related Materiels (NWRM), 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

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

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 live radioactive field training sites, as well as an extensive nuclear weapons instructional museum (both classified and unclassified exhibits) 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 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 subactivity group also supports the 24/7 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

I.   Description of Operations Financed (cont.)

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 CBRNE.

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. The DTRA's role is directed by DoD Directives 3150.08 and 5105.62, the Under Secretary of Defense, and CJCS tasking through yearly JCS worldwide exercise schedules. The DTRA assists Federal, State, and local response to radiological emergencies as outlined in applicable DoD Directives, ensuring a "whole of government" response to accidents or incidents involving nuclear weapons.

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 interservice support agreement with the Armed Forces Radiobiology Research Institute (AFRRI) to provide radiation health physicists and radiation physicians to the CMAT when

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

required. The CMAT members deploy with their own support equipment consisting of military gear, weapons, computer, 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 COCOMS and the Department of State to assess and identify key partner nations with which to engage.

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; 2) providing assistance to the affected foreign nation following a WMD attack or accidental release; or 3) situations where DoD is the lead, for example, in a combat zone or where a host government does not exist.

The DTRA is the program management office for the Nuclear Arms Control Technology (NACT) program, which addresses all matters pertaining to the operations and maintenance and sustainment of the U.S. International Monitoring System. This program directly provides

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

for WMD monitoring requirements validated by USD(AT&L) and ensures these monitoring capabilities are certified for operations and available when and where required.

Further, the DTRA serves as the DoD executive agent for the Nuclear Test Personnel Review (NTPR) Program, that addresses all matters pertaining to the participation and radiation exposures of DoD personnel in U.S. atmospheric nuclear testing (1945-1962) and the post-war occupation of Hiroshima and Nagasaki, Japan.

	$ in thousands		
	FY 2013 Actuals	**FY 2014 Estimate**	**FY 2015 Estimate**
C. U.S. Strategic Command (USSTRATCOM) Center for Combating Weapons of Mass Destruction	10,966	11,744	11,253

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 the Commander, USSTRATCOM.

I.   Description of Operations Financed (cont.)

The DTRA supports the SCC mission by providing combating WMD (CWMD) 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. Efforts that focus on enhancing 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		
	FY 2013 Actuals	**FY 2014 Estimate**	**FY 2015 Estimate**
D. Core Mission Sustainment:	175,337	178,286	167,947

The DTRA Core Mission Sustainment Activities program represents a wide range of functions that provide the necessary resources to support all of the Agency's core mission essential functions (spanning four appropriations within a $2.6B portfolio). These functions, which comprise the Core Mission Sustainment Activities program, provide the foundation for 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 financial management; contract execution; logistics management; strategic planning;

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

and providing the safety, security, and efficiency necessary for mission success.
Activities funded in this subactivity group also provide for the essential management,
planning, administration of management headquarters functions, and operational and
administrative support to all of DTRA's functional organizations.

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. <u>Force Structure Summary</u>:
Not Applicable

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

			FY 2014				
			Congressional Action				
A. <u>BA Subactivities</u>	**FY 2013 Actual**	**Budget Request**	**Amount**	**Percent**	**Appropriated**	**Current Estimate**	**FY 2015 Estimate**
1. Nonproliferation Activities	57,448	67,318	-7,615	-11.3	59,703	59,703	58,777
2. Weapons of Mass Destruction Combat Support & Operations	162,303	180,176	-10,368	-5.8	169,808	169,808	176,394
3. USSTRATCOM Center for Combating WMD	10,966	11,791	-47	-0.4	11,744	11,744	11,253
4. Core Mission Sustainment	175,337	185,124	-6,838	-3.7	178,286	178,286	167,947
Total	**406,054**	**444,409**	**-24,868**	**-5.6**	**419,541**	**419,541**	**414,371**

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

	Change FY 2014/FY 2014	Change FY 2014/FY 2015
B. <u>Reconciliation Summary</u>		
Baseline Funding	**444,409**	**419,541**
Congressional Adjustments (Distributed)	-20,000	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-4,868	
Subtotal Appropriated Amount	**419,541**	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	**419,541**	
Supplemental		
Reprogrammings		
Price Changes		6,238
Functional Transfers		
Program Changes		-11,408
Current Estimate	**419,541**	**414,371**
Less: Wartime Supplemental		
Normalized Current Estimate	**419,541**	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 President's Budget Request (Amended, if applicable)		**444,409**
1. Congressional Adjustments		-24,868
a. Distributed Adjustments		
1) Enter Description	-20,000	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8023 - FFRDC	-4	
2) Section 8034 - Indian Lands Environmental Mitigation	-162	
3) Section 8140 - DWCF Excess Cash Balances	-4,702	
FY 2014 Appropriated Amount		**419,541**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**419,541**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**419,541**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2014 Normalized Current Estimate		**419,541**
6. Price Change		6,238
7. Functional Transfers		
8. Program Increases		6,820
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
1) WMD Combat Support - Nimble Elder	6,820	
This increase provides funding to support the end-user with a low visible, tactical, Chemical/Biological search capability that complements the existing Radiological/Nuclear (R/N)		

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

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

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search support. The funds will buy chemical and biological detection equipment, training, and contractor support. The requirement to integrate low-visibility Chemical/Biological search into the Nimble Elder program is driven by recent classified DoD guidance and specific Combatant Command requirements. (FY 2014 Baseline: $12,768 thousand)

9. Program Decreases   -18,228

   a. Annualization of FY 2014 Program Decreases

   b. One-Time FY 2014 Increases

   c. Program Decreases in FY 2015

      1) A. Nonproliferation Activities Terminations   -295

      Terminates the following programs: 1) Defense Treaty Inspection Readiness Program (DTIRP) - Terminates support for the security preparedness and outreach program that provides security implementation education and awareness concerning operational activities, arms control implementation advice, and assistance to DoD and defense contractor facilities requiring on-site and over-flight inspections; 2) Regional Security Engagement - Terminates funding for a variety of multilateral strategic engagement events (e.g. Seminar on CWMD and Terrorism, Regional CWMD Symposia, tailored Table Top Exercises, and Community of Interest events) which promote CWMD programs and awareness throughout the world. (FY 2014 Baseline: $3,064 thousand)

      2) B. Weapons of Mass Destruction Combat Support &   -1,295
      Operations Terminations

      Terminates the following programs: 1) Site Surveys -

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

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

Terminates pre-incident site characteristics packages related to nuclear, biological and chemical security, which support Commanders in crisis or consequence management planning; 2) Building Partner Capacity - Terminates continuing operations support for outreach offices; program management support; coordination for developing relationships with international Science and Technology (S&T); and monitoring of S&T developments and advancements in overseas nations; 3) Net Centric Architecture - Terminates operational support for the development, testing, deployment, and end-product framework for Chemical, Biological, Radiological, Nuclear, and high-yield explosives modeling and simulation codes. (FY 2014 Baseline: $2,187 thousand)

3) C. USSTRATCOM Center for Combating WMD Terminations   -663
Interagency CWMD Database of Responsibilities, Authorities & Capabilities (INDRAC) - Terminates support for the U.S. Government-wide reference database of WMD non-proliferation, counter-proliferation, and consequence management resources and authorities. (FY 2014 Baseline: $1,085 thousand)

4) D. Core Mission Sustainment Terminations   -3,219
Terminates funding for integrated Information Technology (IT) governance that included Enterprise Architecture configuration management, capital planning, investment control, and portfolio and requirements management. (FY 2014 Baseline: $3,219 thousand)

5) E. Nonproliferation Activities Reductions   -1,833

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
The following programs are reduced: 1) Open Skies – Reduces number of flight training missions conducting in support of Open Skies Missions; 2) START/Nuclear Missions – Eliminates mock inspections to develop proficiency and forces the use of actual missions to train new personnel and eliminates linguist proficiency training; 3) International Counterproliferation (ICP) – Eliminates four regional ICP courses which provide technical assistance and training to participating countries designed to enhance their capabilities to combat the proliferation of WMD across international borders; 4) Treaty Manager Support – Reduces technical, analytical, and administrative support to OSD Treaty Managers. (FY 2014 Baseline: $24,557 thousand)		
6) F. Core Mission Sustainment Reductions Management Headquarters – This decrease reflects a strategic efficiency reduction in Management Headquarters funding and staffing for better alignment to provide support to a smaller military force. Facilities Management Program – This adjustment reflects a decrease to the Defense Logistics Agency Inter-service support agreement for supporting services that included space and utilities, Child Development Center, sign language interpreting and disability services as well as the Employee Assistance program. (FY 2014 Baseline: $67,830 thousand)	-9,932	
7) G. Civilian Pay To assist the Department in its topline reduction,	-991	

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

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

the DTRA reprioritized resources to ensure the success of the DTRA's/Department's most critical programs. To achieve this, the DTRA evaluated all programs, eliminated some in their entirety, and reduced funding levels of other programs. The decrease of -7 FTEs between FY 2014 and FY 2015 is associated with the terminated programs.
(FY 2014 Baseline: $158,265 thousand; -7 FTEs)

FY 2015 Budget Request		**414,371**

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

A. <u>Nonproliferation Activities</u>:

	Number of Missions		
<u>Type of Mission</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>
New START Treaty			
Inspection Activity	21	18	18
Escort Activity	22	19	19
Mock Missions	6	4	3
Plutonium Production Reactor Agreement			
Inspection Activity	5	7	6
Escort Activity	2	2	2
Mock Missions	0	0	0
Conventional Weapons/1			
Inspection Activity	31	28	28
Escort Activity	20	30	30
Mock Missions	8	12	10
Chemical Weapons Convention/2			
Escort Activity	4	7	27
Mock Missions	6	7	7
Open Skies Treaty			
Inspection Activity	20	19	19
Escort Activity	12	15	15
Mock Missions	5	7	6
Training and Equipment Inspections			
Arms Control Treaty Training	0	0	31
Language Training	0	0	35
Technical Equipment Inspection (TEI)	0	0	117
International Counterproliferation Program/3	26	30	27
International Atomic Energy Agency	3	14	14

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

<u>Number of Missions</u>

Type of Mission	FY 2013	FY 2014	FY 2015
Small Arms and Light Weapons Program/4	41	25	0
Regional Security Engagement Program/5	6	2	0

* There is not a direct correlation between CFE dollars and workload. See Note 1.

1) Conventional Weapons Missions - The projected workload accounts for the Vienna Document 2011 (VD11) inspections and escorts which have active participation from Russia and all other signatories; Dayton Peace Accord activities that the USG is required to conduct; Conventional Armed Force in Europe Treaty (CFE) missions that still have active Ukrainian and Belorussian participation; and treaty training for inspectors and United States European Command (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. In addition, Conventional Weapons Missions workload plans for the possibility of CFE treaty verification operations for the Russian Federation, which suspended CFE activities in 2007. The projected FY 2014 and FY 2015 workload takes into account the possibility of resuming the full level of CFE activities should the Russian Federation lift its suspension. The Russian Federation has the legal right to resume and continue treaty verification operations at any time, so the DTRA plans for that possibility, while taking 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 it 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.

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

2) Chemical Weapons (CW) Convention – As of the end of FY 2013, the United States has destroyed nearly 90 percent of its originally declared chemical weapons stockpile. The destruction of the remaining 10 percent is scheduled for 2015-2019 in Pueblo, Colorado and 2020-2023 in Blue Grass, Kentucky. Chemical weapons storage, Schedule 1, preparation for Challenge Inspection, and other missions continue in the interim. However, training operations must 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.

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 63 countries within Southeast Asia and Africa in September 2011. The ICP has incorporated cost-saving efficiency measures such as shifting from bilateral to regional engagement and increasing combined missions (accomplishing policy meetings, assessments, and training during the same trip). In order to support the increasing COCOM demand for ICP training, the ICP has also leveraged Counter-WMD Cooperative Defense Initiatives funding from several geographic COCOMs. ICP 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. To assist the Department in its topline reduction, the DTRA reprioritized resources to ensure the success of those programs most critical to the DTRA and the Department. To achieve this, the DTRA evaluated all programs, eliminated some in their entirety, and reduced the funding levels of other programs. The ICP typically conducts 28-34 events per year. The FY 2015 Budget Estimate includes funding for 23-37 events instead.

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

4) Small Arms and Light Weapons (SALW) program – In 2013, the SALW program reduced 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. To assist the Department in its topline reduction, the DTRA reprioritized resources to ensure the success of those programs most critical to the DTRA and the Department. To achieve this, the DTRA evaluated all programs, eliminated some in their entirety, and reduced the funding levels of other programs. The SALW program will be phased out in FY 2014 and eliminated in FY 2015 as a result of this review.

5) Regional Security Engagement (RSE) Program - This program includes two types of events: Regional Combating Weapons of Mass Destruction workshops and seminars on 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 this program is to raise awareness of threats and discuss best practices in a collaborative and professional environment and to develop a community of practice 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 developed a collaborative cost and labor sharing model with the Regional Centers associated with the 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 Counter-WMD Cooperative Defense Initiatives Program as executed by the Geographic Combatant Commands. To assist the Department in its topline reduction, the DTRA reprioritized resources to ensure the success of those programs most critical to the DTRA and the Department. To achieve this, the DTRA evaluated all programs,

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

eliminated some in their entirety, and reduced the funding levels of other programs. The RSE program will be phased out at the end of FY 2014 and eliminated in FY 2015 as a result of this review. The RSE Program conducted six events in FY 2013. The planned workload for FY 2014 is two events.

B.   <u>WMD Combat Support and Operations</u>:   <u>Number of Missions</u>

	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>
1) Inspection of Nuclear-Capable Units	17	18	16

The Inspection of Nuclear-Capable Units provides OSD and Joint Staff with independent assessments of nuclear-capable units and assurances that missions are safely, securely, and reliably conducted and provides assurance that Personnel Reliability Programs are properly managed at the nuclear-capable Combatant Commands (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 the Services. This includes monitoring the status of weapons, weapon issues and components, and providing day-to-day support for automated systems that are used to manage the stockpile during peace, crisis, and war. Tracking nuclear weapons requires 100 percent accuracy, the importance of which can never be minimized regardless of the number of weapons or components. The status and location of all weapons in 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 DoD nuclear weapons stakeholders use of the Defense Integration and Management of Nuclear Data Services (DIAMONDS) system. This system provides an architecture for the reporting of all nuclear

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

weapons stockpile information. The DTRA developed an additional feature within DIAMONDS to account for, track, and inventory Nuclear Weapons-Related Materiel (NWRM). DIAMONDS is provided to decision makers at the Joint Staff, CCMDs, MAJCOMS, USSTRATCOM, DOE, OSD, and the Deputy Assistant for the Secretary of Defense for Nuclear Matters (DASD NM) to access information on the nuclear weapons stockpile. 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 handling, maintenance, and storage. 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.

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, and use control) to support policy and other decision makers in the maintenance of the U.S. and the North Atlantic Treaty Organization (NATO) nuclear deterrent and extended deterrence to include 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.

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

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. This is directed by DoD Directives 3150.08 and 5105.62, the Under Secretary of Defense, and Chairman, Joint Chiefs of Staff (CJCS) tasking through yearly JCS worldwide exercise schedules. Exercise costs are training objective/location dependent. 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 Continental U.S. (CONUS) nuclear weapon incident response capability and will 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

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

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) The 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 CBRNE incident. Accordingly, the 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. In FY 2013, CMAP initiated 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 that are not covered by CTR. In this way, the two programs will complement their efforts in this volatile region.

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

7) The measurable criteria for planned exercises are:

	FY 2013	FY 2014	FY 2015
a) Number of Nuclear Weapons Accident/Incident Exercises:			
1. Field Training Exercises (FTX)	5	3	5
2. Command Post Exercises (CPX)	0	3	5
3. Table Top Exercise (TTX)	4	10	5
4. Leadership Orientation Seminars (SEM)	3	5	6
b) Number of Consequence Management Exercises:			
1. Field Training Exercise (FTX)	3	9	8
2. Command Post Exercises (CPX)	3	8	7
3. Table Top Exercise (TTX)	23	29	25
4. Leadership Orientation Seminars (SEM)	9	13	12
c) Number of Special Exercises:			
1. Field Training Exercise (FTX)	12	14	18
2. Foreign, Service, and Agency Exercises	7	7	0
3. Leadership Orientation Seminars (SEM)	2	2	0
d) Number of Consequence Management Assistance Program (CMAP) Activities:			
1. CM Assessment Visits	5	6	10
2. CM Capability Improvement Seminars (CIS)	32	29	40
3. CM Table Top Exercise (TTX)	10	12	20
4. CM Leadership Orientation Seminars (SEM)	5	6	12

IV. Performance Criteria and Evaluation Summary:

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 through FY 2014, with equal distribution between the U.S. and overseas locations.

	FY 2013	FY 2014	FY 2015
JSIVA Sites Visited			
EUCOM	8	9	5
NORTHCOM	63	48	30
PACOM	2	9	4
CENTCOM	6	8	4
SOUTHCOM	3	2	1
JFCOM	0	0	0
TRANSCOM	0	0	0
STRATCOM	0	0	0
AFRICOM	1	4	1
Total Visits Conducted	83	80	45
COCOM AT Program Reviews	0	0	0
Mobile Training Team	7	10	0

The 83 assessments and Mobile Training Teams (MTTs) in FY 2013 equated to 96 assessment weeks. This is due to the size of some installations that necessitate multiple week

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

assessments. Through agreement with the Joint Staff, the DTRA will fund and maintain a capability to conduct 45 assessment events in FY 2015. The FY 2015 assessment numbers reflect a proportional allocation to each COCOM based upon the FY 2014 schedule. However, it is yet to be determined how the Joint Staff will actually designate and allocate those 45 events.

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 2013, the DTRA conducted 12 BSAs, and in FY 2014, 10 BSAs are scheduled to be conducted. For planning purposes, the DTRA plans to conduct 10 BSAs in FY 2015.

DoD Red Team assessments provide a means to evaluate and test protection strategies for mission assurance, including force protection, defense critical infrastructure protection, cyber security, counter-terrorism, and emergency response from violent extremist groups and aggressor states. DoD Red Team assessments provide foundational data necessary to develop effective operational risk management programs to ensure appropriate security within a resource constrained environment. In FY 2013, the DoD Red Team supported five full time assessment programs. In FY 2014 and FY 2015, the DoD Red Team will support four full time assessment programs.

10) The Defense Nuclear Weapons School (DNWS) is a unique entity that provides training in radiological and nuclear weapons; nuclear and radiological incident command and control; incident response; and chemical, biological, radiological, and nuclear (CBRN) modeling for DoD and other federal, state, and local agencies. In FY 2013, the DNWS

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

taught 122 in-residence courses, 85 Partnership Training & Education Program (PTEP) courses (100 modules) and other presentations, 11 Distance Learning (DL) courses (3300 classes), and 38 Mobile Training Teams (MTT). The DNWS also hosted six courses conducted by other Joint Directorates by providing Register services and facilities. The DNWS conducted 61 Nuclear Weapons Instructional Museum (NWIM) tours, both classified and unclassified. The DNWS expects to execute a similar training schedule in FY 2014. Three DNWS courses are currently hosted on the Joint Knowledge Online (JKO) website. During FY 2014, DNWS will continue development and refinement of web-based Nuclear Enterprise modules and courses. Additionally, 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. DNWS completed a course review in the Incident Response Department, which resulted in the development of a revised Explosive Ordnance Disposal (EOD) course. Because of this, the DNWS executed a 25% increase in EOD, radiological detection, and special mission unit training in FY 2013; with continued growth expected in FY 2014. DNWS will continue to develop and refine its WMD curriculum to provide tailored training to special operations warfighters. The DNWS is accredited by the American Council on Education (ACE), which has granted college credit for nine of the school's courses. In FY 2015, DNWS will consider additional partnerships in other geographic educational regions and explore the possibility of DNWS courses becoming part of degree and certificate programs at other colleges.

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<u>Defense Nuclear Weapons School</u>:

Student Projections	Total Student Numbers			Total Student Contact Hours		
	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>
In-Resident (IR)						
New Mexico	1,228	1,442	1,560	41,800	44,038	49,774
Virginia	399	380	390	19,192	19,980	19,772
Mobile Training Team (MTT)	1,562	1,605	1,826	31,404	32,761	35,492
Nuclear Weapons Instructional Museum (NWIM)	1,949	1,795	1,807	5,966	5,000	5,045
Partnership, Training & Education Program (PTEP)	1,097	945	990	26,260	24,200	25,010
Distant Learning (DL)	<u>3,363</u>	<u>3,150</u>	<u>3,182</u>	<u>70,880</u>	<u>68,583</u>	<u>69,297</u>
Grand Total by Year	9,598	9,317	9,755	195,502	194,562	204,390

11) 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 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.

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

The DTRIAC is the Threat Reduction and CWMD Communities' portal for scientific and technical (S&T) information through core and technical area tasks. The collection, located on Kirtland Air Force Base, Albuquerque, NM, has more than 3,000,000 records, making it the largest collection in the Information Analysis Center (IAC) community. These records include more than 350,000 catalogued text file titles; 25,000 films (more than 10,000,000 feet); 2,000,000 still photos; and other types of records dating from 1944 to present. These records 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. The Next Generation STARS utilizes DoD Discovery Metadata Specification (DDMS) format that allows for federation with other government agencies. In FY 2013, the DTRIAC received over 13,000 on-line inquiries; responded to 1,200 telephonic and email inquiries; assisted with 11 FOIAs; supported over 100 on-site researchers; presented on-site briefings to visitors; and conducted tours of the document and film areas in support of visitors in the scientific community. In FY 2014 and FY 2015, the DTRIAC expects to continue investment in advanced automation efforts as well as make improvements to the catalog collection.

12) 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;

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

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, OSD, 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 2,400 per year);
4. Level of effort to support outreach activities (approximately 2,500 outgoing phone calls per year); and
5. Number of cases pending. As a result of public outreach efforts, the number of cases pending at the end of the fiscal year peaked in FY 2012 at 1,021 and decreased to 812 in FY 2013. Due to increased program focus and a projected decrease in new cases, this decrease will accelerate in FY 2014. By the end of FY 2014, pending cases are projected to be 200, returning the NTPR program to an optimal steady state.

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

The primary performance criteria are:

1. Case processing time of less than 6 months (FY 2013 average: 146 days. End of FY 2014 projection: 40 days (which is considered optimum)).
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).

13) Technical Reachback and Joint Operations Center – 24/7 CWMD Command and Control and Technical Support area has 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 international nonproliferation arms control monitoring and security cooperation activities to develop timely, tailored products aiding identification, characterization, and tracking of existing and emerging CBRNE threats worldwide. Technical Reachback and Joint Operations Center products/capabilities include:

- Monitoring and participating in CWMD exercises and real-world missions, focusing on capturing and incorporating lessons learned;
- Providing CBRNE decision support capability for planning, operations, and post-event analysis, including near real-time operational analysis and access to specialized WMD

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

    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; and
- 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 2015 for the support described above.

	FY 2013	FY 2014	FY 2015
EUCOM	43	60	30
NORTHCOM	137	80	125
PACOM	173	175	130
CENTCOM	87	60	80
SOUTHCOM	2	6	1
TRANSCOM	1	6	2
STRATCOM	177	250	125
SOCOM	41	36	37
AFRICOM	1	5	2
Intelligence Community	30	40	35
National Guard	160	165	175
DHS	73	25	70
Joint Staff	210	16	125
OSD	25	22	26
HHS	58	20	20
Air Force	31	70	31
Navy	106	140	90
Marines	17	50	15
Army	60	50	55
Others	195	200	221
Total	1,627	1,476	1,395

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

C. <u>U.S. Strategic Command (USSTRATCOM) Center for Combating WMD (SCC-WMD)</u>:

The DTRA supports the SCC-WMD by providing CWMD capabilities to optimize USSTRATCOM mission of synchronizing DoD CWMD planning efforts to dissuade, deter and prevent the acquisition, development, and 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 to include:

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 WMD threat. The DTRA efforts range from strategic and operational planning through exercise support to near real-time war fighter support. The products include analytical studies and plans, software modeling, and tools. The DTRA supports SCC-WMD and its customers on a 24/7 basis.

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

<u>Planning, Capability Based Assessments and Interagency Coordination</u>: This area supports the SCC-WMD and the COCOMs with CWMD-related deliberate and crisis action planning efforts.

<u>Planning</u>: The DTRA provides CWMD planning expertise to the COCOMs, Joint Staff (JS), 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; and
- Joint Planning and Execution Community reviews of policy, doctrine, and plans.

The DTRA's more tailored planning support includes:

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

- Full-spectrum, dynamic CWMD planning functions to conduct an analysis of existing plans and assist COCOMs in creating new WMD-related plans/annexes/appendices; and
- Three deployable Plans Teams with unique capabilities to support COCOMs and other designated organizations during contingency/crisis action planning.

<u>Capability Based Assessments:</u> The DTRA advocates 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. The DTRA is 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);
- Refining and continuing 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); and
- Managing and chairing the DTRA Services Working Group (DSWG) increasing interface between DTRA/SCC-WMD and the CWMD Community of Interest (COI) within the Services.

<u>Interagency Coordination and Collaboration</u>: The DTRA supports the SCC-WMD within DoD, across the U.S. Government (USG), and internationally in support of the USSTRATCOM

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

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. To assist the Department in its topline reduction, the DTRA reprioritized resources to ensure the success of those programs most critical to the DTRA and the Department. To achieve this, the DTRA evaluated all programs, eliminated some in their entirety, and reduced the funding levels of other programs. The INDRAC program will be phased out at the end of FY 2014 and eliminated by FY 2015.

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

Situational Awareness: This program provides:

- 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; and
- Emerging WMD Threat Assessments

D. DTRA Core Mission Sustainment:

The DTRA/SCC-WMD core mission sustainment activities include the full-range of essential operational support functions to sustain approximately 2,000 civilian and military personnel, operating from nine sites within the U.S. and 13 sites overseas, as they pursue worldwide missions in non-proliferation, counterproliferation, consequence management, nuclear weapons support, technology security, arms control, Cooperative Threat Reduction, and the Chemical-Biological Defense program. Support functions include:

- Facilities, engineering, and logistics support activities including: facility leasing; supply chain management; transportation and shipping; equipment and material management; facilities management; audio and visual support; and civil engineering-related functions to the DTRA mission worldwide;

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

- Financial management for approximately $2.6 billion per fiscal year from four Defense-wide appropriations, using $1.2 billion of the DTRA obligation authority and $1.4 billion from the DoD Chemical-Biological Defense Program funding;
- Human resources management, including the full range of personnel services for approximately 717 military and 1,224 civilian employees;
- Information Technology (IT) support providing operational requirements and maintenance of the Local Area Network (LAN), day-to-day operation of automation and equipment for approximately 2,000 Government employees at 22 sites worldwide, and operating the telecommunications center to provide secure and non-secure communications worldwide;
- Environment, Safety and Occupational Health 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 National Security 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, cyberspace and a classified program that provides timely support tailored to DTRA requirements;
- 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

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

  and Diversity initiatives; 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 to help guide the workforce toward a common purpose, Agency
  vision, and mission, values and goals; applicable strategic management performance
  measurement reviews to keep the Agency moving forward toward its strategic goals;
  assessment of the Agency's budget against its strategic criteria to provide senior
  leadership the information necessary to determine resource allocation decisions.

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V. __Personnel Summary__	FY 2013	FY 2014	FY 2015	Change FY 2013/ FY 2014	Change FY 2014/ FY 2015
Active Military End Strength (E/S) (Total)	660	765	716	105	-49
Officer	414	471	435	57	-36
Enlisted	246	294	281	48	-13
Reserve Drill Strength (E/S) (Total)	1	1	1	0	0
Officer	1	1	1	0	0
Civilian End Strength (Total)	1,262	1,258	1,251	-4	-7
U.S. Direct Hire	1,262	1,258	1,251	-4	-7
Total Direct Hire	1,262	1,258	1,251	-4	-7
Memo: Reimbursable Civilians Included	103	134	134	31	0
Active Military Average Strength (A/S) (Total)	660	659	616	-1	-43
Officer	414	410	378	-4	-32
Enlisted	246	249	238	3	-11
Reserve Drill Strength (A/S) (Total)	1	1	1	0	0
Officer	1	1	1	0	0
Civilian FTEs (Total)	1,209	1,231	1,224	22	-7
U.S. Direct Hire	1,209	1,231	1,224	22	-7
Total Direct Hire	1,209	1,231	1,224	22	-7
Memo: Reimbursable Civilians Included	97	127	127	30	0
Average Annual Civilian Salary ($ in thousands)	140.9	140.4	141.8	-0.5	1.4
Contractor FTEs (Total)	454	465	438	11	-27

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To assist the Department in its topline reduction, the DTRA reprioritized resources to ensure the success of those programs most critical to the DTRA and the Department. To achieve this, the DTRA evaluated all programs, eliminated some in their entirety, and reduced the funding levels of other programs. The FY 2014 column reflects a reduction of -45 FTEs from the FY 2014 President's Budget request. The decrease of -7 FTEs from FY 2014 to FY 2015 is associated with terminated programs.

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

	FY 2013	Change FY 2013/FY 2014		FY 2014	Change FY 2014/FY 2015		FY 2015
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	156,070	1,171	-2,266	154,975	1,550	-991	155,534
107 Voluntary Sep Incentives	250	0	-250	0	0	0	0
121 PCS Benefits	346	0	-346	0	0	0	0
199 Total Civ Compensation	**156,666**	**1,171**	**-2,862**	**154,975**	**1,550**	**-991**	**155,534**
308 Travel of Persons	10,954	208	2,293	13,455	242	-1,079	12,618
399 Total Travel	**10,954**	**208**	**2,293**	**13,455**	**242**	**-1,079**	**12,618**
696 DFAS Financial Operation (Other Defense Agencies)	2,281	297	110	2,688	47	-41	2,694
699 Total DWCF Purchases	**2,281**	**297**	**110**	**2,688**	**47**	**-41**	**2,694**
702 AMC SAAM (fund)	3,894	105	393	4,392	0	-403	3,989
771 Commercial Transport	547	10	51	608	11	-49	570
799 Total Transportation	**4,441**	**115**	**444**	**5,000**	**11**	**-452**	**4,559**
912 Rental Payments to GSA (SLUC)	522	10	-205	327	6	-11	322
913 Purchased Utilities (Non-Fund)	636	12	259	907	16	-26	897
914 Purchased Communications (Non-Fund)	5,069	96	-664	4,501	81	-686	3,896
915 Rents (Non-GSA)	11,023	209	-832	10,400	187	-18	10,569
917 Postal Services (U.S.P.S)	62	1	88	151	3	-30	124
920 Supplies & Materials (Non-Fund)	1,993	38	1,618	3,649	66	-756	2,959
921 Printing & Reproduction	189	4	67	260	5	-32	233
922 Equipment Maintenance By Contract	2,413	46	1,661	4,120	74	-1,749	2,445
923 Facilities Sust, Rest, & Mod by Contract	3,455	66	-78	3,443	62	1,264	4,769
924 Pharmaceutical Drugs	8	0	8	16	1	-1	16
925 Equipment Purchases (Non-Fund)	16,018	304	-445	15,877	286	4,071	20,234
932 Mgt Prof Support Svcs	7,158	136	319	7,613	137	-207	7,543
933 Studies, Analysis & Eval	17,959	341	-14	18,286	329	-1,111	17,504
934 Engineering & Tech Svcs	2,647	50	600	3,297	59	-45	3,311
937 Locally Purchased Fuel (Non-Fund)	1,032	-30	61	1,063	23	94	1,180

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OP 32 Line	FY 2013 Actual	Change FY 2013/FY 2014		FY 2014 Estimate	Change FY 2014/FY 2015		FY 2015 Estimate
		Price	Program		Price	Program	
957 Other Costs (Land and Structures)	1,164	22	-1,186	0	0	0	0
960 Other Costs (Interest and Dividends)	27	1	9	37	1	-1	37
964 Other Costs (Subsistence and Support of Persons)	10	0	19	29	1	-1	29
986 Medical Care Contracts	38	1	51	90	3	-3	90
987 Other Intra-Govt Purch	12,340	234	7,564	20,138	362	-887	19,613
989 Other Services	108,178	2,055	7,528	117,761	2,120	-3,706	116,175
990 IT Contract Support Services	39,771	756	-9,069	31,458	566	-5,004	27,020
999 Total Other Purchases	**231,712**	**4,352**	**7,359**	**243,423**	**4,388**	**-8,845**	**238,966**
Total	**406,054**	**6,143**	**7,344**	**419,541**	**6,238**	**-11,408**	**414,371**

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Defense Technology Security Administration (DTSA)

March 2014

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

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
DTSA	31,207	372	3,169	34,748	438	-2,399	32,787

I. Description of Operations Financed: The Defense Technology Security Administration's (DTSA) mission is identify and mitigate national security risks associated with the international transfer of advanced technology and critical information in order to maintain the U.S. warfighter's technological edge and support U.S. national security objectives.

DTSA's core functions are:

- Licensing

- International Information Security

- International Engagement

- Space Monitoring

- Export Control Reform

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

   • Technology Security and Foreign Disclosure

To perform these core functions, DTSA's staff works closely with interagency departments and Office of the Under Secretary of Defense (Policy)(OUSD(P))regional offices in order to provide unique technology security expertise to ensure that overarching political and military relationships between the U.S. and its partners and allies remain strong.

DTSA's relationships with numerous other functional offices within OUSD(P) - including the Countering Weapons of Mass Destruction, Space Policy, Missile Defense Policy, and Cyber Policy offices and throughout DoD, including the military services, have made DTSA a constant and well-respected partner in national security affairs.

For more information visit: http://www.dtsa.mil/

Executive Operations:	**FY 2013** <u>**Actuals**</u>	**FY 2014** <u>**Estimate**</u>	**FY 2015** <u>**Estimate**</u>
	1,723	1,819	1,820

The DTSA Director shall administer, consistent with U.S. policy, national security objectives, and Federal laws and regulations, the following: The development and implementation of DoD technology security policies on international transfers of defense-related goods, services, and technologies to ensure critical U.S. military technological advantages; mitigation and control of transfers that could prove detrimental to U.S.

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

security interests preventing the proliferation of weapons of mass destruction and their means of delivery as well as the diversion of defense-related goods to terrorists support of legitimate defense cooperation with foreign friends and allies; and assuring of the health of the defense industrial base. 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. This function falls under the Executive Directorate. In accordance with this decision, DTSA is hosting, managing, and supporting the TSFDO to include providing partial manning, office space, security and logistical support. The TSFDO began its mission on February 2011, achieved full operating capability and manning in late 2011. In order to accomplish its mission, TSFDO consults with, and provide guidance to DoD Technology Security and Foreign Disclosure (TSFD) authorities; implements improved manual and automated procedures; coordinates and directs actions; conducts screening and triage for prioritized transfer requests; develops consolidated policy documents; frames issues for senior-level adjudication, appeal and decision; coordinates analyses for prioritized TSFD issues; and conducts TSFD policy and process outreach across the TSFD community.

Policy Directorate:	**FY 2013** <u>**Actuals**</u>	**FY 2014** <u>**Estimate**</u>	**FY 2015** <u>**Estimate**</u>
	4,514	4,950	4,682

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

The Policy Directorate (PD) ensures that technology security policies and practices implement broader national security and foreign policies imperatives. PD does so by engaging within DoD and across the U.S. Government to ensure that export control and technology security policy implementation is an integral part of the national security landscape and fully consistent with U.S. defense and foreign policy. PD leads the Department's negotiation efforts on numerous conventional arms transparency and export control efforts.   It is also responsible for establishing, leading and maintaining important bilateral relationships to influence technology security decision-making of allies, friends, and partners for the benefit of bilateral, coalition, and alliance relationships and security.   In this vein, PD leads Department efforts in technology, which in turn impacts potential game-changing operational and national security developments. PD maintains close contact with the intelligence community to improve USG awareness of hostile countries' technology acquisition efforts and to gauge the effectiveness of U.S. technology security and export controls.   Examples of these activities are:

- Bilateral Discussion and Negotiations – The development of individually tailored programs to ensure that allies and partners, receiving cutting-edge U.S. technology have the capacity, capabilities, and infrastructure to protect it. Such programs can require intensive negotiation, instruction, and consultation. PD conducts with partners who have acquired U.S. technology, thus building relationships and emphasizing the importance of proper protection of defense technology.   The PD's functions increases DTSA's partner's understanding of technology security requirements as well as partner willingness to properly protect the technology they acquire.

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

- Development of policies, practices, and procedures to protect critical U.S. technology in support of broader U.S. and Departmental strategies. The President and the Secretary of Defense, place 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 PD and other DOD offices send representatives to articulate and defend DoD's positions and preserve the Department's equities by promoting technology security 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 the U.S. to impose export control requirements on emerging technologies. DTSA is an essential and active U.S. player in promoting the goals of the Wassenaar Arrangement, and encouraging other countries to support organization's international security goals and objectives.

- Export Control Reform (ECR) - PD is the lead for development of DoD's export control reform efforts as part of the Administration's ECR initiative. The PD ensures that revised policies, potential 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.

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

- Trade Security Controls (TSC) Program – The TSC program's objective is to prevent illegal acquisition or other unauthorized transfers of U.S. technologies 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 PD maintains the policy guidance to review policies, monitor implementation, and address and resolve issues raised by DoD components.

- Sanctions on Foreign Governments and Entities – The PD is the DoD lead for coordinating potential U.S. sanctions on foreign governments or entities, specifically focusing on the 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/PD serves as the OUSD(P) primary agency for evaluating the potential effects on the sale of military goods, equipment, or technology to countries or individuals of concern. 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.

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

- United Nations Register of Conventional Arms – The PD 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 (ATT) – PD is the DoD office primary responsibility for all ATT issues, including the treaty's article-by-article analysis that would be part of an Advice and Consent package sent to the Senate for consideration.

- PD is the lead for the agency's congressionally-mandated DoD patent secrecy review process. PD, as the DoD program manager, chairs a DoD working group to coordinate DoD-wide patent security issues; executes Defense Patent Application Review System (DPARS) requirements in order to maintain timely distribution and review of patent applications for national security concerns.

- PD provides critical national security assessments on dual-use and munitions license end-users in accordance with U.S interagency regulated timelines. The PD serves as the DoD and interagency repository of classified information on end-users used by decision makers as part of high-level USG export decisions.

- PD provides DoD customers with strategic analysis of technology transfer trends and developments in order to better inform policy makers and influence future decisions on the potential export of advanced technologies. Studies include analysis of country-specific import trends; and effectiveness of U.S. and international technology controls and policies.

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

- Other duties – The PD represents Combatant Commanders, Military Services, and the Joint Staff technology security positions in bilateral and multilateral forums, where the Joint Staff is not separately represented. This function ensures that U.S. national security concerns are properly articulated and integrated into international technology security efforts. The PD Directorate also drafts specific control or technology security policies for specific technologies and commodities.

Technology Directorate:	**FY 2013** <u>**Actuals**</u>	**FY 2014** <u>**Estimate**</u>	**FY 2015** <u>**Estimate**</u>
	7,236	7,686	7,272

The Technology Directorate (TD) is DTSA's primary source of advice on technical matters pertaining to international transfers of defense-related commodities and technologies. The TD's essential role in executing DTSA's mission is defining the point at which a technology is critical from a national security perspective; reviewing international transfers of military technology, defense articles, and dual-use items in a manner consistent with DoD technology security objectives; and recommending viable technical solutions that both protect the U.S. war fighting edge and mitigate risks when national security goals make transfer and imperative or the preferred option. The TD's staff applies relevant engineering/scientific knowledge and defense related expertise to technology security policies and informs technology transfer decisions that protect critical technologies and mitigate the risk of diversion or proliferation.

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

- During FY 2013 TD provided technical evaluations and recommendations for international transfers of defense-related commodities and technologies as follows:

  o 16,644 export license applications
  o 1,144 public release security reviews
  o 109 Committee on Foreign Investment in the U.S. filings
  o 82 Exception to National Disclosure Policy requests
  o 111 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 as well as considering the health of the U.S. defense industrial base, in order to maintain the balance between national security concerns and appropriate business opportunities.

- To ensure that DoD technology security interests are effectively implemented within the international framework of multilateral control regimes, TD established and maintains a technical negotiating strategy that advances DOD technology security goals, ensures the scientific and technical quality of DoD proposals submitted by the USG for international consideration, critiques proposals from other control regime member countries, and prepares technically robust arguments to negotiate with both USG interagency and international technical experts.

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

- TD scientifically and technically reviews and validates changes to the International Traffic in Arms Regulations and the Export Administration Regulations to ensure the revisions are credible, adequate, efficient, and justified.

- TD initiates and directs independent research, studies, and analysis of militarily critical technologies and develops strategies for control of emerging munitions and dual-use technology exports, with a primary emphasis on U.S. and allied national security, economic and trade issues.

Licensing Directorate:	**FY 2013** **Actuals**	**FY 2014** **Estimate**	**FY 2015** **Estimate**
	5,459	5,894	5,582

The Licensing Directorate (LD) 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. LD is DoD's principle source of advice on licensing and regulatory issues pertaining to international transfers of defense-related commodities and technologies.   The directorate's mission is to identify and highlight national security concerns related to exports of controlled technology and articulate the Department's decisions to address these concerns via license outcomes.   The directorate's critical role is identifying and accounting for the preservation of U.S. Military technological advantages, interoperability with allies and partners, and the impact of technology transfers on the U.S. defense industrial base.

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

- LD coordinates, develops and adjudicates the DoD position on export licenses, Commodity Jurisdictions (CJ) determinations, export violation and pre-trial disclosures, export rules and regulations received from the Departments of Commerce (DoC) and Department of State (DoS). The LD represents the Department at interagency and multinational forums, with regard to export control regimes, export control planning, drafting export control regulations and licensing policy, and export control enforcement issues. As a result of these meetings, the directorate provides a vital national security review of proposed regulatory changes to the International Traffic in Arms Regulations (ITAR) and the Export Administration Regulations (EAR).

- The DTSA is currently working with the National Security Staff and other executive branch agencies and departments on the Presidential directive to reform the United States current Export Control system. LD is the DoD lead for ECR regulatory review of current ITAR and 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 items, articles, services, and technology that require license authorization from the USG. The directorate anticipates that upon full implementation of proposed export reform changes, the long term result will be an increase in efficiency in LD. Under the current licensing, system, DoD export license review requirements are anticipated to grow 2 to 3 percent per year in the near future, or until such time U.S. industry fully avails itself of streamlined export provisions implemented as a result of ongoing reform efforts.

- The LD's two divisions analyze either DoS Munitions licenses or DoC Dual-Use export cases.

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

- Munitions – The Munitions Division reviewed and adjudicated approximately 37,771 munitions export license applications, commodity jurisdiction determination requests, and export violation reviews received from the DoS in FY 2013. This was an 8.3% decrease in the number of cases from FY 2012. However, 2% of the decrease in cases reviewed and adjudicated is attributed to 6 lost production days as a result of DOD mandated furloughs. DTSA assists DoS in the designation of articles and services deemed to be defense articles and defense services. Items so designated constitute the United States Munitions List (USML). Such designations are made by DOS with the concurrence of the DoD. Additionally, DTSA supports DoS export compliance officials, DHS and FBI law enforcement officials, as well as DoJ Assistant U.S. Attorneys by identifying the harm to national security when the rules and regulations of the Arms Export Control Act (AECA) have been violated. This review process by the AECA, the International Traffic in Arms Regulations (ITAR) and its 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 to maintain U.S. national security interests. DoD license recommendations developed by DTSA/LD protect 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 20,926 dual-use export license requests received from the DOC in FY 2013. This represents a slight increase in the number of cases from FY 2012 and overall is consistent with a continuation of an increase in licenses since 1999. Looking ahead, initial implementation of ECR could lead to a 50 percent increase in dual use export

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

      license reviews by the DoD in FY 2014 and beyond due to publication and implementation of brand new regulatory-based export control categories (e.g., 600-series license applications). The final fully DoD coordinated recommended decisions referred back to the Department of Commerce must be staffed, reviewed, analyzed and adjudicated within a 30 day timeline mandated by Executive Order (EO) 12981. The review process is governed by the Export Administration Act (EAA) and 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, EO 12981 outlined procedures for interagency coordination and adjudication of dual-use export license applications submitted to the DoC.

International Security Directorate:	**FY 2013** <u>Actuals</u>	**FY 2014** <u>Estimate</u>	**FY 2015** <u>Estimate</u>
	1,542	1,890	1,758

The International Security Directorate (ISD) is responsible for the U.S. national policy (National Disclosure Policy (NDP-1)) governing the disclosure of classified military information and material to foreign governments and international organizations; for the operation and administration of the National Disclosure Policy Committee (NDPC)that develops policy and considers requests for Exceptions to National Disclosure Policy

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

(ENDP); for the development and promulgation of security policies, procedures, and standards necessary for effective implementation of NDP-1 throughout the Department of Defense (DoD); for DoD liaison with foreign governments on information security matter: for security policies and arrangements for government and commercial international programs; the development and negotiation of security arrangements with allied and other friendly governments; for the preparation of U.S. proposals and developing action plans for U.S. implementation of the North Atlantic Treaty Organization's (NATO) security regulations; for the development of U.S. positions of NATO Security Agreements with Partnership for Peace countries; and for the review and oversight of DoD international security training courses.

Objectives and Metrics:

1. Operate and provide administrative support the NDPC.

    a. Staff all exceptions to the NDP-1 within one business day of receipt.

    b. Issue a Record of Action that records NDPC decisions relating to ENDP request within five business days of completion of voting by all the members.

2. Develop and maintain, as appropriate, currency of General Security Agreements (GSA) and Industrial Security Arrangements (ISA) with allied and friendly foreign governments.

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

   a. When necessary to negotiate and conclude General Security Agreements, seek State Department Circular 175 authority within 60-days of completion of a favorable NDPC security assessment.

   b. When a determination is made that there is a need for an Industrial Security Agreement, initiate negotiations within 60 days.

3. Conduct and maintain currency of on-site assessments of foreign government security programs.

   a. Prepare and send notification letters to U.S. Embassy within 60-days of the NDPC issuance of its security assessment schedule for each fiscal year.

   b. Submit completed NDPC security assessments to the NDPC within 60-days of assessment completion.

4. Ensure that security arrangements are included in all international cooperative programs.

   a. Review and provide responses to all requests for authority to negotiate/conclude international cooperative program memoranda of understanding and intelligence exchange agreements within five business days.

   b. Provide approval/disapproval within 30-days after receipt of all coordination on program security instructions submitted by DoD components.

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

       c. Review and provides responses to all 36(b) notifications to Congress within three business days of receipt.

5. Ensure implementation of NATO security requirements within the Executive Branch.

       a. Review annually the U.S. Security Authority for NATO Affairs Instruction, and hold quarterly meetings with the U.S. Central Registry.

6. Establish and maintain security and foreign disclosure training programs for U.S. personnel involved in international cooperative programs.

       a. Develop and implement a DoD foreign disclosures and security training course prior to FY 2016.

       b. Conduct semi-annual programmatic reviews of DoD foreign disclosure and international security training curricula and course contents.

7. Establish and maintain the International Visits Program, and approve and administer an effective foreign personnel exchange and liaison officer program within DoD components to build partner capacity.

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

      a. Review and staff requests submitted by a DoD component within five business days to negotiate and conclude international agreements for the assignment of foreign personnel.

      b. Prepare, coordinate, and submit a report to Congress on non-reciprocal international defense personnel exchange agreements within 90-days of the end of each fiscal year.

Space Directorate:

	FY 2013 <u>Actuals</u>	FY 2014 <u>Estimate</u>	FY 2015 <u>Estimate</u>
Non-Reimbursable	213	236	222
Reimbursable	2,060	2,800	2,800

The Space Directorate (SD) is responsible for providing non-reimbursable and reimbursable monitoring services to industry in accordance with State Department licenses and the International Traffic in Arms Regulation (ITAR). SD 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. As defined by Public Law 105-261 certain space monitoring activities conducted by SD require mandatory reimbursement for all technical data reviews and defense service associated with the launching of U.S. commercial satellites aboard foreign non-NATO or non-major ally launch vehicles. For programs that present sufficient

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

risk of inadvertent technology transfer such that monitoring is merited, SD conducts non-reimbursable monitoring services in accordance with the ITAR and State Department licenses.   Non-reimbursable activities are supported by funding of 1 FTE.   This monitoring is allowed under ITAR, but DoD bears the full cost for this monitoring.

Management Directorate:	FY 2013 Actuals	FY 2014 Estimate	FY 2015 Estimate
	6,808	7,786	6,948

The Management Directorate (MD) plans, directs, and implements services in support of 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 ensures DTSA fulfills its technology security mission and meets its strategic goals.

MD responsibilities include oversight of personnel and manpower (military and civilian); financial execution; Defense Travel System (DTS) utilization; acquisition and contract administration; personnel security; cyber security; information technology network and operations mission systems; facilities management; property accountability; internal management control programs; and strategic planning.

Security Policy Automation Network (SPAN)	FY 2013 Actuals	FY 2014 Estimate	FY 2015 Estimate
	3,712	4,487	4,503

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

The SPAN is a group of systems and applications that automates many government-wide technology security actions. The primary SPAN systems maintained by DTSA include the following:

- USXPORTS – Provides case management and workflow tracking of the Department of State and Commerce for munitions and dual-use license applications received from The Department of State and Commerce. Currently under development as the USG single IT solution for export license processing.

- 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 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 within conus.

- Foreign Disclosure System – Provides an infrastructure to track approved 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.

- Export Licensing Information System Advisor (ELISA) – Provides an electronic mechanism for industry to obtain the current status on dual-use and munitions license applications.

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

- The DoD Patent Application Review System (DPARS) – 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, 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. <u>Force Structure Summary</u>:
Not Applicable.

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III. Financial Summary ($ in thousands)

			FY 2014				
			Congressional Action				
A. BA Subactivities	**FY 2013 Actual**	**Budget Request**	**Amount**	**Percent**	**Appropriated**	**Current Estimate**	**FY 2015 Estimate**
Operation and Maintenance	31,207	35,151	-403	-1.2	34,748	34,748	32,787
Total	**31,207**	**35,151**	**-403**	**-1.2**	**34,748**	**34,748**	**32,787**

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

	Change FY 2014/FY 2014	Change FY 2014/FY 2015
B. Reconciliation Summary		
Baseline Funding	**35,151**	**34,748**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-403	
Subtotal Appropriated Amount	**34,748**	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	**34,748**	
Supplemental		
Reprogrammings		
Price Changes		438
Functional Transfers		
Program Changes		-2,399
Current Estimate	**34,748**	**32,787**
Less: Wartime Supplemental		
Normalized Current Estimate	**34,748**	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 President's Budget Request (Amended, if applicable)		**35,151**
1. Congressional Adjustments		-403
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8140 - WCF Excess Cash	-390	
2) Section 8034 - Indian Lands	-13	
FY 2014 Appropriated Amount		**34,748**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**34,748**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**34,748**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2014 Normalized Current Estimate		**34,748**
6. Price Change		438
7. Functional Transfers		
8. Program Increases		21
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
1) Defense Finance and Accounting Service - Financial Operations	21	
Increase provide Direct System Reimbursement to DFAS on changes to Financial Management Regulations. (FY 2014 Baseline: $320 thousand)		
9. Program Decreases		-2,420

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
a. Annualization of FY 2014 Program Decreases		
b. One-Time FY 2014 Increases		
c. Program Decreases in FY 2015		

    1) Civilian Compensation   -1,378
       Total Civilian Compensation: In accordance with the Department's efforts to streamline management headquarters activities DTSA's manpower billets was reduced by two full-time equivalent. DTSA is constrained to 90% manning due to hiring freeze. (FY 2014 Baseline: $23,568 thousand; +124 FTEs)

    2) Other Intra-Governmental Purchases   -477
       Decrease reflects less funding available for alternate work site, and fewer background investigations. (FY 2014 Baseline: $1,311 thousand)

    3) Rent (Non-GSA)   -306
       Decrease reflects less rent charges at the Mark Center based on Washington Headquarters Service's analysis.   (FY 2014 Baseline: $2,876 thousand)

    4) Travel of Persons   -99
       Reflects less mission travel based on fewer travel requirements. (FY 2014 Baseline: $676 thousand)

    5) Operational Cost   -95
       The decrease reflects less communications, supplies and materials, management support services and other services.   (FY 2014 Baseline: $1,507 thousand; +0 FTEs)

    6) Information Technology Contract Support Services   -65
       Reflects less systems maintenance on SPAN application. (FY 2014 Baseline: $4,487 thousand)

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2015 Budget Request		32,787

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

Technology Security Actions (TSAs) represent work accomplished by the DTSA. A typical TSA represents a unit of work, which allows for the tracking and analysis of our business activity. On average DTSA processes 140,000 actions annually, such actions actually counted represent the application of resources to achieve all mission, regulatory, statutory goals, and objectives. Some TSAs are devoid of precise performance or time measurement. For example, the development of an International Agreement may take months of work, negotiation, and coordination before actual implementation, where the review of a license is measured and tracked daily.

Percent of Munitions and Dual-Use Licenses referred back to regulatory agencies within statutory timelines. In FY 2014 and FY 2015, 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 2013 Actuals	FY 2014 Estimate	FY 2015 Estimate
100%	100%	100%

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V. <u>Personnel Summary</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	**Change** FY 2013/ <u>FY 2014</u>	**Change** FY 2014/ <u>FY 2015</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>8</u>	<u>9</u>	<u>9</u>	<u>1</u>	<u>0</u>
Officer	8	9	9	1	0
<u>Reserve Drill Strength (E/S) (Total)</u>	<u>27</u>	<u>27</u>	<u>21</u>	<u>0</u>	<u>-6</u>
Officer	20	20	15	0	-5
Enlisted	7	7	6	0	-1
<u>Civilian End Strength (Total)</u>	<u>131</u>	<u>131</u>	<u>129</u>	<u>0</u>	<u>-2</u>
U.S. Direct Hire	131	131	129	0	-2
Total Direct Hire	131	131	129	0	-2
Memo: Reimbursable Civilians Included	10	7	7	-3	0
<u>Civilian FTEs (Total)</u>	<u>131</u>	<u>131</u>	<u>129</u>	<u>0</u>	<u>-2</u>
U.S. Direct Hire	131	131	129	0	-2
Total Direct Hire	131	131	129	0	-2
Average Annual Civilian Salary ($ in thousands)	167.7	179.9	173.8	12.2	-6.1
<u>Contractor FTEs (Total)</u>	<u>31</u>	<u>27</u>	<u>23</u>	<u>-4</u>	<u>-4</u>

Average Annual Civilian Salary: The change from FY 2013 to FY 2014 includes the program and price growth. The program growth reflects adjustment to civilian compensation due to furlough in FY 2013, hazard pay for personnel traveling to hazard zone areas -- danger pay, holiday pay, travel compensation time, Sunday premium and other related cost.
    Changes from FY 2013 to FY 2014: DTSA does not have the workload to staff 10 reimbursable FTEs and will only need 7.   This may change due to future requirements.
    Contractor FTEs (Total): FY 2013 to FY 2014:   The administrative services contract

ends in March 2014 and the requirement for the manual creation of an export license will go away due to the implementation of the US Exports System. This results in the elimination of 4 FTEs.

   Changes from FY 2014 to FY 2015: Elimination of the administrative services contract reduces additional 4 FTEs.

   Changes from FY 2014 to FY 2015: The decrease reflects the department's effort to reduce management headquarters staff by twenty percent. As a result DTSA's manning has been reduced by two civilian starting in FY 2015. This will bring our level from 131 to 129 full-time equivalents.

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

	FY 2013	Change FY 2013/FY 2014		FY 2014	Change FY 2014/FY 2015		FY 2015
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	21,975	165	1,428	23,568	236	-1,378	22,426
199 Total Civ Compensation	**21,975**	**165**	**1,428**	**23,568**	**236**	**-1,378**	**22,426**
308 Travel of Persons	482	9	185	676	12	-99	589
399 Total Travel	**482**	**9**	**185**	**676**	**12**	**-99**	**589**
696 DFAS Financial Operation (Other Defense Agencies)	275	36	9	320	6	21	347
699 Total DWCF Purchases	**275**	**36**	**9**	**320**	**6**	**21**	**347**
914 Purchased Communications (Non-Fund)	411	8	25	444	8	-2	450
915 Rents (Non-GSA)	2,811	53	12	2,876	52	-306	2,622
917 Postal Services (U.S.P.S)	1	0	0	1	0	0	1
920 Supplies & Materials (Non-Fund)	163	3	219	385	7	-86	306
932 Mgt Prof Support Svcs	132	3	0	135	2	-2	135
959 Other Costs (Insurance Claims/Indmnties)	1	0	0	1	0	0	1
960 Other Costs (Interest and Dividends)	0	0	1	1	0	0	1
987 Other Intra-Govt Purch	424	8	879	1,311	24	-477	858
989 Other Services	3,610	69	-3,136	543	10	-5	548
990 IT Contract Support Services	922	18	3,547	4,487	81	-65	4,503
999 Total Other Purchases	**8,475**	**162**	**1,547**	**10,184**	**184**	**-943**	**9,425**
Total	**31,207**	**372**	**3,169**	**34,748**	**438**	**-2,399**	**32,787**

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Fiscal Year 2015 Budget Estimates

Missile Defense Agency (MDA)

March 2014

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Operation and Maintenance, Defense-Wide Summary ($ in thousands)
    Budget Activity (BA) 1: Operating Forces
    Subactivity Group 11A

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
MDA	221,609	4,211	143,551	369,371	6,655	40,618	416,644

I. Description of Operations Financed:

A. 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, first destination AUR transportation; re-certification of the SM-3 Blk IA at 4 year mid-life, demilitarization of the Blk IA at 8 year mid-life, and round surveillance.

B. Ballistic Missile Defense (BMD) Midcourse Defense Segment.
The Ground-based Midcourse Defense (GMD) program is the element of the Ballistic Missile Defense System (BMDS) that provides combatant commanders with a continuously available (24 hours a day, 7 days a week, 365 days a year) capability to defend the Homeland against limited intermediate and long-range ballistic missile threats in the midcourse battle space. Missile Defense Agency (MDA) funding supports the operations and sustainment of the GMD weapon system that consists of Ground Based Interceptors (GBI), GMD Fire Control (GFC) systems, GMD Communications Network (GCN), In-Flight Interceptor Communications System Data Terminals (IDT) and all of the ground Launch Support Systems (LSS), silos, silo interface vaults (SIVs), environmental control systems, Command Launch Equipment (CLE), firing circuits and safety systems. This funding specifically provides for a wide range of activities in support of the fielded capabilities to include the GBIs

I.   Description of Operations Financed (cont.)

at Fort Greely, Alaska (FGA) and Vandenberg Air Force Base (VAFB), California as well as
IDTs at Eareckson Air Station (EAS), Alaska, FGA, VAFB and Fort Drum, New York. It also
provides for the maintenance, repair, training, sustainment and supply support,
sustaining engineering, network operations, integrated logistics support, execution and
management of day-to-day planning, configuration control, scheduling, execution control,
system transitioning and performance reporting functions at FGA, VAFB, EAS, Fort Drum and
the Missile Defense Integration Operations Center (MDIOC), at Colorado Springs, Colorado.
Additionally, the funding provides Base Operations Support (BOS) for facility sustainment
and maintenance at the various GMD sites. BOS includes funding for utilities, facility
maintenance, communications infrastructure support, grounds maintenance, snow removal and
other services required to support the fielded weapon system.

C. Ballistic Missile Defense Systems (BMDS) AN/TPY-2 Radars.
This funding provides for the Upgraded Early Warning Radar (UEWR)/Cobra Dane Radar
Software Sustainment unique to the Missile Defense mission. FY 2015 funding also provides
training, sustainment and daily operations of 11 Army Navy/Transportable Radar
Surveillance and Control-2 radars: five forward-based radars, and six Terminal High
Altitude Area Defense battery radars. This funding will also establish depot capability
at Letterkenny Army Depot (LEAD) to support AN/TPY-2 Electronics Equipment Unit (EEU)
retrofit in FY 2015.

D. Terminal High Altitude Area Defense (THAAD).
As described in the BMDS Transition and Transfer (T2) Annex, the MDA is responsible for
the sustainment of the missile defense unique or developmental items and the U.S. Army is
responsible for the sustainment of the common items. MDA funding accomplishes the

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

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 Delta
training for fielded units required due to design changes for replacement soldiers.
Provides Special Tools and Test Equipment for the organic depot. Begins RESET program.
Ensures THAAD assets are properly maintained and the crews are trained to meet Combatant
Commanders needs.

II. <u>Force Structure Summary</u>:
A. Aegis Ballistic Missile Defense (BMD). The Aegis Ballistic Missile Defense (Aegis BMD)
mission is to deliver an enduring, operationally effective and supportable Ballistic
Missile Defense capability to defend the nation, deployed forces, friends and allies. The
Aegis BMD element of the BMDS capitalizes upon and evolves from the existing United
States Navy Aegis Weapons System (AWS) and Standard Missile (SM) infrastructures. Aegis
BMD provides a forward-deployable, mobile capability to detect and track Ballistic
Missiles of all ranges, and the ability to destroy Short-Range Ballistic Missiles (SRBM),
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

II. Force Structure Summary (cont.)

also provides a Long Range Surveillance and Track (LRS&T) capability to the BMDS. Aegis BMDS program decrease in FY 2015 is due to a reduction in required recertifications of SM-3 Block IA for deployment aboard US Navy BMD configured ships.

B. Ballistic Missile Defense (BMD) Midcourse Defense Segment.
The GMD fielded weapon system is under the command of U.S. Northern Command (NORTHCOM) and consists of soldiers from the 100th Missile Defense Brigade (5 crews) headquartered at Colorado Springs, Colorado, and its 49th Missile Defense Battalion (5 crews) at Fort Greely, Alaska. The 30 operationally deployed GBIs located at FGA (26 GBIs) and VAFB (4 GBIs) each deliver a single Exoatmospheric Kill Vehicle (EKV) to defeat threat warheads in space during the midcourse phase of the ballistic trajectory. The GMD Fire Control System consists of redundant fire control nodes at FGA (2 each) and the MDIOC (2 each). IDTs are currently located at FGA, VAFB, EAS and the MDA plans to field an additional IDT at Fort Drum, New York with an Initial Operational Capability (IOC) in 3rd QTR FY 2015. The increase in FY 2015 adheres to congressional direction to transfer all GMD Operations and Sustainment activities previously captured in the Ballistic Missile Defense Midcourse Segment RDT&E program element (0603882C) to the Operations and Maintenance, Defense -Wide appropriation starting in FY 2014.

C. Ballistic Missile Defense Systems (BMDS) AN/TPY-2 Radars. This funding provides for the Upgraded Early Warning Radar (UEWR)/Cobra Dane Radar Software Sustainment in support of 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 2015 funding also provides for the training, sustainment and daily operation of eleven Army Navy/Transportable Radar Surveillance and Control-2 (AN/TPY-2)radars: five forward-based radars, and six Terminal High Altitude Area Defense battery radars. These services are

II. <u>Force Structure Summary (cont.)</u>

furnished through Centralized Contractor Logistics Support (CCLS) contracts. This funding will also establish depot capability at Letterkenny Army Depot (LEAD) to support an AN/TPY-2 Electronics Equipment Unit (EEU) retrofit in FY15. The force structure and operational tempo are documented in the AN/TPY-2 Cost Analysis Requirements Description dated January 2012. The increase in the FY 2015 O&M estimate is due to the establishment of depot capability at LEAD and the sustainment efforts associated with the planned deployment of the PACOM Radar.

D. Terminal High Altitude Area Defense (THAAD). Army force structure for THAAD is currently set at six batteries with six launchers operated by ninety-five 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 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

II. <u>Force Structure Summary (cont.)</u>

increase in FY 2015 is due to increased field support required for the fielding of the fifth THAAD battery.

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

			FY 2014				
			Congressional Action				
A. <u>BA Subactivities</u>	FY 2013 <u>Actual</u>	Budget <u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	Current <u>Estimate</u>	FY 2015 <u>Estimate</u>
1. Operational Support	**221,609**	**256,201**	**113,170**	**44.2**	**369,371**	**369,371**	**416,644**
Aegis Ballistic Missile Defense (BMD)	11,050	18,444	-706	-3.8	17,738	17,738	11,666
Ballistic Missile Defense (BMD) Midcourse Defense Segment	0	0	137,776	n/a	137,776	137,776	146,218
Ballistic Missile Defense Systems (BMDS) AN/TPY-2 Radars	173,543	145,798	-5,573	-3.8	140,225	140,225	183,047
Terminal High Altitude Area Defense (THAAD)	37,016	91,959	-18,327	-19.9	73,632	73,632	75,713
Total	**221,609**	**256,201**	**113,170**	**44.2**	**369,371**	**369,371**	**416,644**

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

B. **Reconciliation Summary**	Change FY 2014/FY 2014	Change FY 2014/FY 2015
Baseline Funding	**256,201**	**369,371**
Congressional Adjustments (Distributed)	127,456	
Congressional Adjustments (Undistributed)	-10,000	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-4,286	
Subtotal Appropriated Amount	**369,371**	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	**369,371**	
Supplemental		
Reprogrammings		
Price Changes		6,655
Functional Transfers		
Program Changes		40,618
Current Estimate	**369,371**	**416,644**
Less: Wartime Supplemental		
Normalized Current Estimate	**369,371**	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 President's Budget Request (Amended, if applicable)		**256,201**
1. Congressional Adjustments		113,170
a. Distributed Adjustments		
1) Distributed Adjustments	127,456	
b. Undistributed Adjustments		
1) Program Reduction	-10,000	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8140 - DWCF Excess Cash	-4,140	
2) Section 8034 - Indian Lands Environmental Mitigation	-143	
3) Section 8023 - FFRDC	-3	
FY 2014 Appropriated Amount		**369,371**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**369,371**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**369,371**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2014 Normalized Current Estimate		**369,371**
6. Price Change		6,655
7. Functional Transfers		
8. Program Increases		49,272
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
1) BMDS Radar program increase is due to the establishment of depot capability at Letterkenny Army Depot and the sustainment efforts with the PACOM Radar deployment. (FY 2014 baseline $141,896K +0 FTE)	41,151	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
2) BMD Midcourse Defense Segment program increase is due to a congressional transfer of all GMD Operations and Sustainment activities from RDT&E to O&M appropriation.(FY 2014 baseline $139,300K $+0 FTE)	6,918	
3) THAAD program increase is due to increased field support required for the fielding of the fifth THAAD battery. (FY 2014 baseline $74,510K, +0 FTE)	1,203	
9. Program Decreases		-8,654
a. Annualization of FY 2014 Program Decreases		
b. One-Time FY 2014 Increases		
c. Program Decreases in FY 2015		
1) Aegis BMD program decrease is due to a reduction in required recertification of SM-3 Block IA for deployment aboard US Navy BMD configured ships. (FY 2014 baseline $17,950K, +0 FTE)	-8,654	
FY 2015 Budget Request		**416,644**

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

A. 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.

B. Ballistic Missile Defense Midcourse Defense Segment. The Ground-Based Midcourse System utilizes a performance clause on the Development and Sustainment Contract (DSC) with Boeing using GMD System Availability SA and GBI Availability GA criteria as the primary operational readiness metric to gauge the DSC Prime Contractor's sustainment performance.

The intent of using SA and GA criteria are to: 1) Maximize availability of the GMD weapon system to the warfighter for the Homeland Defense mission; and 2) Maximize the availability of operational interceptors to the Warfighter. Specifically, at any given time during performance of the contract, the DSC Contractor is responsible for making a minimum number of healthy GBIs available, and ensuring that COCOM minimum asset availability is maintained per established COCOM readiness criteria.

Specific SA and GA Calculation: All calculations are based on times measured to the nearest minute.

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

$$SA = \frac{(TT - TCM - TPM - \text{Government Directed Down Time})}{(TT - \text{Government Directed Down Time})}$$

$$GA = \frac{(TT - \text{Government Directed Down Time} - \text{Time that fewer than x* GBIs Healthy})}{(TT - \text{Government Directed Down Time})}$$

SA and GA Calculation Notes:

TT	Total Time (24 hrs/X days in Month)
TCM	Total downtime due to corrective maintenance actions including logistics
TPM	Total downtime due to preventative maintenance actions including logistics delay
Government Directed Down Time (GDDT)	When the Government expressly directs the Contractor to take the system or selected prime mission equipment asset(s) out of an operational state for a specified period of time for activities that are neither CM nor PM. Further, GDDT includes periods when the system or assets are turned off based on unforeseen or scheduled events (beyond the control, fault or negligence of the contractor or any of its subcontractors) which created conditions that render the system unavailable to the Warfighter GDDT does not include scheduled Corrective Maintenance (CM) and Preventive Maintenance (PM) activities covered in the Warfighter Asset Management

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

	Process. Under Performance Based Logistics (PBL), the DSC Contractor should schedule maintenance using the Asset Management Process in a way that minimizes down time.

C. Ballistic Missile Defense Systems (BMDS) AN/TPY-2 Radars.

Upgraded Early Warning Radars (UEWR) and Cobra Dane operations and sustainment are managed by Air Force Space to maintain radar mission capability and meet specified operational availability requirements to maintain and enhance the Missile Defense mission for these radars.

For Army Navy/Transportable Radar Surveillance and Control-2 (AN/TPY-2) radars, the contractor's performance in operations and sustainment will be measured by the radars' demonstrated operational availability (Ao), defined as:

$$\underline{A_o = \text{Total Time} - \text{Non Mission Capable Time}}$$
$$\text{Total Time}$$

For AN/TPY-2 radars: "Total time" is defined as 24 hours per day times the number of days in the period of performance of the task order. Performance measurement does not include contractually-defined conditions that are outside the control of the Contractor and are exceptions to A downtime. For AN/TPY-2 radars, performance incentives are calculated as follows:

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

Target A_o = 95%	
$A_o > 95\%$	100% of Performance Incentive Pool
$A_o \geq 70\%$, $<95\%$	Actual $A_o\%$ achieved times pool amount
$A_o < 70\%$	Performance Fee = 0%

D. Terminal High Altitude Area Defense (THAAD). THAAD utilizes a Performance Clause in the Interim Contractor Support (ICS) contract with LM to incentivize LM for THAAD weapon system readiness. The assessment of the performance clause is based on evaluation of Battery Operational Readiness and Minimum Capability:

Operational Readiness (OR) is calculated by dividing the number of hours the required components (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 an incentive fee on a sliding scale for that portion. Minimum Capability (MC) is also calculated by dividing the number of hours the required components (1 TSG and 2 Launchers) are available to accomplish the mission during a rating period by the number of hours possible during the rating period. For MC readiness levels less than 100% the contractor is awarded zero fee for that portion.

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V. __Personnel Summary__	__FY 2013__	__FY 2014__	__FY 2015__	Change FY 2013/ __FY 2014__	Change FY 2014/ __FY 2015__
Contractor FTEs (Total)	510	894	894	384	0

The FY 2013 to FY 2014 contractor FTE increase is due to a congressional direction to transfer all GMD Operations and Sustainment activities previously captured in the Ballistic Missile Defense Midcourse Segment RDT&E program element (0603882C) to the Operations and Maintenance, Defense-Wide appropriation. There is no contractor FTE increase for FY 2014 to FY 2015.

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

	FY 2013	Change FY 2013/FY 2014		FY 2014	Change FY 2014/FY 2015		FY 2015
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
401 DLA Energy (Fuel Products)	0	0	1,532	1,532	34	120	1,686
499 Total Supplies & Materials	**0**	**0**	**1,532**	**1,532**	**34**	**120**	**1,686**
677 DISA Telecomm Svcs - Reimbursable	0	0	5	5	0	-5	0
699 Total DWCF Purchases	**0**	**0**	**5**	**5**	**0**	**-5**	**0**
771 Commercial Transport	0	0	1,031	1,031	19	-1	1,049
799 Total Transportation	**0**	**0**	**1,031**	**1,031**	**19**	**-1**	**1,049**
913 Purchased Utilities (Non-Fund)	0	0	4,142	4,142	75	662	4,879
920 Supplies & Materials (Non-Fund)	0	0	78	78	1	16	95
922 Equipment Maintenance By Contract	209,201	3,975	93,145	306,321	5,514	44,675	356,510
923 Facilities Sust, Rest, & Mod by Contract	0	0	12,767	12,767	230	213	13,210
932 Mgt Prof Support Svcs	0	0	7,471	7,471	134	-9	7,596
937 Locally Purchased Fuel (Non-Fund)	0	0	52	52	1	0	53
987 Other Intra-Govt Purch	0	0	13,888	13,888	250	-2,790	11,348
989 Other Services	12,408	236	9,207	21,851	393	-2,548	19,696
990 IT Contract Support Services	0	0	233	233	4	285	522
999 Total Other Purchases	**221,609**	**4,211**	**140,983**	**366,803**	**6,602**	**40,504**	**413,909**
Total	**221,609**	**4,211**	**143,551**	**369,371**	**6,655**	**40,618**	**416,644**

Fiscal Year 2015 Budget Estimates

National Defense University (NDU)

March 2014

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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 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
NDU	77,026	887	9,575	87,488	1,157	-8,563	80,082

I.   Description of Operations Financed:

The National Defense University (NDU) is the premier center for Joint Professional Military Education (JPME) and is under the direction of the Chairman, Joint Chiefs of Staff. The University's main campus is on Fort McNair in Washington, D.C. The Joint Forces Staff College is located in Norfolk, VA. The Commission on Higher Education of the Middle States Association of Colleges and Schools accredits the National Defense University. The NDU conducts world class Joint Professional Military Education (JPME), seminars, symposia and professional development and conferencing for DOD and Congressional representatives.

The University remains focused on retaining quality JPME education while reducing costs. Savings were obtained by reducing the size and scope of student field studies travel, reducing staff and faculty manpower to minimum Joint Education requirements, and by reducing IT support to minimum basic operating levels.

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

NDU colleges and institutions, located at Ft. McNair, Washington, DC, and Norfolk, VA.:
- 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 (*i*College)
- Institute for National Strategic Studies (INSS)
- Joint Forces Staff College (JFSC)
- National War College (NWC)

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

<u>National War College</u>

	Dollars in Thousands	
FY 2013	FY 2014	FY 2015
Actuals	Estimate	Estimate
4,280	6,600	5,788

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 Strategy. AY 2013 class consisted of 221 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, 35 non-DOD, and 33 international officers. AY 2014 consists of 208 students including 130 U.S. military (45 Army, 43 Air Force, 15 United States Marine Corps (USMC), 25 Navy, and two Coast Guard), 4 Defense Senior Leader Development Program (DSLDP) students, 13 DOD civilians, 30 non-DOD, and 31 international officers. AY 2015 plans for 208 students consisting of the following: 129 U.S. military (43 Army, 43 Air Force, 17 United States Marine Corps (USMC), 24 Navy, and two Coast Guard), 4 Defense Senior Leader Development Program (DSLDP) students, 11 DOD civilians, 32 non-DOD, and 32 international officers.

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

<u>Dwight D. Eisenhower School of National Security and Resource Strategy</u>
(formerly Industrial College of the Armed Forces)

	Dollars in Thousands	
FY 2013	FY 2014	FY 2015
Actuals	Estimate	Estimate
7,281	8,936	7,443

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 311 students in AY 2013. The AY 2014 class totals 306 students, composed of 182 U.S. military, 28 international students, 53 students from DOD agencies and the Defense Senior Leader Development Program (DSLDP), 38 students from non-DOD agencies, and as authorized in Section 526 of the National Defense Authorization Act for FY 2010, 5 private sector students, consisting of 4 U.S. students and 1 international student. The 182 military consists of 61 Army, 2 Army National Guard, 55 Air Force, 3 Air National Guard, 3 Air Force Reservists, 38 Navy, 1 Navy Reservist, 17 USMC, and 2 USCG. The Eisenhower School anticipates 319 students for AY 2015, consisting of 182 U.S. military, 24 international students, 54 students from DOD agencies and the Defense Senior Leader Development Program (DSLDP), 39 students from non-DoD, and 20 private sector students.

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

<u>*i*Colle*ge*</u>

	Dollars in Thousands	
<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
7,648	8,724	7,501

The Information Resources Management College (*i*College) prepares military and civilian leaders to attain and retain national strategic advantage within cyberspace. The *i*College programs provide a dynamic forum in which senior defense professionals and the broader military and federal civilian communities gain knowledge, skills, and competencies for 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 *i*College to have master's degree granting authority. There are currently 312 students enrolled in the masters program, an increase of nearly 50% from the previous year. In FY 2013, the *i*College filled approximately 3,000 class seats and plans a slight increase in the number for FYs 2014 and 2015. 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.

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

Joint Forces Staff College

	Dollars in Thousands	
FY 2013	FY 2014	FY 2015
Actuals	Estimate	Estimate
15,308	17,256	15,481

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 an additional JPME supporting school sponsored by the Joint Staff: the Joint Command, Control, and Information Operations School (JC2IOS).

In Academic Year (AY) 2013, JFSC graduated 1,283 students from its JPME programs, including 40 JAWS graduates, 1,005 JCWS graduates, and 238 Advanced Joint Professional Military Education (AJPME) graduates. Total JPME graduates include 932 active duty officers, 270 reserve component graduates, 54 International officers, and 27 civilians. In Academic Year (AY) 2014, JFSC projects to graduate 1,365 students from its JPME programs, including 39 JAWS graduates, 1,036 JCWS graduates, and 290 Advanced Joint Professional Military Education (AJPME) graduates. In Academic Year (AY) 2015, JFSC projects to graduate 1,424 students from its JPME programs, including 42 JAWS graduates,

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

1,092 JCWS graduates, and 290 Advanced Joint Professional Military Education (AJPME) graduates.

JFSC's JPME supporting short courses are: the Joint Command and Control and Information Operations School (JC2IOS), the Joint, Interagency, and Multinational Planners Course (JIMPC), the Homeland Security Planners Course (HLSPC) and the web-based Senior Enlisted Joint Professional Military Education (SEJPME) course. The high demand JIMPC and HLSPC courses are offered four times a year for each course located at JFSC and as requested and funded at interagency concentration locations.

In Academic Year (AY) 2013, JFSC graduated 543 students from JPME supporting short courses, including 292 JC2IOS graduates, 118 JIMPC graduates 133 HLSPC graduates. 12,077 SEJPME students completed this web-based course. In Academic Year (AY) 2014, JFSC projects to graduate 724 students from JPME supporting short courses, including 400 JC2IOS graduates, 95 JIMPC graduates and 229 HLSPC graduates. JFSC projects 18,000 students will complete the web based SEJPME course in AY14. In Academic Year (AY) 2015, JFSC projects to graduate 450 students from the Joint Command and Control and Information Operations School (JC2IOS). JFSC projects 20,000 students will complete the web based SEJPME course in AY15.

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

<u>CAPSTONE / Pinnacle / Keystone</u>

	Dollars in Thousands	
<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
2,109	2,847	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.

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

<u>**College of International Security Affairs**</u>

	<u>Dollars in Thousands</u>		
	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>
	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
	0	5,703	5,451

The National Defense University's College of International Security Affairs (CISA) is the Department of Defense flagship for education and the building of partnership capacity in combating terrorism and irregular warfare at the strategic level. The Officer Professional Military Education Policy (OPMEP), CJCSI 1800.01D, stipulates that irregular warfare is as strategically important as traditional warfare. This underscores the importance of CISA developing critical and creative thinkers, as well as effective joint operators, to sustain and improve the armed services' understanding of combating terrorism and irregular warfare in the contemporary security environment.

CISA provides a tailored accredited 10-month Master of Arts degree in Strategic Security Studies to joint war fighters between deployments to the Afghanistan-Pakistan Region and to the special operations community. Top civilian and military faculty, as well as internationally-recognized experts and government officials, expose students to both historical and contemporary issues associated with irregular warfare, counterterrorism, as well as the emerging threats of the 21st century security environment. The curriculum is reviewed and updated continually to be relevant to the joint warfighter and to special operators. The South and Central Asia Program (SCAP) serves a joint student composition of up to 40 U.S. military officers of all Services annually (typically O4 - O5 officers) providing focused content on strategic challenges in the South and Central Asia region.

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

In FY 2014 $3.6 million for the Joint Special Operations Masters of Arts (JSOMA) program at Fort Bragg North Carolina was transferred to NDU from the U.S. Special Operations Command, and is included in the FY 2015 request. The program serves 40 U.S. Special Operators (O3 - O5 officers and select senior non-commissioned officers). The program emphasizes irregular warfare within a context of international security studies.

The programs offered by National Defense University at Fort McNair and Fort Bragg have tailored elements, but are built upon a common academic foundation and core curriculum. Integration between the campuses and the student populations creates opportunities for an exchange of the ideas and experience across the full spectrum of contemporary conflict.

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

<u>Institute for National Strategic Studies (INSS)</u>

	<u>Dollars in Thousands</u>		
	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>
	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
	6,090	6,949	6,137

The Institute for National Strategic Studies conducts research in support of the NDU education mission and to enhance and enrich leader development within its academic programs; conducts strategic studies and synthesize the resultant research and analysis into policy recommendations, publications, and activities in support of the research requirements of the Secretary of Defense, Chairman of the Joint Chiefs of Staff, and the combatant commanders; and engage with other U.S. Government Agencies and the national security community.   The four INSS components are the: Center for Strategic Research (CSR), Center for the Study of Chinese Military Affairs (CSCMA), Center for Complex Operations (CCO), and NDU Press. The CCO and CSCMA were authorized by legislation.

INSS leverages NDU's intellectual capital to analyze global trends and issues, create products which inform the debate, influence policy formulation and execution, and assist leaders better understand, operate, and creatively think in an unpredictable and complex world. Beyond support of NDU's academic and leader development programs, each center provides strategic support to national stakeholders. The CSR provides policy support and conducts both directed and independent leading-edge research and analysis in the areas of strategic and regional studies.   The CSCMA serves as a national focal point for multi-disciplinary research and analytic exchanges on the national goals and strategic posture of the People's Republic of China. The CCO serves as a knowledge manager for complex

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

operations training and education; facilitates innovation and creation of new knowledge; and supports lessons learned and best practices. The research components execute a program of workshops and seminars pertaining to national security strategy, defense policy, and national military strategy. NDU Press is a cross-component publishing house with the mission of advancing JPME, national security policy, and international security issues for the CJCS in the form of balanced and thoroughly researched professional publications. INSS research plans are refreshed at least annually to ensure relevance and strategic focus, updated as necessary in response to emergent world events.

Product lines include: *Joint Force Quarterly*, policy briefs, case studies, and occasional papers.

National Defense University
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

I.   Description of Operations Financed (cont.)

Center for Joint and Strategic Logistics (CJSL)

	Dollars in Thousands	
FY 2013	FY 2014	FY 2015
Actuals	Estimate	Estimate
615	629	0

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 CJSL will transfer to the Defense Logistics Agency beginning in FY 2015.   Three FTEs but no funding was transferred to DLA.   Savings at NDU were realigned to support priority JPME   requirements.

National Defense University
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

I.   Description of Operations Financed (cont.)

NDU Operations

<table>
<tr><td></td><td colspan="3">Dollars in Thousands</td></tr>
<tr><td></td><td>FY 2013</td><td>FY 2014</td><td>FY 2015</td></tr>
<tr><td></td><td>Actuals</td><td>Estimate</td><td>Estimate</td></tr>
<tr><td></td><td>33,695</td><td>29,844</td><td>29,434</td></tr>
</table>

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

National Defense University
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2013 Actual	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2015 Estimate
			FY 2014				
			Congressional Action				
3. Training	77,026	84,899	2,589	3.1	87,488	87,488	80,082
Capstone	2,109	2,847	0	0.0	2,847	2,847	2,847
Center for Joint Strategic Logistics	615	629	0	0.0	629	629	0
College of International Security Affairs	0	2,100	3,603	171.6	5,703	5,703	5,451
Eisenhower School	7,281	8,936	0	0.0	8,936	8,936	7,443
Information Resources Management College	7,648	8,724	0	0.0	8,724	8,724	7,501
Institute for National Strategic Studies	6,090	6,949	0	0.0	6,949	6,949	6,137
Joint Forces Staff College	15,308	17,256	0	0.0	17,256	17,256	15,481
National War College	4,280	6,600	0	0.0	6,600	6,600	5,788
NDU Operations	33,695	30,858	-1,014	-3.3	29,844	29,844	29,434
Total	**77,026**	**84,899**	**2,589**	**3.1**	**87,488**	**87,488**	**80,082**

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

B. <u>Reconciliation Summary</u>	Change <u>FY 2014/FY 2014</u>	Change <u>FY 2014/FY 2015</u>
Baseline Funding	**84,899**	**87,488**
Congressional Adjustments (Distributed)	3,603	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-1,014	
Subtotal Appropriated Amount	**87,488**	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	**87,488**	
Supplemental		
Reprogrammings		
Price Changes		1,157
Functional Transfers		
Program Changes		-8,563
Current Estimate	**87,488**	**80,082**
Less: Wartime Supplemental		
Normalized Current Estimate	**87,488**	

National Defense University
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

III. **Financial Summary ($ in thousands)**

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2014 President's Budget Request (Amended, if applicable)		**84,899**
1. Congressional Adjustments		2,589
a. Distributed Adjustments		
1) Distributed Adjustments		3,603
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8034 - Indian Lands Environmental Mitigation		-980
2) Section 8140 - DWCF Excess Cash Balances		-34
FY 2014 Appropriated Amount		**87,488**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**87,488**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**87,488**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2014 Normalized Current Estimate		**87,488**
6. Price Change		1,157
7. Functional Transfers		
a. Transfers In		
b. Transfers Out		
1) CJSL Transfer to DLA		
CJSL was transferred to DLA. 3 civilian FTEs and no funding was transferred. (FY 2014 Baseline: $0 thousand; +3 FTEs)		
8. Program Increases		637
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
1) NDU Operations		637
Funding from CJSL transfer internally realigned to restore Library resource purchases directly supporting Joint Professional Military Education curriculum requirements $0.6M. (+0 FTEs)		
9. Program Decreases		-9,200
a. Annualization of FY 2014 Program Decreases		
b. One-Time FY 2014 Increases		
c. Program Decreases in FY 2015		
1) Joint Forces Staff College (JFSC)		-2,003
Reductions in Equipment and Contract Purchases ($1.8M), Travel ($0.1M), and workyear cost adjustment for Title 10 Pay Bands ($0.1M). (FY 2014 Baseline: $17,256 thousand; +0 FTEs)		
2) Eisenhower School (ES)		-1,611
Reductions in Equipment and Contract Purchases ($1.0M), Travel ($0.5M), and workyear cost adjustment for Title 10 Pay Bands ($0.1M). (FY 2014 Baseline: $8,936 thousand; +0 FTEs)		
3) NDU Operations		-1,443
Reductions in Equipment and Contract Purchases ($0.7M), Print/Reproduction expense ($0.4M), and Management and Professional Support Services ($0.3M). (FY 2014 Baseline: $30,858 thousand; +0 FTEs)		
4) iCollege		-1,338
Reductions in Equipment and Contract Purchases ($1.3M). (FY 2014 Baseline: $8,724 thousand; +0 FTEs)		
5) Institute for National Strategic Studies (INSS)		-904
Reductions in Studies and Analyses ($0.5M), Equipment and Contract Purchases ($0.3M), and		

National Defense University
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
Print/Reproduction expense ($0.1M). (FY 2014 Baseline: $6,949 thousand; +0 FTEs)		
6) National War College (NWC)		-899
Reductions in Equipment and Contract Purchases ($0.5M), Travel ($0.3), and workyear cost adjustment for Title 10 Pay Bands ($0.1M). (FY 2014 Baseline: $6,600 thousand; +0 FTEs)		
7) Center for Joint Strategic Logistics (CJSL)		-637
Program transferred to DLA with FTEs but no funding; savings realigned to priority NDU JPME requirements. (FY 2014 Baseline: $629 thousand; -3 FTEs)		
8) College of International Security Studies (CISA)		-327
Reductions in Equipment and Contract Purchases ($0.3M). (FY 2014 Baseline: $2,100 thousand; +0 FTEs)		
9) Capstone		-38
Reductions in Equipment Purchases ($0.1M) (FY 2014 Baseline: $2,847 thousand; +0 FTEs)		
FY 2015 Budget Request		**80,082**

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

National Defense University's primary mission is to prepare and support national security leaders through teaching, research, and applied learning. Success of the University's programs is measured in the quantity and quality of graduates who are skilled in national and international security, joint professional military education, and strategic leadership and decision making. The University also measures success by the caliber of its faculty, the quality and rigor of its academic programs, and the level and pace in which research products enter the national security arena.

Faculty is selected primarily based on strategic needs of joint education and national security reflecting the institution's mission to prepare strategic leaders for national and international security and joint leadership. Seventy-nine percent of NDU's faculty members have graduate degrees and a significant number are joint qualified officers. NDU has prepared a student body who will assume senior leader positions immediately upon graduation to enhance global strategic security.

All joint academic programs at NDU have been reviewed and approved by the Program for Accreditation of Joint Education, a rigorous evaluation of the curriculum and student outcomes assessment. In addition, the University is regionally accredited by the Middle States Commission on Higher Education.

NDU Faculty and staff are nationally and internationally recognized for their expertise and contributions to research in their respective fields. Topics include ethical leadership, logistics management, the role of military forces

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

in various countries, joint operations, and other related security issues. Due
to the sensitive nature and complex topics addressed, many products of NDU
faculty and staff cannot be attributed or publicly disclosed. NDU publishes
The Chairman of the Joint Chiefs of Staff national security journal, *Joint
Force Quarterly*, which is a major contribution to the research and curriculum
quality. NDU also publishes a journal of complex operations, titled *Prism*,
which has been highly regarded in its inaugural year.

BA 3 Training and Recruitment
Average Cost per Student:

	FY 2013	FY 2014	FY 2015
NWC	$60,680	$80,775	$76,156
Eisenhower School	$68,120	$78,126	$73,500
JFSC	$28,645	$25,208	$25,183

Average Cost per student is based on resident

National Defense University
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

V. Personnel Summary	FY 2013	FY 2014	FY 2015	Change FY 2013/ FY 2014	Change FY 2014/ FY 2015
Active Military End Strength (E/S) (Total)	199	190	190	-9	0
Officer	181	171	171	-10	0
Enlisted	18	19	19	1	0
Reservists on Full Time Active Duty (E/S)	24	14	14	-10	0
Officer	23	14	14	-9	0
Enlisted	1	0	0	-1	0
Civilian End Strength (Total)	484	493	490	9	-3
U.S. Direct Hire	484	493	490	9	-3
Total Direct Hire	484	493	490	9	-3
Memo: Reimbursable Civilians Included	99	91	91	-8	0
Active Military Average Strength (A/S) (Total)	199	190	190	-9	0
Officer	181	171	171	-10	0
Enlisted	18	19	19	1	0
Reservists on Full Time Active Duty (A/S) (Total)	24	14	14	-10	0
Officer	23	14	14	-9	0
Enlisted	1	0	0	-1	0
Civilian FTEs (Total)	484	493	490	9	-3
U.S. Direct Hire	484	493	490	9	-3
Total Direct Hire	484	493	490	9	-3
Memo: Reimbursable Civilians Included	99	91	91	-8	0
Average Annual Civilian Salary ($ in thousands)	131.2	129.7	129.7	-1.5	0
Contractor FTEs (Total)	46	45	45	-1	0

National Defense University
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

OP 32 Line	FY 2013 Actual	Change FY 2013/FY 2014 Price	Program	FY 2014 Estimate	Change FY 2014/FY 2015 Price	Program	FY 2015 Estimate
101 Exec, Gen'l & Spec Scheds	49,442	371	1,453	51,266	513	-910	50,869
103 Wage Board	889	11	-15	885	9	0	894
107 Voluntary Sep Incentives	200	0	-200	0	0	0	0
199 Total Civ Compensation	**50,531**	**382**	**1,238**	**52,151**	**522**	**-910**	**51,763**
308 Travel of Persons	3,152	60	1,665	4,877	88	-868	4,097
399 Total Travel	**3,152**	**60**	**1,665**	**4,877**	**88**	**-868**	**4,097**
416 GSA Supplies & Materials	294	6	-111	189	3	-192	0
499 Total Supplies & Materials	**294**	**6**	**-111**	**189**	**3**	**-192**	**0**
507 GSA Managed Equipment	1,199	23	403	1,625	29	-657	997
599 Total Equipment Purchases	**1,199**	**23**	**403**	**1,625**	**29**	**-657**	**997**
771 Commercial Transport	0	0	93	93	2	-2	93
799 Total Transportation	**0**	**0**	**93**	**93**	**2**	**-2**	**93**
914 Purchased Communications (Non-Fund)	153	3	469	625	11	-34	602
917 Postal Services (U.S.P.S)	8	0	3	11	0	-11	0
920 Supplies & Materials (Non-Fund)	3,027	58	-314	2,771	50	68	2,889
921 Printing & Reproduction	798	15	271	1,084	20	-519	585
922 Equipment Maintenance By Contract	339	6	1,401	1,746	31	79	1,856
923 Facilities Sust, Rest, & Mod by Contract	4,702	89	-2,893	1,898	34	-34	1,898
925 Equipment Purchases (Non-Fund)	455	9	7,443	7,907	142	-7,665	384
932 Mgt Prof Support Svcs	2,307	44	-77	2,274	41	-265	2,050
933 Studies, Analysis & Eval	0	0	462	462	8	-470	0
957 Other Costs (Land and Structures)	38	1	709	748	13	-13	748
960 Other Costs (Interest and Dividends)	0	0	3	3	0	-3	0
984 Equipment Contracts	7,405	141	-3,992	3,554	64	4,171	7,789
987 Other Intra-Govt Purch	1,835	35	1,009	2,879	52	-1,186	1,745
989 Other Services	783	15	1,793	2,591	47	-52	2,586

National Defense University
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

OP 32 Line	FY 2013 Actual	Change FY 2013/FY 2014 Price	Program	FY 2014 Estimate	Change FY 2014/FY 2015 Price	Program	FY 2015 Estimate
999 Total Other Purchases	21,850	416	6,287	28,553	513	-5,934	23,132
Total	77,026	887	9,575	87,488	1,157	-8,563	80,082

Fiscal Year 2015 Budget Estimates

Office of Economic Adjustment (OEA)

March 2014

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Office of Economic Adjustment
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
OEA	295,671	5,595	-84,678	216,588	3,852	-33,453	186,987

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; transition at Pine Bluff Arsenal; and defense contract reductions in Ohio, Virginia, and Wisconsin, 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.

I.   Description of Operations Financed (cont.)

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 realigning installations as presented in 32 CFR Parts 174 and 176, "Revitalizing Base Closure Communities and Addressing Impacts of Realignments."

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

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 (MilDeps), DOD and civilian communities; and ensured that the OEA is postured to support the Department's future sustainability goals. The Military Departments nominate installations and ranges for the OEA intervention based upon concerns over civilian community encroachment, and the OEA determines that identified encroachment is likely to impair continued operational utility of the installation/range prior to working with the local command and region. This program took an additional responsibility when the Secretary of Defense (SECDEF) requested the OEA work with the MilDeps in the aftermath of the Naval Air Station Oceana crash. The OEA's intervention targets where civilian development is present in established accident prevention zones to improve mission capabilities and Force readiness.

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, the OEA estimates ongoing actions will result in a continuing the 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 the OEA

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

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 the OEA may be directed to assume.

The FY 2014 request for Guam funding was appropriated at $119.4 million ($13 million for a Guam Center for Disease Control (CDC) Public Health Laboratory, and an initial investment of $106.4 million for the Guam water and wastewater program). The DoD (in collaboration with the Department of Health and Human Services, the Environmental Protection Agency (EPA), the Department of Justice (DOJ), the Government of Guam, and the Guam Waterworks Authority (GWA)) will begin planning and design efforts of specific severable projects for that and prior-year funding.

The FY 2015 President's Budget requests an additional $80.596 million of DoD funding and authority to continue implementation of the Guam civilian water and wastewater infrastructure improvement program. The Department's Asia-Pacific Rebalance strategy builds upon the 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 the DoD relies, jeopardizes Guam's ability to sustain existing and planned critical Defense activities. 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. Additionally, the request will provide safer, sustainable water resources and capacity critical not only for the more than 16,000 DoD personnel currently based on Guam

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

and for future DoD growth, but also for current residents of the Territory and civilian population growth induced by the military realignment.

Critical water and wastewater upgrades to be funded are being closely coordinated with the DoD, EPA, DOJ and GWA and, as appropriate, will be consistent with the eventual findings of the Department's ongoing Supplemental Environmental Impact Statement (SEIS). The priority upgrade is for the Northern District Wastewater Treatment Plant (NDWWTP), which currently receives wastewater contributions from Andersen Air Force Base and other existing and potential new DoD facilities in the northern part of Guam. The EPA recently issued a National Pollution Discharge Elimination System (NPDES) permit requiring the NDWWTP to achieve secondary treatment. That plant is currently undergoing critical repair projects mandated by the U.S. District Court's November 2011 Order for Preliminary Relief, and financed by GWA, that are needed to comply with GWA's former NPDES permit discharge limits. The FY 2015 request will help the GWA to achieve compliance with its NPDES secondary treatment permit for the NDWWTP and make needed repairs to failing wastewater collection system pump stations.

The DoD is requesting authority to implement the water and wastewater project funds through the OEA.

The SECDEF directed the OEA to carry out a program to repair or replace (k-12) public schools on military bases prioritized as having the most serious deficiencies in capacity or facility condition. This $770 million program directly benefits the children of our troops, and supports members of the Armed Forces and their families' morale and well-being. 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

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

installations in order to address capacity or facility condition at such schools; Section 8118 of Public Law 112-74 provided the OEA $250 million for the ongoing effort; and Section 8108 of Public Law 113-6 provided $270 million for the ongoing effort. Additionally, the SECDEF directed the OEA to carry out a program to improve access to medical facilities affected by BRAC 2005 mission growth. Section 8110 of Public Law 112-10 provided the OEA $300 million for transportation infrastructure improvements associated with medical facilities related to recommendations of the BRAC 2005 Commission. This program alleviates transportation challenges that improve access to medical care for wounded warriors, wounded warrior family members, and personnel serving wounded warriors, and directly supports member of the Armed Forces and their families' moral and well-being.

Additionally, $46.1 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 second increment for the FY 2014-2018 DIA increase, totaling $137.8 million.

Additionally, the OEA will execute $770 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.

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

Not Applicable.

Office of Economic Adjustment
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

			FY 2014				
			Congressional Action				
A. <u>BA Subactivities</u>	FY 2013 <u>Actual</u>	Budget <u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	Current <u>Estimate</u>	FY 2015 <u>Estimate</u>
1. Operations	11,531	12,000	0	0.0	12,000	12,000	11,987
2. Community Assistance Grants	284,140	359,615	-155,027	-43.1	204,588	204,588	175,000
Total	**295,671**	**371,615**	**-155,027**	**-41.7**	**216,588**	**216,588**	**186,987**

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

B. <u>Reconciliation Summary</u>	Change <u>FY 2014/FY 2014</u>	Change <u>FY 2014/FY 2015</u>
Baseline Funding	371,615	216,588
Congressional Adjustments (Distributed)	-153,900	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-1,127	
Subtotal Appropriated Amount	216,588	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	216,588	
Supplemental		
Reprogrammings		
Price Changes		3,852
Functional Transfers		
Program Changes		-33,453
Current Estimate	216,588	186,987
Less: Wartime Supplemental		
Normalized Current Estimate	216,588	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 President's Budget Request (Amended, if applicable)		**371,615**
1. Congressional Adjustments		-155,027
a. Distributed Adjustments		
1) Programmatic Reductions	-153,900	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8140 - WCF Excess Cash	-1,089	
2) Section 8034 - Indian Lands	-38	
FY 2014 Appropriated Amount		**216,588**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**216,588**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**216,588**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2014 Normalized Current Estimate		**216,588**
6. Price Change		3,852
7. Functional Transfers		
8. Program Increases		
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
9. Program Decreases		-33,453
a. Annualization of FY 2014 Program Decreases		
b. One-Time FY 2014 Increases		
c. Program Decreases in FY 2015		
1) Program Decreases primarily attributed to Guam	-33,439	
2) Reduced travel requirements	-14	

Office of Economic Adjustment
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III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2015 Budget Request		186,987

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

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.

The OEA will continue to provide these critical areas of assistance to affected states

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

and communities, support the Defense Economic Adjustment program, and carry out all
Congressional requirements in a timely manner.

Office of Economic Adjustment
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V. **Personnel Summary**	**FY 2013**	**FY 2014**	**FY 2015**	**Change FY 2013/ FY 2014**	**Change FY 2014/ FY 2015**
Active Military End Strength (E/S) (Total)	3	3	3	0	0
Officer	3	3	3	0	0
Civilian End Strength (Total)	38	38	38	0	0
U.S. Direct Hire	38	38	38	0	0
Total Direct Hire	38	38	38	0	0
Civilian FTEs (Total)	38	38	38	0	0
U.S. Direct Hire	38	38	38	0	0
Total Direct Hire	38	38	38	0	0
Average Annual Civilian Salary ($ in thousands)	153.6	158.1	163.2	4.5	5.1
Contractor FTEs (Total)	5	5	5	0	0

Office of Economic Adjustment
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VI. OP 32 Line Items as Applicable (Dollars in thousands):

		Change FY 2013/FY 2014			Change FY 2014/FY 2015		
OP 32 Line	FY 2013 Actual	Price	Program	FY 2014 Estimate	Price	Program	FY 2015 Estimate
101 Exec, Gen'l & Spec Scheds	5,838	44	125	6,007	60	133	6,200
199 Total Civ Compensation	**5,838**	**44**	**125**	**6,007**	**60**	**133**	**6,200**
308 Travel of Persons	253	5	498	756	14	-14	756
399 Total Travel	**253**	**5**	**498**	**756**	**14**	**-14**	**756**
696 DFAS Financial Operation (Other Defense Agencies)	411	53	-114	350	6	-56	300
699 Total DWCF Purchases	**411**	**53**	**-114**	**350**	**6**	**-56**	**300**
912 Rental Payments to GSA (SLUC)	761	14	0	775	14	11	800
913 Purchased Utilities (Non-Fund)	0	0	150	150	3	-3	150
914 Purchased Communications (Non-Fund)	106	2	-108	0	0	0	0
920 Supplies & Materials (Non-Fund)	150	3	0	153	3	44	200
921 Printing & Reproduction	10	0	44	54	1	-10	45
922 Equipment Maintenance By Contract	4,277	81	-1,821	2,537	46	-83	2,500
923 Facilities Sust, Rest, & Mod by Contract	0	0	0	0	0	5	5
960 Other Costs (Interest and Dividends)	1	0	-1	0	0	0	0
964 Other Costs (Subsistence and Support of Persons)	5	0	0	5	0	-5	0
987 Other Intra-Govt Purch	159	3	1,051	1,213	22	-35	1,200
988 Grants	283,700	5,390	-84,502	204,588	3,683	-33,440	174,831
999 Total Other Purchases	**289,169**	**5,493**	**-85,187**	**209,475**	**3,772**	**-33,516**	**179,731**
Total	**295,671**	**5,595**	**-84,678**	**216,588**	**3,852**	**-33,453**	**186,987**

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Fiscal Year 2015 Budget Estimates

Office of the Secretary of Defense (OSD)

March 2014

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Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
OSD	2,006,840	54,938	-113,304	1,948,474	32,693	-90,004	1,891,163

* The FY 2013 Actual column **includes** $38,251 thousand of FY 2013 OCO Appropriations funding (PL 113-6).
* The FY 2014 Estimate column **excludes** $68,227 thousand of FY 2014 Overseas Contingency Operations Appropriations funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

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 (Intelligence Oversight), the Director of Administration and Management (DA&M), the Director, Cost Assessment and Program Evaluation (D,CAPE), the Director, Net Assessment

I.   Description of Operations Financed (cont.)

(ODNA), the Director, Operational Test and Evaluation (DOT&E), and the DoD Chief Information Officer (DoD CIO).

Narrative Explanation of Changes from FY 2014 to FY 2015:
The Office of the Secretary of Defense (OSD) Operation and Maintenance (O&M) FY 2015 budget request is based on Department of Defense (DoD) strategic guidance, complies with the Secretary of Defense (SECDEF) priorities for continuation of efficiency initiatives that started in FY 2012, and includes reductions for streamlining of management headquarters activities. The FY 2015 budget request reflects an overall decrease of -$57.3 million when compared to the FY 2014 current estimate. The net decrease combines a price adjustment of +$32.7 million and a program decrease of -$90.0 million resulting from programmatic increases and decreases that include internal funding realignments detailed in the Financial Summary (Part III).

$ in Thousands

	FY 2013 Actuals	FY 2014 Estimate	FY 2015 Estimate
A. Core Operating Program:	355,088	359,277	357,360

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 <u>all</u> civilian personnel compensation and benefits. Costs/funding for Intergovernment Personnel Act (IPA) are included in the Core Operating Program for FY 2013, FY 2014 and FY 2015.

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

I.   Description of Operations Financed (cont.)

<u>$ in Thousands</u>

	Civilian <u>Pay</u>	Full-Time Equivalents <u>(FTEs)</u>
Estimated FY 2015 Civilian Pay and Benefits for Major OSD Principal Staff Assistants (PSAs):		
OUSD(AT&L)	88,446	448
OUSD(Comptroller)	27,666	152
OUSD(Intelligence)	32,551	174
OUSD(P&R)	25,847	142
OUSD(Policy)	60,864	360
O,DCMO	15,548	87
D,CAPE	23,965	132
DoD CIO	21,009	109
Other DoD Offices	61,464	327
Total Estimated Civilian Pay and Benefits	**357,360**	**1,931**

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

I.   Description of Operations Financed (cont.)

$ in Thousands

	FY 2013 1/**Actuals**	FY 2014 **Estimate**	FY 2015 **Estimate**
B. Other DoD Programs and Initiatives:	194,386	275,329	328,580

1/**Excludes one-time congressional increase of FY13-$40258**
and FY14-$44,000 for SECDEF Grants,(Sec 8078)

This Subactivity is comprised of:

	FY 2013	FY 2014	FY 2015
Assistant Secretary of Defense, Legislative Affairs (ASD(LA))	423	703	481
Assistant Secretary of Defense, Public Affairs (ASD(PA))	5,893	5,906	6,100
Office of General Counsel (OGC)	100	701	672
Assistant to the Secretary of Defense(Intelligence Oversight)	109	914	863
Director of Administration and Management (DA&M)	4,683	5,030	3,852
Office of the Director Net Assessment (ODNA)	18,304	10,253	8,944
Boards, Commissions and Task Forces (BCTF)	5,889	7,780	9,145
Test Resource Management Center (TRMC)		4,442	3,629
Capital Security Cost Sharing (CSCS)(State Department Bill)	102,212	183,897	281,244
Other DoD Programs and Initiatives(*includes Grants)	*56,773	*55,703	13,650
Total Other DoD Programs and Initiatives	**194,386**	**275,329**	**328,580**

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

   a. **ASD (Legislative Affairs)** serves as the principal staff assistant and advisor to the Secretary of Defense for DoD relations with the U.S. Congress and has overall supervision of DoD legislative affairs. The OASD (LA) promotes the Administration's defense budget and the Department's strategy, legislative priorities, and policies to the U.S. Congress.

   b. **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.

   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. The office also serves as the proponent for DoD Intelligence Oversight policy.

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

  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.

  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

I.   Description of Operations Financed (cont.)

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.

$ in Thousands

	FY 2013 1/**Actuals**	FY 2014 2/**Estimate**	FY 2015 3/**Estimate**
C. Under Secretary of Defense (Acquisition, Technology, and Logistics):	283,548	286,761	244,515

1/FY 2013 Actuals **includes** $12,659 thousand OCO funding (PL 113-6)
2/FY 2014 Estimate **excludes** $5,000 thousand OCO funding (PL 113-76)
3/FY 2015 Estimate **excludes** OCO.

I.   Description of Operations Financed (cont.)

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**: This program funds and supports the DoD established 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 as the phase of a mission in the area of operations 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.

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

2) <u>**Chief Financial Officers (CFO) Act Compliance**</u>: This program funds and supports the development and implementation of new policies, processes, and procedures required to meet the 2010 National Defense Authorization Act. This public law directs accounting for and valuing DoD resources, and addresses property accountability for general property, plant and equipment (GPP&E) audit preparation. The Department must be audit ready by 2017 and owns more than 80 percent of the GPP&E, operating materials and supplies, and inventory, which encompasses $1.4 trillion in acquisitions and a net book value of $827 billion. The program also supports additional mandates such as the Campaign to Cut Waste and Managers' Internal Control Program (OMB Circular A-123).

3) <u>**Committee on Foreign Investment in the United States (CFIUS)**</u>: This program funds and supports the inter-agency committee that reviews the national security implications of foreign investments in U.S. companies or operations in agreement with the Exon-Florio Amendment of the Defense Production Act. OUSD(AT&L) must consider potential effects of these transactions on U.S. technological leadership and supply chain reliability and integrity in areas affecting U.S. national security and critical infrastructure, and whether the acquirer is controlled by, or acting on behalf of a foreign government.

4) <u>**Electronic Business Center of Excellence (e-Business COE)**</u>: This program funds and supports the requirements for transforming the Department's business processes related to acquisition, procurement, and implementation of e-Government initiatives. This program facilitates procurement data standards implementation and compliance, as well as procurement data validation and

I.   Description of Operations Financed (cont.)

verification, supporting federal and departmental traceability and transparency efforts.

5) **Legacy Resource Management**: This program funds and supports DoD's primary means of funding innovative and cost-effective national and regional projects that sustain long-term military training and testing while providing stewardship for its natural and cultural resources. Legacy projects support both statutory and mission-related environmental conservation requirements that support DoD training and testing. Projects funded are selected on the basis of the most positive effects on military readiness, increased conservation efficiencies, and the need to meet Congressional intent.

6) **Native American Lands Remediation**: This program funds and supports DoD's environmental impacts to Native American Lands, environmental mitigation projects on Indian Lands, training and technical assistance to tribes, and implementation of DoD Policy and consultation responsibilities to American Indians, Alaskan Natives, and Native Hawaiians.

7) **BRAC Round Planning and Analyses**: This program funds and supports the requested authority from Congress to conduct a new round of Base Realignment and Closure (BRAC) to align infrastructure with planned force structure changes. The BRAC process requires extensive up-front analysis including a 20-year force structure plan, a comprehensive inventory of installations, and a discussion of categories of excess infrastructure and infrastructure capacity. To support this effort, BRAC funds are required to develop recommendations and to manage these efforts.

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

   b. <u>**Improve Acquisition & Logistics Processes**</u>:

   1) <u>**Acquisition Programs Support Systems (APPS)**</u>: This program funds and supports the flow of mission-essential information, expedites acquisition decision making, and assures continuity of business/leadership operations through disaster recovery scenarios. Services include Portfolio Management, Information Assurance, Application Development, Application Hosting, Infrastructure Engineering, and Website Governance services for over 100 AT&L mission applications and tools. APSS supports over 50 public, intranet, and classified websites such as ACQweb. AT&L SharePoint has developed nearly 300 collaborative sites. Portfolio Management, Infrastructure and DoD Governance expertise is provided for Mission Applications such as DAMIR and related Acquisition Visibility Services, Unmanned Warfare Information Repository, DAB Calendar, DAE Tracker (DAT), and the Executive Information System (EIS). This program leverages Pentagon and OSD/WHS Enterprise Services and Data Center offerings on behalf of AT&L software application sponsors thereby delivering manpower efficiencies and cost savings. The customer base supported by this program and its applications includes the AT&L staff and approximately 7,300 external clients to include other DoD, Federal and Legislative entities.

   2) <u>**Contingency Contracting**</u>: This program funds and strengthens combat power and support of contingency operations. Contractors now provide essential capabilities to all of our military Services and, in combat contingency operations, constitute over half of the personnel forward on the battlefield. This level of reliance brings key challenges to the (DoD) in planning, integrating, and managing requirements for contracted support in forward areas.

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

The Contingency Contracting program drives improvements to contracting in support of deployed forces, humanitarian or peacekeeping operations, and disaster relief through policy, guidance, and oversight. It enables the Military to focus on key initiatives; develop critical tools; and implement policy, processes, regulations, and doctrine to maximize speed and efficiency of responses to improve contingency support across the DoD.

3) <u>**Corrosion Prevention Program**</u>: This program funds and supports the implementation of DoD's long-term strategy to reduce corrosion and the effects of corrosion on military equipment and infrastructure throughout the acquisition and sustainment lifecycle as defined in 10 U.S.C. 2228.

4) <u>**Defense Management Initiative**</u>: This program funds and supports the improvements of Defense installations' services and facilities management (including housing). The initiative evaluates concepts, approaches, policies and systems for studying selected Departmental functions, and produces tools needed to improve installation management.

5)   <u>**Defense Industrial Base (DIB) Cyber Security**</u>: This program funds and supports critical DoD programs and technology by protecting DoD unclassified information resident on and transitioning DIB unclassified networks. This project further establishes the DoD Damage Assessment Management Office (DAMO) to coordinate the conduct of assessments involving the loss of DoD information requiring controls resulting from the unauthorized access and/or exfiltration of technical data maintained on unclassified DIB networks. The DAMO identifies and categorizes the impact of the loss of acquisition information contained on the affected systems, organizes and coordinates the assessment reports with all affected components

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

and DIB members, and establishes a process to appropriately share collected information with all affected parties. The DAMO establishes policy and procedures for conducting damage assessments applicable to all DoD components and in concert with Federal Acquisition Regulation (FAR) and Defense Federal Acquisition Regulation (DFAR) procedures pertaining to contracts with the DIB.

6) <u>**Defense Installation Spatial Data Infrastructure (DISDI)**</u>: This program funds and supports the organization of people, policies, standards and protocols to optimize Component acquisition, management, and sustainment of geospatial imagery and mapping investments. The DISDI protocols will enable the use of previously disparate data, allowing decision makers to visualize the installations' complex array of natural and physical assets in an integrated manner.

7) <u>**Defense Procurement & Acquisition Policy (DPAP)**</u>: This program funds and supports changes throughout the DoD Acquisition, Technology, and Logistics community; supports acquisition policy initiatives; supports the development, review, and coordination of DoD acquisition policy and regulations, develops and maintains the Defense Acquisition Guidebook; facilitates the review and management of major acquisitions services; and furthers the development and staffing of acquisition policy initiatives.

8) <u>**Developmental Test and Evaluation (DT&E):**</u> This program funds and supports DoD Developmental Test and Evaluation (DT&E), under Title 10, section 139b of the United States Code. For major defense acquisition programs, (DT&E) supports program managers in developing DT&E test strategies that support the development

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

and acquisition lifecycle. This includes reviewing and approving the developmental test and evaluation plan within the test and evaluation master plan; and monitoring and reviewing the developmental test and evaluation activities of the program. DASD(DT&E) develops detailed technical assessments to support significant acquisition decisions. In addition, DASD(DT&E) provides advocacy, oversight, and guidance to elements of the acquisition workforce responsible for developmental test and evaluation. This funding acquires analytical support to accomplish the above efforts and is primarily focused on development of analytical methods and processes that apply to all services/programs.

9) <u>**Operational Energy Plans and Programs (OEP&P)**</u>: This program funds and supports Operational Energy Plans and Programs (OEPP), under Title 10, section 138c of the United States Code (USC). This requires the appointment of an Assistant Secretary of Defense for Operational Energy Plans and Programs (ASD(OEPP)) to serve as the principal advisor to the SECDEF and the principal policy official within the senior management of DoD regarding operational energy security. The USC also requires the ASD(OEPP) to have sufficient professional staff of military and civilian personnel to enable the ASD(OEPP) to carry out the prescribed duties and responsibilities. The ASD(OEPP) is responsible for: (1) Providing leadership and facilitation of communications and management oversight for OEPP within DoD; (2) establishing the DoD Operational Energy Strategy; (3) coordinating and overseeing Planning, Programming, Budgeting, and Execution (PPBE) activities for DoD related to implementation of the operational energy strategy; and (4) monitoring and reviewing all operational energy initiatives within DoD.

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

   10) <u>**Environmental, Safety, & Occupational Health (ESOH)in Acquisition**</u>: This program
   funds and supports the Department's efforts to carry out newly assigned
   acquisition ESOH oversight functions in accordance with DoDI 5000.02. As an
   official Defense Acquisition Board Advisor, I&E is required to conduct oversight
   related to ESOH requirements in major DoD acquisitions as defined in the
   December 2013 DoD Instruction (DoDI) 5000.02, including developing ESOH
   acquisition policy and guidance; conducting reviews of over 175 Major Defense
   Acquisition Programs (MDAPs) and Major Automated Information Systems (MAISs);
   and providing policy implementation assistance for program managers. Evolving
   regulatory issues such as the international chemical management regulation
   called "REACH" now require monitoring due to their potential impact to
   development and O&M life cycle costs of weapons systems. Additional ESOH
   expertise is needed to address these issues and ensure that ESOH considerations
   are integrated properly before major milestone reviews. This is critical to
   ensuring system capabilities while ensuring ESOH risks and costs are minimized
   throughout system life cycles.

   11) <u>**I&E Business Enterprise Integration (BEI)/(formerly Facilities Program
   Requirements FPRS)**</u>: This program funds and supports both I&E and DoD-wide
   information needs for installations management, energy management, environmental
   management, safety and occupational health. BEI develops IT information, data,
   and technical standards to enable lifecycle Real Property, Energy, Environment,
   Safety and Occupational Health management and; Oversees IT investment for all
   I&E systems to ensure compliant, cost- effective, and integrated solutions.

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

12) **Emerging Contaminants**: This program funds and supports early identification of Emerging Contaminants (EC), assessments of impacts to human health and DoD functions, and development of risk management options. The program applies lessons learned from DoD's experience with perchlorate and other ECs.

13) **Human Capital Initiative (HCI):** This program funds and supports the execution of the DoD-wide acquisition workforce statutory requirement to strengthen the workforce and continuously 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 Department-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), the Defense Acquisition Workforce Development Fund (DAWDF), and all supporting workforce initiatives.

14) **Industrial Policy Program Support**: This program funds and supports the Deputy Assistant Secretary of Defense (DASD) of Manufacturing and Industrial Base Policy (MIBP) who serves as 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, as well as the overall health of, the industrial base to meet future needs. It funds efforts to sustain an environment that ensures the Industrial base on which the

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

Department depends is reliable, cost-effective, and sufficient to meet DoD requirements. The DASD(MIBP) is the 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 Department's new point of contact for the statutory Committee on Foreign Investment in the U.S. The committee findings are signed out by Deputy Secretary of Defense and the President of the United States of America.

15) <u>**Installation Climate Change Vulnerability Assessment**</u>: This program funds and supports comprehensive assessments of the vulnerability of DoD installations to the projected impacts of climate change to support strategic risk assessments and development of adaptation plans and options tailored to facility managers, natural resource managers, test and training range managers, and installation military mission planners.

16) <u>**Information Superiority Integration Support (ISIS):**</u> This program 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. This funding increment underwrites development of analyses of alternatives and studies for selected capabilities; portfolio investment strategies, system synchronization plans and roadmaps to support acquisition programs and

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

enterprise capabilities; and planning, resourcing and executing activities which improve operational capabilities for the war-fighter.

17) <u>**Integrated Acquisition Environment (IAE) (GSA Bill)**</u>: This program funds and supports the Department's share of mandatory GSA e-Government shared service costs for federally mandated procurement-related systems. The IAE portfolio, established in 2001, provides federal-wide regulatory required systems that are used to support the procurement and finance processes. The Military Services and Defense Agencies are the primary customers of IAE capabilities and data, and use them extensively to support procurement, grants, and vendor payment processes throughout the Department. Federal agencies' required monetary contributions to sustain the IAE budget are established by the Office of Management and Budget (OMB). Provided IAE capabilities include vendor identification and payment information through the Central Contractor Registration (CCR) system, centralized advertising of solicitation opportunities through FedBizOpps, and required collection of contract award data for congress and the public at the Federal Procurement Data System (FPDS). These are authoritative sources of data and provide a single federal interaction point with the vendor community for certain processes, all required to be used by statute and/or regulation. Capabilities do not exist in the Department to accomplish the processes they support

18) <u>**The Joint Purchase Card Program Office**</u>: This program funds and supports integration of policy, oversight, and data mining tools to combat fraud, waste, and abuse of the purchase card by purchase card officials. These requirements were directed federal government-wide by statute in FY2013.

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

19)<u>**Logistics Systems Modernization Support (LSMS)**</u>: This program funds and supports essential L&MR activities necessary to effectively carry out functional mission of the ASD Logistics and Materiel Readiness (L&MR) who 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. These resources are designed to support the logistics mission area activities at an acceptable level that will move the Department towards critical improvements in logistics systems and processes. The program facilitates efforts to make 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)<u>**Mission Capabilities (MC)/Systems Engineering (SE):**</u> This program provides funding for Public Law 111-23, "Weapons System Acquisition Reform Act of 2009" (WSARA) which directed the appointment of a Deputy Assistant Secretary for System Engineering (DASD(SE)) and establishment of an SE office subordinate to the OUSD(AT&L). This program sets policy for SE practices and specialty engineering, and serves as functional leader for the systems engineering workforce. DASD(SE) also oversees effective policy and guidance implementation, including leading assessments of technical approaches and plans for major defense acquisition programs (MDAP); providing independent expert program review support to program managers as requested; and conducting systemic analysis of acquisition issues to identify causal factors contributing to program execution shortfalls. DASD(SE) develops technical risk assessments of (MDAPs) to ensure technical risk is effectively considered and managed through the MDAP development lifecycle.

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

21) <u>**Performance Assessment & Root Cause Analysis (PARCA**</u>**)**: This program funds and supports Public Law 111-23, "Weapons System Acquisition Reform Act of 2009" (WSARA) in support of MDAP programs 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) <u>**DoD Siting Clearinghouse**</u>: This program funds and supports 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, development of tools to assist developers, and the development of more timely, transparent and consistent processes.

23) <u>**Research, Development, Test and Evaluation (RDT&E) Oversight**</u>: This program funds and supports centralized management and administrative expenses of RDT&E programs across the Assistant Secretary of Defense for Research and Engineering (ASD (R&E))enterprise.

24) <u>**Small Business Program Support**</u>: This program funds the Office of Small Business Programs of the Department of Defense implementation and management of the statutory and regulatory requirements within the office of small business programs as well as the Office of Small Business Programs market research Center of Excellence (COE) initiative, which supports Better Buying Power 2.0 and is key to improving effectiveness of the acquisition workforce and the Departments ability to achieve small business performance goals.

I.   Description of Operations Financed (cont.)

25) **Space & Intelligence Major Defense Acquisition Program (MDAP) Oversight**: This program funds and supports 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.

26) **Strategic Sourcing**: This program funds and supports development, implementation, governance and execution of the acquisition oversight framework for contracted services, and for the championing of strategic sourcing policy and initiatives, for DOD. Services acquisitions have accounted for more than half of all DOD contracting dollars spent in support of the Warfighter in recent years. Services Acquisition is responsible to ensure the proper process execution of services procurement results in the best value at the most reasonable cost. The Services Acquisition Directorate is also committed to reshaping the DoD acquisition enterprise through strategic sourcing to support customers making more efficient and effective business decisions about acquiring goods and services through the use of enterprises portfolio spend analyses. The Strategic Sourcing program conducts annual portfolio spend analyses and additional spend-related ad hoc studies and analyses that are utilized by, but not limited to, OUSD(AT&L), PDUSD(AT&L), OSBP(AT&L), DP(AT&L), DPAP(AT&L), and DoD Components to make business decisions that lead to greater efficiency and productivity in DoD spending for goods and services.

27) **Countering Weapons of Mass Destruction (CWMD) Sustainment**: This program funds and provides sustainment and the operational capability portion of CWMD. It

I. Description of Operations Financed (cont.)

also funds the administrative costs associated with analyses, oversight, and portfolio management. Program funding will ensure the long-term success and stability of the CWMD System. The CWMD program is an integrated and interconnected CWMD capabilities-based system that defines and enables a comprehensive, global awareness and readiness for CWMD steady-state and surge postures.

28) **Countering Weapons of Mass Destruction (CWMD) Expert Fellows Program**: This program establishes a cost-effective and 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 provides funding for Fellows within AT&L each year, beginning with American Association for the Advancement of Science (AAAS) fellows and Nunn-Lugar fellows. Annual placements for experts with S&T and academic expertise will provide an 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) **AT&L Knowledge Management System (AKMS):** This program funds and supports an integrated "system of systems" consisting of knowledge repositories, communities of practice, performance support, learning tools, and discover/search capabilities. It provides reach-back to Defense Acquisition University's formal learning courses and collaborative tools, allowing the acquisition workforce access to the overall DoD AT&L knowledge base from their work locations. AKMS includes the Defense Acquisition Portal (formerly called

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

Acquisition Knowledge Sharing System, or AKSS), the Acquisition Community Connection, and various performance learning tools and job aids that focus on the performance needs of the AT&L workforce. AKMS funding is used to build, operate, and maintain all AKMS subsystems, to include development of job performance support tools, such as functional guidebooks and roadmaps. Additionally, the funding supports the development of new continuous learning modules in response to workforce competency requirements; review and update of existing content to provide up-to-date information to the AT&L workforce through the Continuous Learning Center; and incorporation of gaming and simulation delivery methods into courseware, when appropriate to learner needs.

2) <u>**Transform Procurement Regulations**</u>: This program funds and supports the continuing initiative to increase the efficiency and improve the quality and effectiveness of DoD procurement regulatory process and rule making capability. This ongoing initiative maintains the development, implementation, publication, and communication of hundreds of policies, laws, and changes in the FAR and DFARS as a web-based capability.

3) <u>**Acquisition Visibility (AV)**</u>: This program funds and supports the Defense Acquisition Executive (DAE), OSD senior leaders, and OSD and Component analysts in acquiring and sustaining war-fighting capability for the Department via Major Defense Acquisition Programs (MDAPs), Major Automated Information Systems (MAIS), and all other programs. AV is the capability that supports USD(AT&L) responsibilities by providing critical information for acquisition analysis, oversight, and decision making. AV institutionalizes governance of data and business rules used in acquisition decision making, and it combines and builds

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

on functions of different capabilities. The product is a centrally accessible collection of tools, including Defense Acquisition Management Information Retrieval (DAMIR); capabilities; data and related access services; and data standards for use across Congress and the Department, particularly in support of the Defense Acquisition Executive and his decision authority.

d. **Regulatory Requirement:**

1) <u>**Defense Environmental International Cooperation**</u>: This program funds and supports bilateral and multilateral environmental initiatives with foreign defense departments and militaries in support of global basing/operations and the Secretary's Security Cooperation Guidance goals.

2) <u>**International Cooperation Program:**</u> This program funds and supports the requirements for the Department pursuing more effective cooperation with U.S. allies and friends in the research, development, production and support of weapons systems and related equipment. International Cooperation Program supports the USD(AT&L) in carrying out his responsibilities and exercising his authorities on all international matters. This mission involves developing and monitoring the implementation of defense policies on international cooperation in coordination with U.S. government agencies, foreign governments and industry.

3) <u>**Low Observable/Counter Low Observable Export Control (LO/CLO)**</u>: 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).

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

4) <u>**Readiness and Environmental Protection Initiative (REPI**</u>): This program funds and supports efforts to sustain military readiness while assisting in the protection of valuable habitat and open space. The Military Departments identify expanding development and urban growth as an increasing challenge to range and installation viability and a growing impediment to mission readiness. The initiative supports cooperative agreements with states and local communities, and other interested stakeholders to acquire key conservation easements thus preventing incompatible development around military bases and ranges. DoD promotes such partnerships through its Sustainable Ranges Initiative.

e. <u>**OSD Analysis and Support:**</u> This program funds and provides the Secretary and the entire OSD staff and Joint Chiefs of Staff with a source of funds to explore management and programmatic options before committing to a course of action. These funds provide assurance that future budget requests contain programs and policies that have been explored in some depth and represent an optimum solution to a particular problem. The OSD Studies Program falls under the OSD Analysis and Support umbrella developing requirements for analytic support within the OUSD(AT&L) and conducting joint studies with other components of OSD and the Joint Staff. The program improves the ability of executive decision makers in OSD and Joint Staff components to execute their missions in a complex global environment, by allowing access to specialized technical support. Foremost among the areas supported are installation management, international cooperation and security policymaking, environmental protection.

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

f. **OTHER:**

Travel Program:
This program funds and supports travel for Acquisition, Technology and Logistics program managers throughout the AT&L community. Travel activities include, but are not limited to, travel in support of bilateral and multilateral International treaties, major acquisition program reviews, advancement of Small Business outreach, science and technology reviews, critical manufacturing and industrial base activities, nuclear treaties and security initiatives, strategic operational energy initiatives and defense installations and environment management.

$ in Thousands

	FY 2013 [1]/**Actuals**	FY 2014 [2]/**Estimate**	FY 2015 [3]/**Estimate**
D. Under Secretary of Defense (Policy):			
[1]/ FY 2013 Actuals **includes** $13,991 thousand OCO funding. (PL 113-6)	62,445	56,985	60,608
[2]/ FY 2014 Estimate **excludes** $19,463 thousand OCO funding. (PL 113-76)			
[3]/ FY2015 Estimate **excludes** OCO.			

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

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

security objectives; and represents the Secretary and Department of Defense in the interagency process, with Congress, and in public/media outreach.

a) <u>**OUSD(P) Operations:**</u> Funds support the day-to-day operations of the Office of the Under Secretary of Defense (Policy) by contracting for essential services and general contractor support. Program includes support requirements for the various OUSD (P) Staff Offices. Among the areas supported are administrative management, mission essential travel, systems acquisition and architecture, communications and software assurance, Intergovernmental Personnel Act (IPA) program, and comprehensive workforce training.

b) <u>**OUSD(P) Mission Support:**</u> Funds support mission requirements within the OUSD(P) by allowing the USD(P) to represent the Department of Defense, as directed, in matters involving national security policy; develop DoD policy for defense-related international negotiations; develop DoD policy and positions for international negotiations on arms control implementation and/or compliance issues; develop DoD policy on the conduct of alliances and defense relationships with foreign governments, their military establishments, and international organizations; oversee the implementation of DoD policy to reduce and counter threats to the United States, U.S. Armed Forces, and U.S. allies, from weapons of mass destruction and other militarily significant technologies and force capabilities, to include counter-proliferation policy, arms control policy, and security policy. The program funding provides the Assistant Secretaries of Defense (ASDs) the capacity to execute their missions in a complex global environment, by allowing access to specialized technical support capabilities. Supported ASDs include ASD for International Security Affairs (ISA), ASD Asian and Pacific Security Affairs (APSA), ASD for

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

Homeland Defense & Americas Security Affairs (HD&ASA), ASD for Special Operations and Low-Intensity Conflict (SOLIC) and ASD for Global Strategic Affairs (GSA). Among the areas supported are oversight of capability development to include general-purpose forces, space and information capabilities, nuclear and conventional strike capabilities, missile defense, security cooperation programs and organizations, foreign military sales, military education and training, supervision of homeland defense activities of the Department of Defense, to include domestic antiterrorism, the Defense Continuity Program, other homeland defense-related activities, and alignment of homeland defense policies and programs with DoD policies for counterterrorism and counter narcotics.

c) **Defense Critical Infrastructure Protection:** 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 industries that are critical to executing military missions. Activities include the identification, assessment, monitoring, and risk management of cyber and physical infrastructure assets critical to the execution of the National Military Strategy.

d) **International Defense Programs:** Program provides stable interface with US allies, the North Atlantic Treaty Organization (NATO) and its member states, responses to terrorism and unstable conditions in fragile and failed nation states that involves NATO-member state support (e.g. Syria), weapons of mass destruction bilateral measures, and support of overseas facilities. Program supports staff coordination

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

requirements on those matters both internal and external to the Department of Defense.

e) <u>**Rewards Program:**</u> 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. 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.

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

   f) <u>**Strategy and Force Development:**</u> The Under Secretary of Defense (Policy) is
responsible for assisting the Secretary of Defense in the development of national
security and defense strategy; advising the Secretary on the forces necessary to
implement that strategy to include serving as the principal advisor to the Secretary
of Defense for the planning phase of the Planning, Programming, Budgeting and
Execution System (PPBES) and for monitoring the degree to which the program
underwrites the strategy. USD(P) is also responsible for the development,
coordination, and oversight of the implementation of international security strategy
and policy; political-military policy on issues of DoD interest relating to foreign
governments and their defense establishments, to include arrangements for U.S.
military facilities, access and operating rights, and status of forces. Program
funding informs the development of the future force by supporting external/internal
research and analyses that provide independent and objective assessments of the
broad range of potential threats and challenges the US and DoD may have to confront
now and in the future, alternative approaches to countering those threats, and
unbiased insights into current and future defense programs and policies that may be
best suited or require adjustments to counter those threats. The program also
supports requirements necessary to fulfill legislative requirements such as the
Quadrennial Defense Review QDR), to include tailored modeling and simulation of
future warfare, increased analysis of threats to U. S. security interests and the
development and understanding of the implications of alternative U.S. strategies and
force postures, and to examine the range of alternative force structures, budgets,
and strategies. These resources also further support the Secretary's Title 10
responsibility, delegated to the Under Secretary of Defense for Policy, to provide
written policy guidance for the preparation and review of operational and
contingency plans, including those for nuclear and conventional forces, and in
reviewing such plans through the use of technical expertise to strengthen the

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

connection of plans to resources. Without funding support, the ability to ensure that the Secretary and President have a broad range of executable defense strategy options and sustainable defense program options to underwrite the strategy will be severely diminished and the potential risk for an un-executable strategy will be high. Furthermore the value of the QDR and defense strategies will be diminished to the extent that it fails to take maximum advantage of external analyses and alternative points of view.

<u>$ in Thousands</u>

	FY 2013 <u>Actuals</u>	FY 2014 <u>Estimate</u>	FY 2015 <u>Estimate</u>
E. <u>**Under Secretary of Defense (Comptroller)**</u> <u>**and Chief Financial Officer:**</u>	30,368	37,107	39,590

Comptroller and Chief Financial Officer: The Office of the Under Secretary of Defense (Comptroller)/Chief Financial Officer (OUSD(C)/CFO) oversees and sets policy for budget and fiscal matters including financial management, accounting policy and systems, management control systems, budget formulation and execution, and contract audit administration. The office is responsible for the analysis of force planning and programming as a part of the process upon which force structure, system acquisition, and other resource allocation actions are based. The four main areas of operations financed include Comptroller Initiatives, Administrative Support, Next Generation Resource Management System, and Enterprise Funds Distribution System Support.

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

    a. <u>**Comptroller Initiatives**</u>:

       1)   Support for monitoring and reporting progress in achieving auditable financial statements for the Department; includes developing financial improvement and audit preparation methodologies and guidance and reviewing, improving, and executing Component financial improvement plans.

       2)   Oversee Department business transformation efforts to a simplified, standard, cost effective environment characterized by accurate, timely, standard financial information, streamlined business processes, resource and asset visibility and accountability, and compliance.

       3)   Maintain 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)   Implement the course-based DoD Financial Management Certification Program to improve the professional and analytical skills and abilities of the financial workforce and to support financial improvement and audit readiness and the changing business needs of the department.

    b. <u>**Administrative Support:**</u>   Funds services including general office support, data administration, records management, workflow and correspondence tracking, travel, communications, and other administrative tasks.

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

    c. <u>**Next Generation Resource Management System**</u>: Maintain automated system used to formulate, justify, and present the Department's budgets and to support delivery of timely and accurate budgets which reflect the goals of the Administration and the Secretary of Defense.

    d. <u>**Enterprise Funds Distribution System Support:**</u> Maintain the automated system used 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/.

<div align="right">$ in Thousands</div>

	FY 2013 1/**Actuals**	FY 2014 2/**Estimate**	FY 2015 3/**Estimate**
F. Under Secretary of Defense (Personnel and Readiness):	765,815	653,895	656,989

1/FY 2013 Actuals **includes** $11,601 thousand OCO funding (PL 113-6)

2/FY 2014 Estimate **excludes** $13,764 thousand OCO funding (PL 113-76)

3/FY2015 Estimate **excludes** OCO.

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

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

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:

Includes the Workforce Recruitment Program for College Students with Disabilities to increase the number of people with targeted disabilities in the federal civilian workforce to support a DoD goal of two percent DoD-wide, emphasizing the benefit for wounded service members. The Defense Equal Opportunity Management Institute develops curricula and trains military and civilian personnel in cultural competencies/awareness for engaging in warfare and to provide a website and clearinghouse materials for deployed military equal opportunity advisors. Growing Diversity in the Senior Ranks will improve diversity in key occupational pipelines that feed into the military flag/general officer and civilian senior executive service positions by increasing diversity in DoD internship programs.

   a. <u>**Assistant Secretary of Defense (Health Affairs) Operations**</u>: 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.

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

   b. <u>**Assistant Secretary of Defense (Reserve Affairs) Operations**</u>: 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.

   c. <u>**Combatant Commanders' Exercise Engagement and Training Transformation (CE2T2)**</u>: Supports the joint training requirements of the Department of Defense to include 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 (TCP). For example, in Fiscal Year 2013, CE2T2-funded exercises prepared U.S. and Israeli forces for ballistic missile defense, and CE2T2 funds U.S. Pacific Command's annual exercises for the defense of South Korea.

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

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 example, CE2T2 funds U.S. Central Command's International Mine Countermeasures Exercise in the Straits of Hormuz; by participating in this exercise, the U.S., allies, and partners demonstrate our collective resolve to protect freedom of navigation, thus deterring Iranian provocation.

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. In addition, the CE2T2 program provides funds for each of the Services to participate in the exercises of the other Services, for example, Air Force participation in Army's pre-deployment exercises at the National Training Center.

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.

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

Armed Forces, and advance U.S. national strategy. The CE2T2 funding resources the following critical training programs:

   1) **The Joint Exercise Transportation Program (JETP)**: Is a key component of the Combatant Commanders Exercise Engagement program and funds transportation of personnel and equipment to worldwide exercises. It enables CCMDs to train battle staffs and participating forces in joint and combined operations, evaluate Operation Plans (OPLANs), 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. Consistent with defense strategy, JETP funds have been redistributed across Combatant Commands to support the rebalance to the Asia-Pacific regions.

   2) **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 pay for the additional costs that would otherwise be borne by the Services. This allows CCMDs to achieve Theater Campaign Plan objectives without having a detrimental impact on Service training budgets. SIF is essential to the realistic conduct of multi-echelon exercises – exercises which include forces on the ground, in the air, or at sea, rather than exercises merely for headquarters.

   3) **J7 Support to Combatant Command (CCMD) Exercises**: Each year, CCMDs conduct exercise/engagement events ranging from small-scale, unilateral to major, multi-lateral events. To maximize effectiveness of these events, the Joint Staff J7 annually supports two exercises per CCMD. This support includes scenario development; observer/trainers; exercise management; and subject matter expertise in Interagency,

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

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) <u>**Combatant Command Headquarters**</u>: 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.

   5) <u>**Joint National Training Capability (JNTC):**</u> 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. JNTC also funds improvements to training realism, including advanced range instrumentation (threat replication), opposition forces, and Afghan role-players for pre-deployment exercises. Overall, JNTC increases training effectiveness while mitigating gaps and seams between Service-centric training programs.

I.   Description of Operations Financed (cont.)

6)   Joint Training Coordination Program (JTCP): Provides funds for the Services and U.S. Special Operations Command to participate in the exercises of the other Services. Through such participation, U.S. forces develop the skills and cross-Service familiarity that are necessary to operate in a joint environment. JTCP facilitates the integration of special operations and conventional forces – critical to the defeat of terrorists, including al-Qaeda. By providing or replicating cross-Service participation in pre-deployment exercises at Army's National Training Center and the Marine Air Ground Task Force Training Command at Twenty-Nine Palms, JTCP improves training for the troops who will be on the front lines.

d. 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.

e. 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.

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

f. <u>**Lost Work Days System (LWD):**</u> Lost Work Days aims to increase operational readiness by providing data and analysis to eliminate preventable mishaps.

g. <u>**Military Naturalization Support:**</u> 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.

h. <u>**Studies Program:**</u> 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.

i. <u>**Training Transformation**</u>: Provides oversight of the Department's Joint training effort, including DoD training ranges.

I.   Description of Operations Financed (cont.)

$ in Thousands

	FY 2013 1/**Actuals**	FY 2014 2/**Estimate**	FY 2015 3/**Estimate**
G. Under Secretary of Defense (Intelligence):	179,754	143,811	75,736

1/ FY 2013 Actuals **includes** OCO funding (PL 113-6)
2/ FY 2014 Estimate **excludes** $30,000 thousand OCO funding (PL 113-76)
3/ FY2015 Estimate **excludes** OCO.

The Intelligence Management project includes funding for the staff in the four Directors for Defense Intelligence (DDI) and four direct report offices within the OUSD(I). The OUSD(I) recently realigned to better prepare for future strategic challenges and added a fourth DDI (formerly Deputy Under Secretary of Defense) staff organization. The USD(I) advises the Secretary of Defense and Deputy Secretary of Defense regarding intelligence, counterintelligence (CI), security, sensitive activities, technical collection, capabilities, special programs 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, CI, or security components; and exercises planning, policy, and strategic oversight over all DoD intelligence, CI, and security policy, plans and programs. The USD(I) is dual-hatted as the Director of Defense Intelligence within the Office of the Director of National Intelligence (ODNI). In this capacity, the USD(I) reports to the DNI on Defense Intelligence matters.

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

a) **The DDI Warfighter Support (WS):** Ensures that intelligence support across the Department meets critical and timely warfighter requirements through policy development, planning, operational oversight, and resource advocacy. DDI WS aligns policies and programs with current operational requirements and Special Operations Intelligence Integration.

b) **The DDI Intelligence Strategy, Programs and Resources (ISP&R):** Develops DoD's investment strategy for ISR and environmental system capabilities, as well as governance, concepts, and technologies to enhance the Defense Intelligence Information Enterprise (DI2E). The office executes this investment strategy through management of the Military Intelligence Program (MIP) as well as the Battlespace Awareness (BA) Portfolio, balancing investment and risk over specific capability focus areas. The office also provides oversight support to USD(I) for ISR acquisition programs and synchronizes MIP investment with those investments in the National Intelligence Program (NIP) that support military planning and operations. Finally, the office identifies, manages, and coordinates ISR systems and programs through the OSD and DNI requirements and acquisition processes.

c) **The DDI Intelligence and Security (I&S):** Responsible for developing policy and planning, and conducting strategic oversight for the DoD in the areas of HUMINT, Counterintelligence (CI), security policy and oversight, clandestine operations and sensitive activities, national programs and policy support, insider threat, intelligence sharing and partner engagement, and defense analysis. Oversees and coordinates closely with DIA's HUMINT and CI enterprises. Supports management of resources and investments to meet evolving warfighter needs; expands defense HUMINT global reach; enhances CI and credibility assessment (CA) capabilities; transforms

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

defense security; and synchronizes SAP and other sensitive activities to provide enhanced operational integration and collaboration.

d) **The DDI Technical Collection & Special Programs (DDI/TCSP):** Newly added DDI established to strengthen operational oversight of the National Security Agency, National Geospatial-Intelligence Agency the Defense Intelligence Agency's Science and Technology Directorate, cyber operations and capabilities and other special programs. DDI/TCSP will drive development of new capabilities and responses to strategic situations and synergize efforts to cultivate new technologies. It oversees, enables and integrates technical collection, cyberspace activities, clandestine technical operations, capabilities development and the Foreign Materiel Program. DDI/TCSP advocates, as necessary, for Defense Intelligence Enterprise resources to support technical operations and other traditional military activities, as assigned, in support of DoD and National intelligence and intelligence related activities. DDI/TCSP represents OUSD(I) and OSD at DoD, IC, national, and international technical forums and conducts outreach activities with DoD components and other elements of the U.S. Government, as well as with our foreign partners. DDI/TCSP also ensures coordination and synchronization of technical capabilities, operations and activities among stakeholders, to include the IC and DoD components.

e) **Direct Report Offices (DRO):** Consists of the Chief of Staff Office, Human Capital Management Office, Congressional Activities, and the Special Access Program Central Office. This office serves as the focal point for coordination of organization-wide management and administrative matters; Defense Intelligence Mission Assurance; and Intelligence Policy. The office of the CoS provides customer focused administrative, management, policy, and operational support capabilities that enable the day to day functions of the OUSD(I). Responsible for managing OUSD(I) Continuity of Operations/Continuity of Government requirements and full integration with OSD; and

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

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, strategy and planning guidance to reflect the USD(I)'s strategic 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.

f) <u>**Human Capital Management Office (HCMO)**</u>: Exercises policy oversight of personnel in Defense intelligence positions to ensure that Defense intelligence, CI, and security Components are manned, trained, equipped and structured to support the missions of the Department. Develops and oversees the policies associated with the Defense Civilian Intelligence Personnel System (DCIPS). Develops policy and provides oversight on training, education, and career development of personnel within the Defense Intelligence, CI, 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, CI, and security Components, and exercises approval authority over the assignment of personnel. Develops and advocates policy, strategies, and programs for meeting DIE needs for foreign language skills and country knowledge capabilities.

g) <u>**Congressional Activities**</u>: Works in support of the USD(I), the ASD (Legislative Affairs) and the OSD (Comptroller); and facilitates OUSD(I) interaction with Defense

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

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.

h) <u>**The Special Access Program Central Office**</u>: Manages security and ensures policy compliance for Special Access Programs (SAP) executed by OUSD (I). Provides guidance, direction and compliance support to SAPs executed by other DoD components and overseen by the USD(I). Serves as the Designated Accreditation Authority for SAP Information Systems within OUSD(I), and drives the modernization of SAP Information Technology for OUSD(I) staff, including ensuring interconnectivity with OUSD(I)'s customers and partners. Functions as the IC's primary focal point for DoD SAP issues. Represents USD(I) equity in DoD SAP Governance forums, and coordinates and de-conflicts compartmented activities between DoD and the IC.

<u>$ in Thousands</u>

	FY 2013 <u>Actuals</u>	FY 2014 <u>Estimate</u>	FY 2015 <u>Estimate</u>
H. <u>**Director, Cost Assessment and Program Evaluation (CAPE):**</u>	24,885	31,975	27,701

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

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

analyzes program alternatives, manages the Future Years Defense Program (FYDP) and validates the costing and funding of programs throughout DoD.

   a. <u>Long Range Planning</u>: 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)

   b. <u>Industrial Base Study Program</u>: 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.

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I.   Description of Operations Financed (cont.)

   c. 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.

More detailed information on the mission and functions of CAPE can be found at the following website: *https://www.cape.osd.mil.*

$ in Thousands

	FY 2013 Actuals	FY 2014 Estimate	FY 2015 Estimate
I. DoD Chief Information Officer:	83,521	74,235	70,237

a. Chief Information Officer Mission: Responsible for all matters relating to information and the information environment including command and control (C2), communications, radio frequency spectrum, network operations, information systems, information assurance, defense cybersecurity, the joint information environment, and position, navigation, and timing (PNT) policy. Supports all aspects of the Defense Information Enterprise – its policy development and oversight; strategic, business, infrastructure, and capital planning; resource management (e.g., people, funds, and technology); and its design, development, configuration, operation and protection. Emphasis is placed on providing plans, policies, processes, IT governance structures and

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

compliance oversight, engagement with DoD,OMB, and Inter-Agency Governance forums/processes, analytic assessments, enterprise-wide architecture, and technical expertise to achieve the Department's Joint Information Environment (JIE). Funds support DoD CIO responsibilities for the development and integration of Command, Control, Communications, Computing Network, and Information Infrastructure Capabilities (C4&IIC) to include cloud, data center, identity/access management, and asset management policies to ensure successful implementation of the JIE. For initiatives impacting the Department's information sharing, supporting the full range of Defense operations from tactical through strategic levels. Provides for C4&IIC technical strategy development and analysis activities (e.g. bandwidth assessments, spectrum analysis, satellite communication, integrated joint C2 capability plans, and commercial wireless analysis), capability advocacy, and domestic and international policy engagement. Funds the analysis and oversight of implementation strategies for IT-based systems, services, standards, specifications and protocols to enhance the efficiency and effectiveness of capabilities and ensure compliance with the Department's JIE objectives. Enables management and oversight of Department and Component-level strategies for C4&IIC programs to include technical analyses and evaluations of cost, schedule, performance, dependencies and requirements, and provides leadership with solid capability strategies and economic alternatives. Funds technical analysis, architecture development, and systems engineering analysis of C4&IIC related programs, technical evaluation and assessments of acquisition strategies and requirements, analyses of alternatives, and systems integration and synchronization. The funds also support the DoD CIO role as the Secretary's Principal Staff Assistant (PSA) for command and control and National Leadership Command Capabilities, and supports the availability and provisioning of fully capable and collaborative nuclear and national C2 networks, systems, and equipment. Funds support efforts to: improve visualization of the status of National and Presidential communications networks and information services, oversee and monitor secure

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

voice and cryptographic device/equipment modernization (both nationally and nuclear command and control), and develop engineering and architecture of future systems. These funds also support the oversight and preparation of OMB and Congressional justification materials for the DoD Information Technology budget, to include the Department's cybersecurity budget

   b. <u>**Information Systems Security Program (ISSP):**</u> Supports policy development, program oversight, development of strategies, the integration of all DoD Information Assurance (IA) efforts such as Computer Network Defense (CND), and capabilities for the restoration of information systems. Supports: IA and CND architecture development and oversight; IA and CND operations process integration, and impact assessment and mitigation planning. Also supports oversight and development of IA education, training and awareness -- including IA Scholarship Program – defense information systems security programs, engagement with our allies on Internet Governance, and capabilities that support mission assurance and implementation processes.

   c. <u>**e-Gov Initiatives and Government-Wide Councils**</u>: This program implements OMB IT Management requirements supporting the President's agenda for IT Efficiency, transparency, information sharing, and OMB's guidance on alignment of architectures, advancement of new technologies, Federal-wide management initiatives (e.g., Information Resource Management Planning, Enterprise Architecture and Roadmaps, Shared Services, Digital Government, Mobile Enablement, Cloud Capabilities, Data Center Consolidation, Commodity IT, Privacy, Section 508 Compliance, Management of Information as a Strategic Asset, IPv6, IT Asset Management and Investment oversight), and implementation of Federal-wide services. The funding will also provide for the Department's annual share for support to the Federal government-wide councils (Chief Financial Officers Council,

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

Chief Information Officers Council, Chief Human Capital Officers Council, Chief Acquisition Officers Council, and the President's Management Council).

   d. <u>**Cyber Security Initiative**</u>: Supports the President's inter-agency Comprehensive National Cybersecurity Initiative (CNCI) in the areas of: FISMA compliance and increasing the security of the networks and information system; expanding education; and developing approaches for Global Supply Chain Risk Management (SCRM). Funding for SCRM activities are generally comprised of two types: 1) SCRM piloting activities within DoD, and; 2) continued expansion of SCRM threat assessment capability. DoD is piloting SCRM key practices within DoD acquisition programs through SCRM piloting centers of excellence, which place SCRM Subject Matter Experts (SMEs) within DoD acquisition programs to test SCRM key practices and leverage threat information from the SCRM threat assessment capability. The goal is to mitigate risks to DoD's IT information systems from the global supply chain of hardware and software-based components. In addition funds support program protection plan analyses, and support for cyber professional education and training activities at the service academies, senior service and defense colleges, service training schools, and for distributive/web-based training and mentoring.

   e. <u>**Defense Industrial Base, Cyber Security Initiative**</u>: 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, 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

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

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 the Dept. of Homeland Security (DHS) efforts to extend DoD's DIB information sharing model to other critical infrastructure sectors, and supports the DIB CS/IA program for partnering with industry on cyber security and information assurance.

More detailed information on the mission and functions of DoD CIO can be found at the following website: http://dodcio.defense.gov.

<u>$ in Thousands</u>

	FY 2013 <u>**Actuals**</u>	**FY 2014** <u>**Estimate**</u>	**FY 2015** <u>**Estimate**</u>
J. <u>**Deputy Chief Management Officer:**</u>	27,030	29,099	29,847

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.

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

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.

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. <u>**Force Structure Summary**</u>:
N/A

III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2013 Actual	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2015 Estimate
			FY 2014				
			Congressional Action				
1. Core Operating Program	355,088	388,252	-28,975	-7.5	359,277	359,277	357,360
Core Operating Program	355,088	388,252	-28,975	-7.5	359,277	359,277	357,360
2. Other DoD Programs and Initiatives	194,386	237,904	37,425	15.7	275,329	275,329	328,580
Other DoD Programs and Initiatives	194,386	237,904	37,425	15.7	275,329	275,329	328,580
3. OUSD (AT&L) Congressional Mandate	41,931	33,642	2,356	7.0	35,998	35,998	24,741
BRAC Support	0	8,000	-8,000	-100.0	0	0	4,800
CFO Act Compliance	8,061	3,176	-201	-6.3	2,975	2,975	2,606
Committee on Foreign Investment in the US (CFIUS)	0	2,598	-164	-6.3	2,434	2,434	2,826
Contingency Business Tools	10,101	11,999	-756	-6.3	11,243	11,243	9,810
E-Business COE	2,443	2,877	-182	-6.3	2,695	2,695	2,537
Legacy Resource Management Program	9,313	4,941	-341	-6.9	4,600	4,600	2,158
Native American Land Remediation	12,013	51	12,000	23,529.4	12,051	12,051	4
4. OUSD (AT&L) Improve Acquisition & Logistics Processes	143,190	158,053	-10,031	-6.4	148,022	148,022	139,037
Acquisition Program Support Systems	7,969	8,998	-567	-6.3	8,431	8,431	7,359
Contingency Contracting	1,991	2,907	-184	-6.3	2,723	2,723	2,600
Corrosion Prevention	3,689	5,752	-363	-6.3	5,389	5,389	4,848

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

A. <u>BA Subactivities</u>	**FY 2013 Actual**	**Budget Request**	**Amount**	**Percent**	**Appropriated**	**Current Estimate**	**FY 2015 Estimate**
			FY 2014				
			Congressional Action				
Program							
CWMD Expert Fellows Program	5,882	1,912	-164	-8.6	1,748	1,748	2,160
CWMD Sustainment	1,973	2,825	-177	-6.3	2,648	2,648	2,702
Defense Industrial Base Cyber Security	2,662	3,065	-194	-6.3	2,871	2,871	2,579
Defense Installation Spatial Data Infra (DISDI)	633	724	-46	-6.4	678	678	601
Defense Management Initiatives	3,380	1,738	-110	-6.3	1,628	1,628	1,424
Defense Procurement & Acquisition Policy (DPAP)	1,786	2,405	-152	-6.3	2,253	2,253	2,101
Developmental Test and Engineering (DT&E)	1,871	2,185	-138	-6.3	2,047	2,047	1,885
DoD Siting Clearinghouse	1,297	3,015	-212	-7.0	2,803	2,803	2,341
Emerging Contaminants	1,041	672	-60	-8.9	612	612	505
Employee Safety Occupational Health (ESOH) in Acquisition	1,368	689	-44	-6.4	645	645	634
Human Capital Initiative (HCI)	1,536	2,994	-190	-6.4	2,804	2,804	2,521
I&E Business Enterprise Integration (Formerly Facilities Program Requirement)	8,490	2,723	-172	-6.3	2,551	2,551	1,986

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

A. <u>BA Subactivities</u>	FY 2013 Actual	Budget Request	FY 2014 Congressional Action Amount	Percent	Appropriated	Current Estimate	FY 2015 Estimate
Industrial Policy Program Support	3,359	4,971	-314	-6.3	4,657	4,657	4,194
Information Superiority Integration Support (ISIS)	0	6,819	-430	-6.3	6,389	6,389	4,516
Installation Climate Change Vulnerability Assessment	697	963	-71	-7.4	892	892	760
Integrated Acquisition Environment (GSA Bill)	29,495	29,052	-1,698	-5.8	27,354	27,354	29,116
Joint Purchase Card Office	6,108	7,497	-473	-6.3	7,024	7,024	6,491
Logistics Systems Modernization (LSM)	21,658	23,284	-1,467	-6.3	21,817	21,817	18,921
Mission Capabilities/Systems Engineering	5,104	6,646	-419	-6.3	6,227	6,227	5,897
Operational Energy Plans and Programs (OEP&P) Office	7,371	6,599	-416	-6.3	6,183	6,183	5,569
Performance Assessment & Root Cause Analysis (PARCA) Office	7,704	10,950	-690	-6.3	10,260	10,260	8,914
RDT&E Oversight	2,917	3,836	-345	-8.0	3,491	3,491	4,935
Small Business Program Support	6,713	6,777	-427	-6.3	6,350	6,350	6,749
Space and Intelligence	6,189	6,833	-431	-6.3	6,402	6,402	5,743

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

A. <u>BA Subactivities</u>	FY 2013 Actual	Budget Request	FY 2014 Congressional Action Amount	Percent	Appropriated	Current Estimate	FY 2015 Estimate
MDAP Oversight							
Strategic Sourcing	307	1,222	-77	-6.3	1,145	1,145	986
5. OUSD (AT&L) Promulgate Policy	**23,328**	**23,455**	**-1,479**	**-6.3**	**21,976**	**21,976**	**19,498**
Acquisition Visibility	16,715	18,906	-1,192	-6.3	17,714	17,714	15,411
AT&L Knowledge Sharing Systems	6,026	3,836	-242	-6.3	3,594	3,594	3,354
Transform Procurement Regulations	587	713	-45	-6.3	668	668	733
6. OUSD (AT&L) Regulatory Requirement	**51,391**	**53,688**	**9,594**	**17.9**	**63,282**	**63,282**	**46,229**
Acquisition Workforce Demonstration	0	0	0	n/a	0	0	0
Environmental International Cooperation	2,899	2,037	-129	-6.3	1,908	1,908	1,642
International Cooperation Program Support	410	1,089	-81	-7.4	1,008	1,008	1,075
Low Observable, CLO	3,514	125	-8	-6.4	117	117	108
Readiness & Env. Protection Initiative (REPI)	44,568	50,437	9,812	19.4	60,249	60,249	43,404
7. OUSD (AT&L) Other	**11,049**	**18,660**	**-1,177**	**-6.3**	**17,483**	**17,483**	**15,010**
OSD Studies Fund	10,685	14,546	-917	-6.3	13,629	13,629	11,604
OUSD(AT&L) Travel	364	4,114	-260	-6.3	3,854	3,854	3,406
8. OUSD (AT&L) OCO	**12,659**	**0**	**0**	**n/a**	**0**	**0**	**0**
OCO OUSD (AT&L)	12,659	0	0	n/a	0	0	0

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III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2013 Actual	Budget Request	FY 2014 Congressional Action Amount	FY 2014 Congressional Action Percent	FY 2014 Appropriated	Current Estimate	FY 2015 Estimate
9. OUSD (Policy)	**62,445**	**66,058**	**-9,073**	**-13.7**	**56,985**	**56,985**	**60,608**
Defense Critical Infrastructure Protection	7,455	8,640	-500	-5.8	8,140	8,140	7,710
Global Threat Management	4,147	7,087	-2,100	-29.6	4,987	4,987	0
Homeland Defense Support Activities	4,948	6,375	0	0.0	6,375	6,375	0
International Defense Program	0	0	0	n/a	0	0	5,638
Mission Support	0	0	0	n/a	0	0	5,908
OCO OUSD(Policy)	13,991	0	0	n/a	0	0	0
OUSD(P) Operations	0	0	0	n/a	0	0	29,962
OUSD(P) Travel	3,475	5,613	0	0.0	5,613	5,613	0
Policy Planning and Integration	7,835	8,750	-2,800	-32.0	5,950	5,950	0
Regional Security Affairs	3,500	5,958	-600	-10.1	5,358	5,358	0
Rewards Program	5,250	8,466	-500	-5.9	7,966	7,966	7,990
Strategy and Force Development	0	0	0	n/a	0	0	3,400
US Mission to NATO	5,497	6,100	-573	-9.4	5,527	5,527	0
Warfighting Support Activities	6,347	9,069	-2,000	-22.1	7,069	7,069	0
10. OUSD (Comptroller)	**30,368**	**39,585**	**-2,478**	**-6.3**	**37,107**	**37,107**	**39,590**
Comptroller Initiatives	23,224	30,709	-2,478	-8.1	28,231	28,231	30,424
Enterprise Funds	3,093	3,150	0	0.0	3,150	3,150	3,206

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III. **Financial Summary** ($ in thousands)

A. BA Subactivities	FY 2013 Actual	Budget Request	FY 2014 Congressional Action Amount	Percent	Appropriated	Current Estimate	FY 2015 Estimate
Distribution System Support							
Next Generation Resource Management System	2,644	4,202	0	0.0	4,202	4,202	4,277
OUSD(C) Administrative Support	1,407	1,524	0	0.0	1,524	1,524	1,683
11. OUSD (P&R)	**765,815**	**693,296**	**-39,401**	**-5.7**	**653,895**	**653,895**	**656,989**
Advancing Diversity & EO	6,678	8,700	-494	-5.7	8,206	8,206	7,569
ASD (Health Affairs) Operations	728	858	-49	-5.7	809	809	678
ASD (Reserve Affairs) Operations	1,566	1,610	-91	-5.7	1,519	1,519	1,392
Combatant Commanders Exercise Engagement & Training Transformation	632,433	649,224	-41,333	-6.4	607,891	607,891	611,155
Defense Readiness Reporting System (DRRS)	7,143	7,387	-420	-5.7	6,967	6,967	6,169
Defense Safety Oversight Council (DSOC)	15,754	9,296	-528	-5.7	8,768	8,768	9,116
Lost Work Day System	2,583	2,785	-158	-5.7	2,627	2,627	2,781
Military Naturalization Support	6,645	6,774	-385	-5.7	6,389	6,389	6,019
OCO OUSD(P&R)	11,601	0	0	n/a	0	0	0

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III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2013 Actual	Budget Request	FY 2014 Congressional Action Amount	FY 2014 Congressional Action Percent	Appropriated	Current Estimate	FY 2015 Estimate
OUSD(P&R) Administrative Support	4,810	3,267	-186	-5.7	3,081	3,081	3,158
OUSD(P&R) Travel	504	1,049	-60	-5.7	989	989	948
Studies Program/CASS	890	2,346	-133	-5.7	2,213	2,213	2,159
Training Transformation	0	0	4,436	n/a	4,436	4,436	5,845
Wounded Warrior Care	74,480	0	0	n/a	0	0	0
12. OUSD (Intel)	**179,754**	**153,239**	**-9,428**	**-6.2**	**143,811**	**143,811**	**75,736**
Defense Civilian Intelligence Personnel System	2,078	2,100	-100	-4.8	2,000	2,000	1,903
Defense Military Deception Program Office	4,461	5,820	-2,203	-37.9	3,617	3,617	3,724
Defense Operation Security Initiative	0	0	0	n/a	0	0	4,300
Intelligence Mission	111,916	75,773	-4,102	-5.4	71,671	71,671	65,809
International Intelligence Technology and Architecture	61,299	69,546	-3,023	-4.4	66,523	66,523	0
OCO OUSD(INTEL)	0	0	0	n/a	0	0	0
13. Director, CAPE	**24,885**	**34,110**	**-2,135**	**-6.3**	**31,975**	**31,975**	**27,701**
CAPE Travel	192	450	0	0.0	450	450	245
FYDP Improvement	3,601	3,748	0	0.0	3,748	3,748	3,816
Industrial Base Studies	1,840	2,268	0	0.0	2,268	2,268	2,308
Long-Range Planning	19,252	27,644	-2,135	-7.7	25,509	25,509	21,332

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

A. <u>BA Subactivities</u>	FY 2013 Actual	Budget Request	FY 2014 Congressional Action			Current Estimate	FY 2015 Estimate
			Amount	Percent	Appropriated		
14. DoD Chief Information Officer	**83,521**	**79,192**	**-4,957**	**-6.3**	**74,235**	**74,235**	**70,237**
CIO Mission	29,287	32,375	-2,055	-6.4	30,320	30,320	29,257
Cyber Security Initiative	23,072	11,394	-723	-6.4	10,671	10,671	9,951
Defense Industrial Base, Cyber Security Initiative	2,285	3,410	-217	-6.4	3,193	3,193	3,038
DoD CIO Travel	350	1,097	0	0.0	1,097	1,097	673
Egov, Councils	16,272	17,738	-1,126	-6.4	16,612	16,612	15,809
Information Superiority Integration Support (ISIS)	0	0	0	n/a	0	0	0
Information Systems Security Program (ISSP)	12,255	13,178	-836	-6.3	12,342	12,342	11,509
Mission & Analysis Fund	0	0	0	n/a	0	0	0
15. Deputy Chief Management Officer	**27,030**	**31,042**	**-1,943**	**-6.3**	**29,099**	**29,099**	**29,847**
DCMO Integration and Policy	27,030	31,042	-1,943	-6.3	29,099	29,099	29,847
Total	**2,006,840**	**2,010,176**	**-61,702**	**-3.1**	**1,948,474**	**1,948,474**	**1,891,163**

* The FY 2013 Actual column <u>**includes**</u> $38,251 thousand of FY 2013 OCO Appropriations funding (PL 113-6).
* The FY 2014 Estimate column <u>**excludes**</u> $68,227 thousand of FY 2014 Overseas Contingency Operations Appropriations funding (PL 113-76).
* The FY 2015 Estimate <u>**excludes**</u> OCO.

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

B. <u>Reconciliation Summary</u>	Change <u>FY 2014/FY 2014</u>	Change <u>FY 2014/FY 2015</u>
Baseline Funding	**2,010,176**	**1,948,474**
Congressional Adjustments (Distributed)	-95,185	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	33,483	
Subtotal Appropriated Amount	**1,948,474**	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	**1,948,474**	
Supplemental	68,227	
Reprogrammings		
Price Changes		32,693
Functional Transfers		
Program Changes		-90,004
Current Estimate	**2,016,701**	**1,891,163**
Less: Wartime Supplemental	-68,227	
Normalized Current Estimate	**1,948,474**	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 President's Budget Request (Amended, if applicable)		**2,010,176**
1. Congressional Adjustments		-61,702
a. Distributed Adjustments		
1) Distributed Adjustments	-95,185	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8023 (FFRDC)	-1,065	
2) Section 8034 (Indian Lands)	11,250	
3) Section 8077 (Red Cross)	24,000	
4) Section 8077 (USO)	20,000	
5) Section 8108 (Review of Superintendents of SVC Academies)	1,000	
6) Section 8140 (WCF Excess Cash)	-21,702	
FY 2014 Appropriated Amount		**1,948,474**
2. War-Related and Disaster Supplemental Appropriations		68,227
a. OCO Supplemental Funding		
1) Anticipated OCO Supplemental Funding	68,227	
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**2,016,701**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**2,016,701**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-68,227
FY 2014 Normalized Current Estimate		**1,948,474**
6. Price Change		32,693
7. Functional Transfers		-67,720
a. Transfers In		
b. Transfers Out		
1) OUSD(I) - International Intelligence Technology and	-67,720	

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
Architectures		
Program transferred to the Air Force from the USD(I) as a part of the Department's efforts to appropriately align programs as a result of the SECDEF Organizational Review. No FTEs were transferred. (FY 2014 Baseline: $66,523 thousand; +0 FTEs)		
8. Program Increases		109,803
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
1) DCMO - Integration and Policy	224	
Increase will support the DCMO's ability to comply and support legislated requirements to include mandated Business Process Reengineering activity and Department of Defense business systems. (FY 2014 Baseline: $29,099 thousand; +0 FTEs)		
2) Other DoD Programs and Initiatives	48,296	
Department of State increased OSD's capital security cost sharing allocation for Capital Security Cost-Sharing and Maintenance Cost-Sharing Programs in support of Embassy Security and Maintenance. (FY 2014 Baseline: $275,329 thousand; +0 FTEs)		
3) OUSD (AT&L) - Committee on Foreign Investment in the United States (CFIUS)	348	
Increase ensures compliance with section 721 of the Defense Production Act (DPA), which states that MIBP is required to conduct national security reviews within 75 days, or 30 days in case of a heightened concern to determine the risks of an acquisition		

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

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

transaction. This enhancement will allow the
Department to meet the statutory deadlines and
protect U.S. national security interests. (FY 2014
Baseline: $2,434 thousand; +0 FTEs)

4) OUSD (AT&L) - Integrated Acquisition Environment   1,270
(GSA Bill)
    Increase represents GSA cost passed along to DoD to
fund software support bill. (FY 2014 Baseline:
$27,354 thousand; +0 FTEs)

5) OUSD (AT&L) - Transform Procurement Regulations   53
    Account was slightly increased to fund necessary
contracted efforts. (FY 2014 Baseline: $668 thousand;
+0 FTEs)

6) OUSD - (AT&L) BRAC 2015 Round Planning and Analyses   4,800
    Increase reflects contractor support for preparation
of analysis for possible BRAC. (FY 2014 Baseline: $0
thousand; +0 FTEs)

7) OUSD - (AT&L) International Cooperation Program   48
Support
    Account was slightly increased to fund necessary
contracted efforts. (FY 2014 Baseline: $1,008
thousand; +0 FTEs)

8) OUSD - (AT&L) RDT&E Oversight   1,380
    The increase represents the realignment of funds from
compensation and benefits to mission funding due to
reduction of 3 IPA planned hires in FY15. (FY 2014
Baseline: $1,145 thousand; +0 FTEs)

9) OUSD - (AT&L) Small Business Program Support   285
    Increase in in the level of effort for the Office,
Small Businee Programs (OSBP) initiative for

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

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

continuing the implementation of the DoD Small
Business Market Research Center of Excellence, which
supports Better Buying Power 2.0 and is key to
improving effectiveness of the acquisition workforce
and the Department's ability to achieve small
business performance goals. (FY 2014 Baseline: $6,350
thousand; +0 FTEs)

10) OUSD(AT&L) - Countering Weapons of Mass Destruction   381
(CWMD) Expert Fellows Program
    The increase represents the realignment of funds from
compensation and benefits to mission funds due to the
reduction 3 IPAs. (FY 2014 Baseline: $1,748 thousand;
+0 FTEs)

11) OUSD(AT&L) - Countering Weapons of Mass Destruction   6
(CWMD) Sustainment
    Increase in contractor support for the Global CWMD
Awareness System (GCAS) prototype development. (FY
2014 Baseline: $2,648 thousand; +0 FTEs)

12) OUSD(C) - Administrative Support   132
    Increase funds additional requirements for conference
call support which reduces travel costs and also
funds price change for administrative support
contract. (FY 2014 Baseline: $1,524 thousand; +0
FTEs)

13) OUSD(C) - Comptroller Initiatives   1,685
    Increase funds program support for the Department's
financial improvement plans and audit readiness
goals. (FY 2014 Baseline: $28,231 thousand; +0 FTEs)

14) OUSD(I) - Defense Military Deception Program Office   40
    Increase support in managing the formulation of

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

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

      MILDEC policies and plans related to Department of Defense (DoD) activities and advising on security matters, with emphasis on national, DoD, intelligence, missile defense, arms control, space control, acquisition, electronic warfare, and training. (FY 2014 Baseline: $3,617 thousand; +0 FTEs)

15) OUSD(I) - Defense Operations Security Initiative (DOSI)	4,300	

      The internal realignment of FY 2015 DOSI funding between Operations and Maintenance and Research & Development is due to the maturation of the DOSI Program from mainly a developmental focus to a more equitable balance between continued development and sustainment of the development already completed. As the defense-wide OPSEC program progresses, DOSI O&M functions are progressing and maturing respectively. (FY 2014 Baseline: $0 thousand; +0 FTEs)

16) OUSD(P&R) - Administrative Support	21	

      Increase provides funding for the continued support of a Department of Defense (DoD) Veteran Affairs Office for the accomplishment of SECDEF-directed improvements in the coordination of Veterans' programs throughout DoD. (FY 2014 Baseline: $3,081 thousand; +0 FTEs)

17) OUSD(P&R) - Defense Safety Oversight Council (DSOC)	190	

      Supports the increasing number of installations and sites improving their safety management systems and submitting Voluntary Protection Programs (VPP) progress applications, resulting in decreases in job

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>Amount</u>	<u>Totals</u>
related injuries and claims. (FY 2014 Baseline: $8,768 thousand; +0 FTEs)		
18) OUSD(P&R) – Lost Work Day System (LWD) Supports the information assurance requirements and transition of hosting the Force Risk Reduction tool in accordance with the DoD IT consolidation. (FY 2014 Baseline: $2,627 thousand; +0 FTEs)	107	
19) OUSD(P&R) – Training Transformation Supports Training Readiness and Strategy Analytical; and Policy contracts which adhere to the Defense-wide initiatives to increase readiness. Effort provides scientific, engineering, technical, and analytical services in support of training policy and strategy development. (FY 2014 Baseline: $4,436 thousand; +0 FTEs)	1,329	
20) OUSD(P) International Defense Programs OUSD(P) restructured its programs to more accurately reflect the support it provides to the Secretary of Defense. Increase is a result of realigning the US Mission to NATO program funding. (FY 2014 Baseline: $0 thousand; +0 FTEs)	5,638	
21) OUSD(P) Mission Support OUSD(P) restructured its programs to more accurately reflect the support it provides to the Secretary of Defense. Increase is a result of funding realignment from OUSD(P) Warfighting Support Activities and Global Threat Management. (FY 2014 Baseline: $0 thousand; +0 FTEs)	5,908	
22) OUSD(P) Operations OUSD(P) restructured its programs to more accurately	29,962	

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

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

reflect the support it provides to the Secretary of
Defense. Increase is a result of OUSD(P) funding
realignment from OUSD(P) Travel, Regional Security
Affairs, Policy Planning and Integration, Homeland
Defense Support Activities, Warfighting Support
Activities, and Global Threat Management. (FY 2014
Baseline: $0 thousand; +0 FTEs)

23) OUSD(P) Strategy and Force Development	3,400	

OUSD(P) restructured its programs to more accurately
reflect the support it provides to the Secretary of
Defense. Increase is a result of OUSD(P) funding
realignment from Global Threat Management and
Warfighting Support Activities. (FY 2014 Baseline: $0
thousand; +0 FTEs)

9. Program Decreases		-132,087
a. Annualization of FY 2014 Program Decreases		
b. One-Time FY 2014 Increases		
c. Program Decreases in FY 2015		
1) CAPE - Long Range Planning	-4,638	

Reduction in the Long Range Planning program
beginning this cycle to support realignment of
management headquarters resources to combat
capabilities to streamline management headquarters
activities. (FY 2014 Baseline: $25,509 thousand; +0
FTEs)

2) CAPE Travel	-212	

Reduction in travel funding by leveraging
technologies for video-teleconferencing, minimizing
the number of individuals traveling to events and
locations, and continuing to ensure the organization

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

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

conducts only mission-essential travel to streamline management headquarters activities. (FY 2014 Baseline: $450 thousand; +0 FTEs)

3) Core Operating Program – Compensation and Benefits   -5,505
The program decrease of $-5,505 thousand is due to a strategic efficiency reduction in management headquarters and staffing for better alignment and to provide support to a smaller military force. Cost associated with non-consulting Intergovernmental Personnel Act (IPA) was reduced from $9,520 thousand to $3,575 thousand, a program decrease of $-6,040. Cost for direct civilian full-time equivalents program increased by $535 due to anticipated change in workforce cost. (FY 2014 Baseline: $359,277 thousand; +0 FTEs)

4) DoD CIO – CIO Mission   -1,608
Reduce contractor support to C2 policy development activities, bandwidth assessments, UAS encryption instructions, SATCOM and commercial wireless policy documents, domestic and international spectrum policy support, and C2 core data standards. In addition to reducing contractor support to 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. (FY 2014 Baseline: $30,320 thousand; +0 FTEs)

5) DoD CIO – Cyber Security Initiative OSD   -911
Reduce contractor support to the Supply Chain Risk

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

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

Management (SCRM) threat assessment capability and
will reduce efforts for support program protection
plan analysis, and support for cyber professional
education and training activities at the service
academies, senior service and defense colleges,
service training schools, and for distributive/web-
based training and mentoring. (FY 2014 Baseline:
$10,671 thousand)

6) DOD CIO - Defense Industrial Base, Cyber Security   -213
Initiative
Reduction to contractor support to the Defense
Industrial Base Cyber Security/Information Assurance
(DIB CS/IA) program. Support to 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, the development of network security/IA
capabilities and development of associated network
security technologies. (FY 2014 Baseline: $3,193
thousand; +0 FTEs)

7) DoD CIO - Egov, Councils   -1,102
Reduce contractor support to IT Management
requirements supporting the President's agenda for
transparency, information sharing, and alignment of
architectures, advancement of new technologies,
Federal-wide management initiatives, and
implementation of Federal-wide services. (FY 2014
Baseline: $16,612 thousand; +0 FTEs)

8) DoD CIO - Information Systems Security Program (ISSP)   -1,055

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Reduce contractor support to policy development, program oversight and integration of all DoD Information Assurance (IA) efforts such as Computer Network Defense (CND) and the restoration of information systems. (FY 2014 Baseline: $12,342 thousand; +0 FTEs)		
9) DoD CIO - Travel	-444	
Reduce Travel costs by more efficient use of video Teleconfrencing (VTC) in lieu of travel and, where possible, consolidation of mission travel requirements into fewer trips to streamline management headquarters activities. (FY 2014 Baseline: $1,097 thousand; +0 FTEs)		
10) OUSD (AT&L)-Legacy Resource Management Program	-2,525	
Deferral of eight natural and/or cultural resource projects aimed at improving access to, or use of, training lands and development/fielding of tools to increase efficiency of installation-level programs. (FY 2014 Baseline: $4,600 thousand; +0 FTEs)		
11) OUSD - (AT&L) Acquisition Program Support Systems	-1,224	
Reduces leverage Enterprise software licensing and postpones support to emerging requirements. (FY 2014 Baseline: $8,431 thousand; +0 FTEs)		
12) OUSD - (AT&L) Acquisition Visibility	-2,623	
Significant decrease of contract support to execute information for milestone decision support, Defense Acquisition Executive Summary (DAES), and the ability to measure the Department's overall acquisition performance. (FY 2014 Baseline: $17,714 thousand; +0 FTEs)		

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
13) OUSD - (AT&L) AT&L Knowledge Sharing Systems	-305	
Halts development and updates of performance learning tools (PLTs), job aids, and other knowledge sharing services that directly support on-the-job learning. Reduction in the updates to continuous learnining module. (FY 2014 Baseline: $3,594 thousand; +0 FTEs)		
14) OUSD - (AT&L) Contingency Business Tools	-1,635	
Reduces the overall level of effort of for the Contingency Acquisition Support Model and Joint Contingency Contract Systems requirements. (FY 2014 Baseline: $11,243 thousand; +0 FTEs)		
15) OUSD - (AT&L) Contingency Contracting	-172	
Reduction of contractor support. (FY 2014 Baseline: $2,723 thousand; +0 FTEs)		
16) OUSD - (AT&L) Corrosion Prevention Program	-638	
Reduces contract support that determines mission critical projects affecting weapon systems' availability due to corrosion. (FY 2014 Baseline: $5,389 thousand; +0 FTEs)		
17) OUSD - (AT&L) Defense Industrial Base Cyber Security	-344	
Reduces level of effort for the Institute of Defense Analyses (IDA). (FY 2014 Baseline: $2,871 thousand; +0 FTEs)		
18) OUSD - (AT&L) Defense Installation Spatial Data Infra (DISDI)	-89	
Decrease reduces contract support. (FY 2014 Baseline: $678 thousand; +0 FTEs)		
19) OUSD - (AT&L) Defense Management Initiatives	-233	
Decrease is due to a one-time effort in FY14 to support energy initiatives. Eliminates of contractor		

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

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

support, defers contractor efforts to automate
analytics for energy, requiring continued use of
manual spreadsheets to analyze data. (FY 2014
Baseline: $1,628 thousand; +0 FTEs)

20) OUSD - (AT&L) Defense Procurement & Acquisition
Policy (DPAP)
    Reduction of contractor support. (FY 2014 Baseline:
    $2,253 thousand; +0 FTEs)
	-192	

21) OUSD - (AT&L) Developmental Test and Engineering
(DT&E)
    Reduces FFRDC support by approximately 1.2 Staff
    Technical equivalent(STE). This decrease would
    impact the technical data analysis and development of
    detailed written performance assessments for all MDAP
    and MAIS programs entering EMD (MS B), proceeding to
    MS C, or IOT&E. (FY 2014 Baseline: $2,047 thousand;
    +0 FTEs)
	-200	

22) OUSD - (AT&L) DoD Siting Clearinghouse
    Decrease is due to a one-time effort in FY14 to
    comply with FY11 NDAA requirements. (FY 2014
    Baseline: $2,803 thousand; +0 FTEs)
	-512	

23) OUSD - (AT&L) E-Business COE
    Reduction of contractor support. (FY 2014 Baseline:
    $2,695 thousand; +0 FTEs)
	-207	

24) OUSD - (AT&L) Emerging Contaminants
    Elimination of one Phase I Impact Assessment for a
    potential high risk chemical, and one Phase II Impact
    Assessment for decaBDE, a fire retardant chemical
    previously identified as high risk due to a
    production phase-out. (FY 2014 Baseline: $612
	-117	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
thousand; +0 FTEs)		
25) OUSD - (AT&L) Employee Safety Occupational Health (ESOH) in Acquisition	-22	
Reduces the number of ESOH acquisition reviews for systems in the acquisition pipeline by approximately (10) ten. (FY 2014 Baseline: $645 thousand; +0 FTEs)		
26) OUSD - (AT&L) Environmental International Cooperation	-300	
Decrease is due to a one-time effort in FY14 to meet support requirements to the Joint Staff. Defers several engagements originally approved through the DEIC process. (FY 2014 Baseline: $1,908 thousand; +0 FTEs)		
27) OUSD - (AT&L) Human Capital Initiative (HCI)	-333	
Reduction in contractor support. (FY 2014 Baseline: $2,804 thousand; +0 FTEs)		
28) OUSD - (AT&L) I&E Business Enterprise Integration	-611	
Decrease is due to a one-time effort in FY14 to accelerate activities that were reduced due to the disestablishment of BTA. (FY 2014 Baseline: $2,551 thousand; +0 FTEs)		
29) OUSD - (AT&L) Industrial Policy Program Support	-546	
Reduction in contractor support. (FY 2014 Baseline: $4,657 thousand; +0 FTEs)		
30) OUSD - (AT&L) Information Superiority Integration Support (ISIS)	-1,988	
Reduces portfolio oversight of DASD(C3&Cyber) programs, to include development and enforcement of policies and practices of DoDD 5000.01, DoDI 5000.02 and DoDD 7045.20; engineering, analytic and technical		

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

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

    support such as metric development, issue resolution,
cost, schedule, risk and performance assessments
relating to tactical and strategic military systems.
Oversight responsibilities do not diminish in
proportional to reductions in acquisition programs.
Technical oversight and planning for long-term
capabilities will be impaired. (FY 2014 Baseline:
$6,389 thousand; +0 FTEs)

31) OUSD - (AT&L) Installation Climate Change   -148
Vulnerability Assessment
    Delays schedules to develop policy for climate change
adaptation. (FY 2014 Baseline: $892 thousand; +0
FTEs)

32) OUSD - (AT&L) Joint Purchase Card Office   -659
    Reduction of contractor support. (FY 2014 Baseline:
$7,024 thousand; +0 FTEs)

33) OUSD - (AT&L) Logistics Systems Modernization (LSM)   -3,289
    Decrease is a result of the transfer of funding to
the Defense Logistics Agency to support the Center
for Joint and Strategic Logistics ($-469K), no FTEs
were transferred. Decrease is also a result of
efficiencies realized through successful efforts to
streamline supply chain and maintenance operations,
and more effective inventory management.
Efficiencies also realized by improving internal
acquisition processes. (FY 2014 Baseline: $21,817
thousand; +0 FTEs)

34) OUSD - (AT&L) Low Observable, CLO   -11
    Reduction in contractor support. (FY 2014 Baseline:
$117 thousand; +0 FTEs)

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
35) OUSD - (AT&L) Mission Capabilities/Systems Engineering Reduces contractor support for the follow-on JHU/APL software analysis in support of major defense acquisition programs. (FY 2014 Baseline: $6,227 thousand; +0 FTEs)	-421	
36) OUSD - (AT&L) Native Amer Land Remediation Section 8045 Reduces program support provided by the Corps of Engineers to efficiently close out projects funded in prior years. (FY 2014 Baseline: $12,051 thousand; +0 FTEs)	-12,264	
37) OUSD - (AT&L) Operational Energy Plans and Programs (OEP&P) Office Reduction in contractor support. (FY 2014 Baseline: $6,183 thousand; +0 FTEs)	-725	
38) OUSD - (AT&L) OSD Studies Fund Numerous research studies that would be used to inform senior decision makers regarding investment, strategy, performance, and policy issues will be deferred or cancelled. Other studies will be conducted with reduced scope or with deferred phases. (FY 2014 Baseline: $13,629 thousand; +0 FTEs)	-2,270	
39) OUSD - (AT&L) Performance Assessment & Root Cause Analysis (PARCA) Office Reduces contractor support to provide multiple performance assessments and root cause analyses. (FY 2014 Baseline: $10,260 thousand; +0 FTEs)	-1,509	
40) OUSD - (AT&L) Readiness Environmental Protection Initiative (REPI)	-17,933	

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

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

Decrease is due to a one-time effort in FY14 to
mitigate encroachment around military installations.
(FY 2014 Baseline: $60,249 thousand; +0 FTEs)

41) OUSD - (AT&L) Space and Intelligence MDAP Oversight	-774

Decrease reflects the consolidation of MDAP Oversight
related studies with enterprise level space systems
architecture studies for the USD(AT&L). (FY 2014
Baseline: $6,402 thousand; +0 FTEs)

42) OUSD - (AT&L) Strategic Sourcing	-180

Reduction in contractor support. (FY 2014 Baseline:
$1,145 thousand; +0 FTEs)

43) OUSD - (AT&L) Travel	-517

Reduces travel funding by leveraging video
teleconferencing technology to streamline management
Headquarters. (FY 2014 Baseline: $3,854 thousand; +0
FTEs)

44) OUSD(AT&L) - CFO Act Compliance	-422

Reduces contractor effort to support the 2017 Full
Financial Audit Directive. (FY 2014 Baseline: $2,975
thousand; +0 FTEs)

45) OUSD(I) - Intelligence Mission	-7,155

Decrease is predominantly due to reduced requirements
for Quick Reaction Capability (QRC) oversight and
direct support to Theater commensurate with the draw
down in Afghanistan. The Intelligence, Surveillance,
Reconnaissance (ISR) Task Force has transitioned to a
permanent Directorate within OUSD(I), and is staffed
appropriately to enable rapid fielding of new ISR
capabilities in support of global warfighter
requirements. (FY 2014 Baseline: $71,671 thousand)

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
46) OUSD(I) Defense Civilian Intelligence Personnel System Reduce analytical support required for oversight of DCIPS Implementation across the Defense Intelligence Enterprise. (FY 2014 Baseline: $2,000 thousand; +0 FTEs)	-134	
47) OUSD(P&R) - Advancing Diversity & EO 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 2014 Baseline: $8,206 thousand; +0 FTEs)	-785	
48) OUSD(P&R) - ASD (Health Affairs) Operations Reduction in contract support to streamline management headquarters. (FY 2014 Baseline: $809 thousand; +0 FTEs)	-145	
49) OUSD(P&R) - ASD (Reserve Affairs) Operations Reduction in contract support to streamline management headquarters. (FY 2014 Baseline: $1,519 thousand; +0 FTEs)	-154	
50) 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 Joint Exercise	-8,217	

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

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

Transportation Program (JETP). (FY 2014 Baseline: $607,891 thousand; +0 FTEs)

51) OUSD(P&R) - Defense Readiness Reporting System   -923
(DRRS)
   Contract support funding will be prioritized with respect to maintaining Mission Assurance Category (MAC)1 certification, over other performance parameters. (FY 2014 Baseline: $6,967 thousand; +0 FTEs)

52) OUSD(P&R) - Military Naturalization Support   -485
   Reduction in contract support. (FY 2014 Baseline: $6,389 thousand; +0 FTEs)

53) OUSD(P&R) - Studies Program/CASS   -94
   Reduces P&R Studies Program funding. Studies supporting P&R policy and program initiatives will be funded in accordance with their priority. (FY 2014 Baseline: $2,213 thousand; +0 FTEs)

54) OUSD(P&R) - Travel   -59
   Efficiencies will be achieved through the increased use of tele-conferencing to streamline management headquarters. (FY 2014 Baseline: $989 thousand; +0 FTEs)

55) OUSD(P) Defense Critical Infrastructure Protection   -577
   Efficiencies are gained from building deep partnerships with other government agencies, public, and private sector groups within similar goals. (FY 2014 Baseline: $8,140 thousand; +0 FTEs)

56) OUSD(P) Global Threat Management   -5,077
   OUSD(P) restructured its program to more accurately reflect the support it provides to the Secretary of

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

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

Defense. Decrease reflects funding realignment to the new program structure designation OUSD(P) Operations, OUSD(P) Mission Support and Strategy and Force Development. (FY 2014 Baseline: $4,987 thousand; +0 FTEs)

57) OUSD(P) Homeland Defense Support Activities   -6,490
Decrease reflects funding realignment to revised program structure designation OUSD(P) Operations and OUSD(P) Mission Support. (FY 2014 Baseline: $6,375 thousand; +0 FTEs)

58) OUSD(P) Policy Planning and Integration   -6,056
Programmatic decrease reflects funding realignment to revised program structure designations OUSD(P) Operations and OUSD(P) Mission Support. (FY 2014 Baseline: $5,950 thousand; +0 FTEs)

59) OUSD(P) Regional Security Affairs   -5,455
Programmatic decrease reflects funding realignment to revised program structure designations OUSD(P) Operations and OUSD(P) Mission Support. (FY 2014 Baseline: $5,358 thousand)

60) OUSD(P) Rewards Program   -119
Reduces Rewards Program funding. Program initiatives will be funded in accordance with department's priorities. (FY 2014 Baseline: $7,966 thousand; +0 FTEs)

61) OUSD(P) Travel   -5,714
Programmatic decrease reflects funding realignment to revised program structure designation OUSD(P) Operations for travel of personnel. (FY 2014 Baseline: $5,613 thousand)

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>Amount</u>	<u>Totals</u>
62) OUSD(P) US Mission to NATO	−5,626	
Programmatic decrease reflects funding realignment to revised program structure designation International Defense Programs to support Department of Defense/NATO coordination requirements. (FY 2014 Baseline: $5,527 thousand; +0 FTEs)		
63) OUSD(P) Warfighting Support Activities	−7,196	
Programmatic decrease reflects funding realignment to revised program structure designation OUSD(P) Operations, OUSD(P) Mission Support and Strategy and Force Development. (FY 2014 Baseline: $7,069 thousand; +0 FTEs)		
FY 2015 Budget Request		**1,891,163**

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

A. <u>Under Secretary of Defense, Acquisition, Technology, and Logistics (OUSD(AT&L))</u>:

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 2015.

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

Major Program Title: Regulatory Environment

Measure/Description	Actual	Projected	Projected
Readiness and Environmental Protection Initiative	**FY 2013**	**FY 2014**	**FY 2015**
Metric #1: Percent funding to highest tier priority installations (Target is 70%)	57%	78%	70%
Metric #2: Percent of validated projects funded (Target is 80%)	58%	55%	51%
Metric #3: Percent partner cost-share (Target is 50%)	50%	49%	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. REPI leverages the capabilities, resources and priorities of the private sector and state and local governments to obtain land and/or easements that will prevent incompatible development or other land uses that impact military operations. REPI partnerships support sound planning, ecological integrity and interagency coordination, and help avoid more expensive costs, such as the need for training

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

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

Measure/Description	Actual[1] FY 2013	Projected[2] FY 2014	Projected[2] FY 2015
Supply Chain and Inventory Management			
Metric #1: DLA Perfect Order Fulfillment (POF)for Stocked Items (Percentages)	87.3		
Metric #2: Customer Wait Time – Army (Days)	13.0	15.0	15.0
Metric #3 Customer Wait Time – Air Force (Days)	5.8	7.5	7.5
Metric #4 Customer Wait Time – Navy (Days)	16.0	15.0	15.0

Note 1: The actual DLA Perfect Order Fulfillment (POF) Percentage is reflected based on the cumulative year to date performance through the end of the second quarter of FY2013. The actual Customer Wait Time (CWT) for Army, Air Force and Navy are reflected based upon performance through the end of the third quarter of FY2013. The Navy's monthly CWT performance in the third quarter of FY2013 was well within 15 days -- April (13.5 days), May (13.8 days), and June (12 days).   These figures will be updated for total annual performance in conjunction with the FY2015 President's Budget.

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

Note 2: DLA Perfect Order Fulfillment (POF) Percentage will no longer be reflected in the Performance Budget for FY2014 and beyond. DLA consistently meets performance objectives for this measure.

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 being 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 improve 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 the total percentage of excess on-order secondary item inventory to 4.0%. The Department will also maintain the percentage of excess on-hand secondary item inventory at a "not to exceed" goal of 8% by FY2016. These measures are being tracked and updated in the Defense Performance Measurement System.

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

Major Program Title- Improve Acquisition & Logistics Processes - Logistics Systems Modernization Support

Measure/Description	Actual FY 2013	Projected FY 2014	Projected FY 2015
Transportation Policy Initiatives			
Metric #1: Defense Transportation Coordination Initiative (DTCI): On-time Delivery	97%	97%	98%
Metric #2: Personal Property Regionalization Total Cost Savings	$13.0M	$13.0M	$13.0M

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 final year of operation and the Contractor is meeting or exceeding all of the Key Performance Indicators (KPIs), including On-Time Delivery at 97%. USTRANSCOM / SDDC are reviewing the Department's overall surface transportation strategy and options for continuing the third party logistics concept.

Personal Property Regionalization: The Department plans to reduce the number of personal property shipping offices from 63 to 12 offices worldwide by 2018. This initiative will help leverage the Department's buying power and standardize business practices across the Department, saving approximately 13M per year beginning in FY14.

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

Major Program Title: Promulgate Policy: AT&L Acquisition Visibility (AV)

Measure/Description	Actual	Projected	Projected
Acquisition Visibility (AV)	**FY 2013**	**FY 2014**	**FY 2015**
Metric #1: Number of Authorized Users with Access to AV Services	5,803	6,650	7,700
Metric #2: Number of Acquisition Information Elements and Acquisition Decision Documents under AT&L Control	1,601	1,850	2,300
Metric #3: Number of Acquisition Reports Submitted using AV Services to meet statutory requirements	(see chart)	(see chart)	(see chart)

	FY-13	**FY-14**	**FY-15**
SAR	90	94	94
MAR	44	44	44
DAES	468	468	468
MQR	127	127	130

Acquisition Visibility (AV) is the AT&L transformational activity to fundamentally alter the way in which Defense acquisition information is governed, shared and trusted among the community of senior analysts, managers and officials responsible for oversight, analysis, and decision making for Major Defense Acquisition Programs (MDAP), Major Automated Information Systems (MAIS), and special interest programs. AV provides the

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

institutional governance of acquisition information, working across DoD to regulate definitions, technical standards, and authoritative sources for critical acquisition decision-making. AV also provides the USD AT&L and the Department the capabilities to make acquisition information available to support the Department's acquisition business analysis, acquisition reporting and informed acquisition decisions. Because one of AV's core mission areas is to collect and share information that can support AT&L and OSD senior-level officials, as well as Congress, a small but significant portion of AV performance may be measured by the amount of data under governance and the number of users with access to that data.

B. <u>**Under Secretary of Defense, Comptroller (OUSD(C))/ Chief Financial Officer**</u>:

The Office of the Under Secretary of Defense (Comptroller) OUSD(C)/Chief Financial Officer (CFO) is the Principal Staff Assistant and advisor to the Secretary of Defense and Deputy Secretary Defense for all Department of Defense financial matters. This office oversees and sets policy for budget and fiscal matters, including financial management, accounting policy and systems, management control systems, budget formulation, execution, and contract audit administration. Performance Evaluation Metrics have been developed for the major programs under OUSD(C): Comptroller Initiatives, Enterprise Funds Distribution Support System (EFDSS), and Next Generation Resource Management Systems (NGMRMS). These programs account for 95% of Comptroller's total Operations and Maintenance budget in FY 2015.

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

Major Program Title- Comptroller Initiatives

Measure/Description	Projected FY 2013	Actual FY 2013	Projected FY 2014	Projected FY 2015
Financial Improvement and Audit Readiness				
Metric #1: Percent of General Fund Schedule of Budgetary Activity (SBA) Validated Audit Ready	20%	19%	84%	100%
Metric #2: Percent of Appropriations Received Validated Audit Ready	100%	100%	n/a	n/a
Metric #3: Percent of General Fund Funds Balance with Treasury Validated Audit Ready	30%	9%	98%	98%
Metric #4: Percent of Mission Critical Asset Existence and Completeness Validated Audit Ready	42%	50%	60%	72%

The Department has implemented a strategy to audit the Statement of Budgetary Resources (SBR) through a Schedule of Budgetary Activity (SBA). Beginning in FY 2015, the Department will undergo a series of audits of the current year's budgetary activity, which will assess interim progress through improved business processes and controls. Each year, DoD will build upon successful audits of the SBA to support the audit of the full SBR.

The Department has reached its goal for audit readiness for Appropriations Received. The Department will continue to monitor its internal controls through periodic testing to

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

support sustainment of this process, as it continues to prepare for full financial statement audit.

The Mission Critical Asset Existence and Completeness assertion focuses primarily on the Existence, Completeness, Rights and Obligations, and Presentation and Disclosure financial statement assertions. The asset categories included in this assertion are Military Equipment, Real Property, Inventory, Operating Materials and Supplies, and General Equipment.

Major Program Title- Comptroller Initiatives

	Actual	Projected	Projected
Measure/Description	**FY 2013**	**FY 2014**	**FY 2015**
Implement the DoD Financial Management (FM) Certification Program			
Metric: DoD FM personnel (military and civilian) participating in the FM Certification Program	2.3%	46%	90%

The Department has initiated a multi-year effort to develop a competency-based FM Certification Program that is applicable to the FM workforce. The FY12 NDAA provides the legal authority to implement the FM Certification Program. The Program is designed to ensure DoD meets the FM workforce and lifecycle management needs. All FM positions, civilian and military, are being coded as Level 1, Level 2 or Level 3. Enterprise-wide, FM competencies applicable to each FM occupation series have been established. Each certification level requires a minimum number of training course hours and FM experience.

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

Training is targeted to specific FM technical competencies, DoD leadership competencies, and specific topics such as audit readiness, fiscal law and ethics.

The FM Certification Policy was finalized in a Department of Defense Instruction signed on November 20, 2013, superseding the March 22, 2013 Directive-Type Memorandum.

Phased Implementation for the DoD FM Certification Program began in June 2013 with the initial launches of 5 organizations. By the end of Calendar Year 2013, over 5,000 users, consisting of both military and civilian users, were launched in the DoD FM Learning Management System. Those users came from 19 components: Air Force, Army, Department of Navy, DCAA, DFAS, DARPA, DAU, DCMA, DeCA, DISA, DLA, DSCA, JCS, MDA, NDU, OSD, DTSA, PFPA, and WHS.

Major Program Title - Enterprise Funds Distribution Support System (EFDSS)

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

Measure/Description	Actual FY 2013	Projected FY 2014	Projected FY2015
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	40%	55%	75%

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 2014, remaining Family Housing appropriations are scheduled to be implemented. FY 2014 and FY 2015 efforts will include implementation or closure of remaining non-conventional appropriations.

Defense Logistics Agency (DLA) is the acquisition Program Manager and service provider. The metrics shown above address Phase 1 funds distribution only. Metrics for funds distribution below Congressional reporting levels are reported separately under DLA.

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

Major Program Title- Next Generation Resource Management System

Measure/Description	Actual FY 2013	Projected FY 2014	Projected FY 2015
Exhibit Automation System (EAS)			
Metric #1: Number of Agencies Utilizing the EAS tool	33	34	34
Metric #2: Man-Hours Saved Using Resource Management Decision Tool	10%	12%	13%
Metric #3: Number of Exhibits Automated	12	18	19

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 2013 was the deployment of the Exhibit Automation System (EAS) to additional accounts such as the Defense Health Program (DHP) and Overseas

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

Contingency Operations (OCO). In FY 2014, four new Exhibits have been automated for
OUSD(C) and the Defense Agencies. Additionally, functionality was implemented to assist
OUSD(C) and SOCOM meet emerging Congressional requirements for budget justification. In
the remainder of FY 2014, a new exhibit will be automated for the Defense Agencies to
assist with reporting civilian reimbursable and civilian pay costs, as well as, a new
Exhibit to assist DHP to report medical costs. In 2015 additional exhibits will continue
to be automated to further streamline the budget build process and reduce data re-entry,
saving time, and reducing errors.

C. <u>**Deputy Chief Management Officer (DCMO)**</u>:

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

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

mission areas accommodate greater visibility in orchestrating and synchronizing effective and efficient business operations across all Departmental Components. This growth and redefinition in ODCMO mission requirements has also prompted the separation of the office into a stand-alone reporting budgetary entity within OSD. It has also accommodated review and expansion of ODCMO performance based budget metrics as described in this document.

Major Program Title- Disciplined MAIS Program Oversight

	Actual	**Projected**	**Projected**
Measure/Description	**FY 2013**	**FY 2014**	**FY 2015**
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 2013**	**FY 2014**	**FY 2015**
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

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

certification provided by portfolio. DCMO must maintain 100% compliance IAW with statutory requirements.

Major Program Title- Expanded Procure-to-Pay

	Actual	Projected	Projected
Measure/Description	**FY 2013**	**FY 2014**	**FY 2015**
Expanded Procure-to-Pay	0%	0%	0%

The Expanded Procure to Pay (P2P) metric established to evaluate 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 was discontinued for FY13 and FY14. This metric was removed officially from the DoD Strategic Management Plan.

We achieved 89.6% for FY12 which far surpassed our target for FY13 of 75%. The reason this metric was removed is environment in Afghanistan drastically shifted in FY13 with the deployment of the enterprise target system of the Army's General Fund Enterprise System in theater which automated the traceability of procure to pay process. Furthermore, the operational environment has shift significantly to drawdown of personnel and equipment.

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

D. <u>Under Secretary of Defense Intelligence OUSD(I):</u>

The Under Secretary of Defense for Intelligence OUSD(I) 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 OUSD (I). These two programs account for over 90% of OUSD (I)'s total Operations and Maintenance in FY 2015.

Major Program Title: Intelligence Mission

Measure Description	Actual	Projected	
Sensitive Activities (SA)	**FY 2013**	**FY 2014**	**FY 2015**
Cover oversight reviews	4	4	4
Clandestine Quarterly (CQ) activity reports	4	4	4
Compartmented Approvals and Sensitive Execute Orders (EXORD) coordination	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

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

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 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) Activities Report to six Congressional Committees and senior Executive Branch officials. The directorate coordinates with the Office of the Deputy Under Secretary of Defense (Warfighter Support) to address potential cover-related issues on sensitive and compartmented EXORDs for signature by the 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 Instruction 5105.63.

Major Program Title: Intelligence Mission

Measure Description	Actual	Projected	
Reform the Department of Defense (DoD) Personnel Security Clearance Process	**FY 2013**	**FY 2014**	**FY 2015**
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
90% of DoD adjudicators were certified	90% 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	99% will meet 2009 adjudication standards	99% will meet 2009 adjudication standards

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

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	
Compliance, Currency, and Relevance of DoD Counterintelligence and Credibility Assessment Policies	**FY 2013**	**FY 2014**	**FY 2015**
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. (Two new policy documents in FY 2013, one new policy document in FY 2014 and one in FY 2015.)	100%	100%	100%

Counterintelligence and Federal Law Enforcement Support (CI&FLES) Directorate is responsible for identifying and developing new policy documents related to CI and Credibility Assessment, reviewing and updating current policy documents, and maintaining four National level agreements.

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

Major Program Title: Intelligence Mission

Measure Description	Actual	Projected	
Establish All-Source Intelligence Analysis Policy	**FY 2013**	**FY 2014**	**FY 2015**
Completed 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 2014, conduct quarterly reviews of All-Source Intelligence Analysis requirements policies, procedures, and tools. Including policy gaps gleaned through Oversight assessments/reviews. Identify issuances to develop and/or modify existing requirements process. Complete draft issuance submission within a target time period of no more than six months.	60%	75%	100%

Defense Analysis is responsible for developing new policies and procedures to structure and guide All-Source Intelligence Analysis. The reviews of All Source Intelligence Analysis requirements, policies, procedures and tools exceeded existing manpower to accomplish the requirement in FY 2013. We expect efficiencies and experience gained during the FY 2013 review will permit us to achieve 75% of requirements in FY 2014 and complete the review by FY 2015.

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

In FY 2013, DODI "All-Source Intelligence Analysis" was drafted to address changes in business process and governance within Defense Intelligence All-Source Analysis community. This issuance is in formal coordination; however, recent and anticipated changes in DoD All-Source Analysis Community resulting from the ongoing review will require additional updates. Therefore, this document will be revised in FY 2014 to address needed changes in DoD All-Source Analysis Enterprise business processes.

Major Program Title: Intelligence Mission

Measure Description	Actual	Projected	
All-Source Intelligence Analysis Oversight	**FY 2013**	**FY 2014**	**FY 2015**
Establish an Oversight Program that includes 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.	1	4	6
Formalize into the Oversight Program Structure-Evaluation of Warning tools and certification requirements and All-source intelligence analysis certification requirements.	N/A	2	4

IV. Performance Criteria and Evaluation Summary:

Defense Analysis 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.

During FY 2013 we began a nascent oversight program resulting in one oversight review in FY 2013. We expect that program to expand to four oversight visits in FY 2014 and six visits in FY 2015. Despite its limited scope in FY 2013, the program has demonstrated value. As a result of this first review, we have exposed two areas demanding additional focus – Defense Warning tools and certification, and All-Source analysis training-certification. These two areas have been added to the DA Oversight Program agenda.

Major Program Title: Intelligence Mission

Measure Description	Actual	Projected	
Policy Oversight (Counterintelligence & Federal Law Enforcement Support)	**FY 2013**	**FY 2014**	**FY 2015**
For FY 2013, completed eight DoD components and five ad hoc policy oversight initiatives; for FY 2014, complete nine DoD components and five ad hoc policy oversight initiatives, and for FY 2015 complete four ad hoc policy oversight initiatives.	100%	100%	100%
For FY 2013, FY 2014, and FY 2015 follow-up on 100% of those DoD components that were identified as non-compliant.	100%	100%	100%

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

The CI & FLES Directorate is responsible for conducting CI and credibility assessment (CA) policy oversight assessments to determine if DoD Components are executing CI and CA policies in accordance with DoD guidance and to identify needed changes in existing policies. These are conducted via visiting all DoD Components during a three-year cycle and identifying special "ad hoc" assessments that are issue-oriented and may involve multiple Components. The process includes follow-up reviews to determine if recommended actions were implemented.

Measure Description	Actual	Projected	
US Battlefield Information Collection and Exploitation System (US BICES)	**FY 2013**	**FY 2014**	**FY 2015**
Number of multilateral/bilateral intelligence information sharing connections with partner nations or Communities of Interest (COI)(e.g., Operation Unified Protector)	67	81	90
Number of US releasable intelligence products to coalition partners or COIs	125,000	200,000+	250,000+
Number of coalition releasable intelligence products to US	22,000	40,000	100,000
Number of US organizations producing intelligence products to US BICES	45	50	55
Number of US and coalition partner personnel trained through classroom and mobile courses	1342	1700	2050
Number of US Government personnel within the US BICES program management office	5	6	6

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

The Intelligence Systems and Architectures Directorate develops information sharing technologies and Combatant Command coalition information sharing architectures, through 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 125,000 US, NATO, and Non-NATO users during FY 2013. Commander, US SOCOM designated US BICES as the intelligence system of choice for global coalition special operations. Coalition Data Centers (CDC) established at each COCOM in FY 2011 allow 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. Incorporation of the Trusted Network Environment (TNE) as an overarching architecture used within all of the CDCs will allow for even more rapid establishment of bilateral and multilateral cross-domain intelligence sharing. The number of US releasable intelligence products to coalition partners or COIs will increase based on the FY 2013/2014/2015 funded TNE and the resulting increased capability to process products. Number of coalition releasable intelligence products to US will increase to provide increased capabilities to process products both being released to coalition partners and products received from coalition partners. As the TNE becomes 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. <u>Performance Criteria and Evaluation Summary</u>:

E. <u>Department of Defense, Chief Information Officer (DoD(CIO))</u>:

The DoD CIO is the PSA and advisor to the Secretary of Defense for information technology (IT), national security systems (NSS), and information resources management (IRM) matters. The DoD CIO shall be responsible for all matters relating to information and the information environment including command and control (C2), communications, radio frequency spectrum, network operations, information systems, information assurance (IA), defense cyber security, the Global Information Grid, and positioning, navigation, and timing (PNT) policy.

Major Program Title: Information Enterprise

Measure/Description	Actual	Projected	Projected
Train the Total Defense Workforce with the right competencies. Protect DoD critical infrastructure.	**FY13**	**FY14**	**FY15**
Metric #1: Percent of information assurance positions and contract requirements filled with personnel meeting certification requirements.	85%	90%	95%
Metric #2: Percentage of systems supported by Enterprise Data Centers (EDCs) and Installation Processing Nodes (IPN)		15%	35%

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

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
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.	**FY13**	**FY14**	**FY5**
Metric #1: Percent of DoD's NC3 crypto-modernization plan completed.	44%	56%	90%
Metric #2Percentage of secure mobile devices supported by enterprise mobile device management and contracted through DISA	1%	2%	10%

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

Investments for C4 Information Infrastructure Capabilities are to assess success of critical Department information technology programs and initiatives and engage where necessary to make sure they deliver on time and at the level of performance required. Assess compliance with enterprise strategy and mission requirements. Develop Capability Architecture Views, Fielding/Deployment/Synchronization Plans, and Roadmaps. Provide oversight and guidance for the fielding of key enabling infrastructures and capabilities. Oversee policies, programs, and strategic plans regarding net-centric capabilities in support of nuclear and non-nuclear strategic strike, integrated missile defense, Continuity of Government (COG), and Senior Leadership Communications, including National Leadership Command Capabilities (NLCC).

Major Program Title: Cybersecurity

Measure/Description	Actual	Projected	Projected
Protect critical DoD infrastructure and partner with other critical infrastructure owners in government and the private sector to increase mission assurance.	**FY13**	**FY14**	**FY15**
Metric #1: Percentage of inspected military cyberspace organizations attaining a passing score on a comprehensive cybersecurity inspection that assesses compliance with technical, operational, and physical security standards, resulting in improved hardening and cyber defense.	89%	90%	94%
Metric #2: Percent of applicable IT and NSS that are certification and accreditation	95%	95%	99%

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

compliant. **Metric #3:** Cumulative percentage of DoD SIPRNet accounts with PKI cryptographic logon capability.	20.0%	90%	95%

Investments for Cybersecurity are to manage security architectures, programming, and risk to provide a more defensible information environment and enable safe sharing of information across the enterprise and with mission partners. Ensure DoD has an effective, properly funded cybersecurity program.

F. <u>**Under Secretary of Defense (Personnel and Readiness) (OUSD(P&R)):**</u>

The Under Secretary of Defense for Personnel and Readiness (OUSD (P&R)) is the principal staff assistant and advisor to the Secretary of Defense and Deputy Secretary Defense for all matters concerning personnel and readiness. OUSD (P&R) funds the operation and support of programs like Commanders Exercise Engagement& Training Transformation (CE2T2), Defense Readiness Reporting System (DRRS), Defense Safety Oversight Council, Training Transformation, and others. In FY 2015 the top two programs are; CE2T2, Defense Oversight Council. CE2T2 accounts for 94% of P&R's program.

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

Major Program Title: Combatant Commander's Exercise Engagement & Training Transformation

Measure/Description	Actual FY 2013	Projected FY 2014	Projected FY 2015
CE2T2			
Metric #1: Percent of validated CCMD (Combatant Command) Joint Exercise Transportation Requirements executed with support of JETP (Joint Exercise Training Program)	74.60%	93%	85%
Metric #2: Percent of CCMD (Combatant Command) JMETs (Joint Mission-Essential Tasks) with assigned training performance assessments (TPAs)	86%	79%	100%
Metric #3: Percent of JNTC (Joint National Training Center) JTCP (Joint Training Coordination Program) supportable enabler requests filled	100%	100%	75%

The CE2T2 program has supported DoD joint training needs, consistent with the new defense strategy. The program has provided the resources and expertise for training that has:

- Improved the joint, integrated training of DoD components at the tactical through strategic levels of operations;
- Assisted the DoD components with the fielding of robust opposing force capabilities, after action and ground truth instrumentation/capabilities, and

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

improved realistic training;
- Improved Combatant Command TCP and OPLAN readiness, through regional and country-specific engagements and exercises, including exercises in South Korea and Israel;
- Supported the rebalance between the Middle East and Asia-Pacific regions;
- Deterred aggression and shaped the global security environment;
- Prepared U.S. forces for operations in Afghanistan and the Horn of Africa.

Budget uncertainty and budget reductions have recently compelled the cancellation or elimination of some CE2T2-funded exercises and enablers, including the following:

- Elimination and consolidation of six Combatant Command exercises with partners in the Middle East, including special operations and counterterrorism exercises;
- Reduction in scope of six exercises with European and NATO partners;
- Cancellation of four exercises in the Asia-Pacific region as well as the reduction in scope of an additional three exercises;
- Reduction in scope of one nuclear command and control exercise;
- Reduction in scope of three U.S. Special Operations Command exercises;
- Cancellation of one U.S. Transportation Command exercise;
- Cancellation of four exercises in Africa, including a counterterrorism exercise;
- Cancellation of three exercises in Central and South America, including FUERZAS COMANDO, a counterterrorism exercise, as well as the reduction in scope of an additional two exercises.

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

Major Programs Title: Defense Safety Oversight Council and Lost Workdays System

Measure/Description	Actual FY 2013	Projected FY 2014	Projected FY 2015
Metric #1: Number and rates of military fatalities and injuries, civilian lost time injuries and occupational illness, and aviation class A mishaps.	40% reduction from FY 2002 baseline	Continuous improvement	Continuous improvement

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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V. **Personnel Summary**	FY 2013	FY 2014	FY 2015	Change FY 2013/ FY 2014	Change FY 2014/ FY 2015
Active Military End Strength (E/S) (Total)	394	404	394	10	-10
Officer	375	382	373	7	-9
Enlisted	19	22	21	3	-1
Reserve Drill Strength (E/S) (Total)	27	27	18	0	-9
Officer	22	22	14	0	-8
Enlisted	5	5	4	0	-1
Reservists on Full Time Active Duty (E/S)	12	12	10	0	-2
Officer	11	11	9	0	-2
Enlisted	1	1	1	0	0
Civilian End Strength (Total)	2,005	1,928	1,946	-77	18
U.S. Direct Hire	2,005	1,928	1,946	-77	18
Total Direct Hire	2,005	1,928	1,946	-77	18
Active Military Average Strength (A/S) (Total)	394	404	394	10	-10
Officer	375	382	373	7	-9
Enlisted	19	22	21	3	-1
Reserve Drill Strength (A/S) (Total)	27	27	18	0	-9
Officer	22	22	14	0	-8
Enlisted	5	5	4	0	-1
Reservists on Full Time Active Duty (A/S) (Total)	12	12	10	0	-2
Officer	11	11	9	0	-2
Enlisted	1	1	1	0	0
Civilian FTEs (Total)	1,945	1,931	1,931	-14	0
U.S. Direct Hire	1,945	1,931	1,931	-14	0
Total Direct Hire	1,945	1,931	1,931	-14	0

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V. **Personnel Summary**	**FY 2013**	**FY 2014**	**FY 2015**	**Change FY 2013/ FY 2014**	**Change FY 2014/ FY 2015**
Average Annual Civilian Salary ($ in thousands)	183.7	186.1	185.1	2.4	-1.0
Contractor FTEs (Total)	2,487	2,097	2,923	-390	826

Note: Contractor FTEs increase represents change in methodology used to determine number of contractors FTEs, instilling more accuracy & consistency.

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

	FY 2013	Change FY 2013/FY 2014		FY 2014	Change FY 2014/FY 2015		FY 2015
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	357,072	2,678	-973	358,777	3,588	-5,505	356,860
107 Voluntary Sep Incentives	298	0	202	500	0	0	500
199 Total Civ Compensation	**357,370**	**2,678**	**-771**	**359,277**	**3,588**	**-5,505**	**357,360**
308 Travel of Persons	84,196	1,599	1,243	87,038	1,567	-2,993	85,612
399 Total Travel	**84,196**	**1,599**	**1,243**	**87,038**	**1,567**	**-2,993**	**85,612**
672 PRMRF Purchases	6,971	351	-7,322	0	0	0	0
680 Building Maint Fund Purch	0	0	4,120	4,120	32	-4,152	0
699 Total DWCF Purchases	**6,971**	**351**	**-3,202**	**4,120**	**32**	**-4,152**	**0**
703 JCS Exercises	103,100	2,784	34,752	140,636	18,001	-19,215	139,422
708 MSC Chartered Cargo	11,945	1,326	10,565	23,836	-215	-2,335	21,286
719 SDDC Cargo Ops-Port hndlg	50,959	19,874	-11,551	59,282	-13,220	7,150	53,212
771 Commercial Transport	35,569	676	-994	35,251	635	-2,379	33,507
799 Total Transportation	**201,573**	**24,660**	**32,772**	**259,005**	**5,201**	**-16,779**	**247,427**
912 Rental Payments to GSA (SLUC)	1,859	35	-636	1,258	23	725	2,006
913 Purchased Utilities (Non-Fund)	2,006	38	791	2,835	51	-791	2,095
914 Purchased Communications (Non-Fund)	8,789	167	-5,131	3,825	69	-360	3,534
915 Rents (Non-GSA)	102,737	1,952	80,815	185,504	3,339	94,321	283,164
917 Postal Services (U.S.P.S)	19	0	17	36	1	-7	30
920 Supplies & Materials (Non-Fund)	10,617	202	2,296	13,115	236	-1,409	11,942
921 Printing & Reproduction	578	11	-347	242	4	157	403
922 Equipment Maintenance By Contract	62,902	1,195	-13,379	50,718	913	-32,076	19,555
923 Facilities Sust, Rest, & Mod by Contract	431	8	556	995	18	-528	485
925 Equipment Purchases (Non-Fund)	15,582	296	-9,511	6,367	115	-2,675	3,807
932 Mgt Prof Support Svcs	425,486	8,084	-60,613	372,957	6,713	-8,891	370,779
933 Studies, Analysis & Eval	110,800	2,105	-39,040	73,865	1,330	-15,736	59,459
934 Engineering & Tech Svcs	364,891	6,933	-161,458	210,366	3,787	-25,151	189,002
951 Other Costs (Special Personal	6,625	0	-6,625	0	0	0	0

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OP 32 Line	FY 2013 Actual	Change FY 2013/FY 2014 Price	Change FY 2013/FY 2014 Program	FY 2014 Estimate	Change FY 2014/FY 2015 Price	Change FY 2014/FY 2015 Program	FY 2015 Estimate
Svc Pay)							
958 Other Costs (Investments and Loans)	17	0	-17	0	0	0	0
960 Other Costs (Interest and Dividends)	40	1	-41	0	0	0	0
985 Research & Development, Contracts	0	0	0	0	0	5,094	5,094
987 Other Intra-Govt Purch	95,075	1,806	108,928	205,809	3,705	-12,881	196,633
988 Grants	40,258	765	8,064	49,087	884	-45,224	4,747
989 Other Services	102,790	1,953	-47,214	57,529	1,036	-13,774	44,791
990 IT Contract Support Services	5,228	99	-801	4,526	81	-1,369	3,238
999 Total Other Purchases	**1,356,730**	**25,650**	**-143,346**	**1,239,034**	**22,305**	**-60,575**	**1,200,764**
Total	**2,006,840**	**54,938**	**-113,304**	**1,948,474**	**32,693**	**-90,004**	**1,891,163**

* The FY 2013 Actual column **includes** $38,251 thousand of FY 2013 OCO Appropriations funding (PL 113-6).
* The FY 2014 Estimate column **excludes** $68,227 thousand of FY 2014 Overseas Contingency Operations Appropriations funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

Note: The increase in OP-32 line 915 Rents (Non-GSA) is attributed to the increase in the DoD's allocated share of the Capital Security Cost Sharing bill as determined by the Department of State.

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UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)

March 2014

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(Dollars in Millions)

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
USSOCOM	$7,083.3	$121.6	$-2,423.0	$4,781.9	$73.8	$366.1	$5,221.8

* The FY 2013 Actual column <u>includes</u> $2,309.7 million of FY 2013 Defense-Wide OCO Appropriation funding (PL 113-6).
* The FY 2014 Estimate column <u>excludes</u> $2,219.9 million of FY 2014 Defense-Wide OCO Appropriation funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

<u>Summary</u>:
The United States Special Operations Command's (USSOCOM) mission is to provide fully capable Special Operations Forces (SOF) to defend the United States and its interests, and to plan and synchronize operations against terrorist networks. To achieve this mission, SOF commanders and staff must plan and lead a full range of lethal and non-lethal special operations missions in complex and ambiguous environments. Likewise, SOF personnel serve as key members of Joint, Interagency, and International teams and must be prepared to employ all assigned authorities and apply all available elements of power to accomplish assigned missions. In this capacity, SOF personnel must maintain the highest degree of professionalism, cultural awareness, responsiveness and initiative.

The FY 2015 Request directly supports the guidance set forth in the 2012 Defense Strategic Guidance (DSG) and the 2014 Quadrennial Defense Review (QDR) and focuses on readiness recovery and maintaining the current level of Special Operations Forces (SOF) capabilities. To support these efforts, resources were applied to ensure 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 DSG and QDR can be described through four Lines of Effort: Succeed in Current Conflicts, Strengthen Networks of Cooperation, Keep Faith with Our Troops, and Responsive Resourcing.

The defense strategy 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 2015 Budget Request provides the
resources necessary to achieve the initial actions required to accomplish the Command's
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.

The FY 2015 O&M Budget Request continues to support the SOF 2020 Vision through four
Lines of Effort that focus on succeeding in current conflicts, strengthening networks of
cooperation, keeping faith with our troops, and responsive resourcing. To support these
efforts, O&M resources were increased, 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); and SOF Enterprise Advanced Education Program. In addition, the budget request
restores funds for readiness.

Also included in the budget request are resources in support of 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.

Narrative explanation of changes:
The United States Special Operations Command's (USSOCOM) baseline Operation and
Maintenance (O&M) funding increases by $439.9 million in FY 2015; of which, $73.8 million
is price growth and $366.1 million is program growth.

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Significant O&M changes in the FY 2015 budget request include funds to restore readiness, increase SOF education and Preservation of the Force and Families (POTFF) efforts, enhance SOF-unique communications programs, and increase and foster communication, cooperation and interoperability among partner nations. Decreases are reflected in USSOCOM management headquarters activities in support of the Department's management headquarters activities streamlining efforts and in flying hours.

Together, the initiatives contained in USSOCOM's FY 2015 Budget Estimate will enable USSOCOM to achieve its core missions and provide the nation with the most capable Special Operations Force.

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

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
SOCOM	7,083,337	121,633	-2,423,027	4,781,943	73,801	366,036	5,221,780

* The FY 2013 Actual column <u>includes</u> $2,309.7 million of FY 2013 Defense-Wide OCO Appropriation funding (PL 113-6).
* The FY 2014 Estimate column <u>excludes</u> $2,219.9 million of FY 2014 Defense-Wide OCO Appropriation funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

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

The United States Special Operations Command's (USSOCOM) mission is to provide fully capable Special Operations Forces (SOF) to defend the United States and its interests, and to plan and synchronize operations against terrorist networks. To achieve this mission, SOF commanders and staff must plan and lead a full range of lethal and non-lethal special operations missions in complex and ambiguous environments. Likewise, SOF personnel serve as key members of Joint, Interagency, and International teams and must be prepared to employ all assigned authorities and apply all available elements of power to accomplish assigned missions. In this capacity, SOF personnel must maintain the highest degree of professionalism, cultural awareness, responsiveness and initiative.

USSOCOM O&M is organized by Sub Activities within three Budget Activities.

 1. **Budget Activity 01 (BA-01)/Operating Forces** - The units and/or functions associated with these Sub Activities are:

A. <u>Flight Operations</u> – Supports three active Special Operations Wings (1st SOW, Hurlburt Field, FL; 27th SOW, Cannon AFB, NM; and 58th SOW, Kirtland AFB, NM) and two Special Operations Groups (SOG - 352 SOG, RAF Mildenhall UK and 353 SOG, Kadena AB JA) and their

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I.   Description of Operations Financed (cont.)

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 U.S. Army Special Operations Aviation Command (USASOAC); 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, SOF
peculiar and support equipment, necessary facilities, and associated costs specifically
identified and measurable to combatant and support craft assigned to Naval Special
Warfare Command (NSWC).

   C. Combat Development Activities – Includes Joint and Component manpower
authorizations, SOF-peculiar equipment, necessary facilities and the associated costs
specifically identified and measurable to the development of combat doctrine,
organizational concepts, material requirements and other developmental activities related
to SOF. Also includes activities to support experimentation, tests, project evaluations
necessary to develop and/or validate new doctrine and organizations for special
operations.

   D. Other Operations – Includes manpower authorizations, SOF-peculiar and support
equipment, necessary SOF-unique facilities and other operational costs specifically

I.   Description of Operations Financed (cont.)

associated with SOF Active Army Rangers; Active and National Guard Army Special Forces activities; Active Army Military Information Support Operations units; Active and Reserve Army Civil Affairs Units; Naval Special Warfare groups, units, teams, and detachments; Marine Corps Forces Special Operations units and teams; Active and Reserve SOF units and detachments, 24th Special Operations Wing, Air Force 720th and 724Th Special Tactics Group, Special Tactics Squadrons, Combat Control Squadrons, and SOF Para Rescue Forces. Also included in this sub activity is support for the Theater Special Operations Commands (TSOCs). Humanitarian/ Civic Assistance (H/CA) activities are carried out in conjunction with authorized military operations which are subject to approval by the Secretary of State and Secretary of Defense. These activities promote security and foreign policy interests of the United States and the host nation and allow Special Operations Forces to demonstrate commitment to priority partners supporting overseas contingencies. The H/CA activities are a Title X, Section 401 function of the United States Code.

   E. <u>Force Related Training</u> – Provides for the conduct of, or participation in, strategic mobility, Commander-In-Chief directed, and Joint Chiefs of Staff exercises. Force related training includes Joint Combined Exchange Training sponsored by Commander, Special Operations Command in support of regional Theater Commanders and the Services. Includes Headquarters USSOCOM and/or component manpower authorizations, SOF-peculiar and support equipment, necessary facilities, and the associated costs specifically identified and measurable to the conduct of SOF-related training.

   F. <u>Operational Support</u> – Operational Support – Includes manpower authorizations, SOF-peculiar and support equipment, necessary facilities and associated costs specifically identified and measurable to the 528th Sustainment Brigade and the Special Operations Forces Support Agency (SOFSA). The 528th Sustainment Brigade is comprised of the U.S. Army 112th Special Operations Signal Brigade, Special Troops Battalion supporting for

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

U.S. Army Special Forces Command/Groups, Special Operations Medical Detachment, and other SOF operational support units, capabilities, and Theater Support Elements).

   G. <u>Intelligence</u> – Includes all USSOCOM Headquarters (HQ USSOCOM) and/or component operation and maintenance funding to sustain USSOCOM's equipment, systems, logistics, and maintenance required to perform/sustain USSOCOM's Military Intelligence Programs (MIP). These programs support the Secretary of Defense's intelligence, counterintelligence, and related intelligence responsibilities. USSOCOM's MIP programs, projects, and/or activities provide capabilities to meet SOF warfighter's operational and tactical requirements more effectively. These include: intelligence, surveillance, and reconnaissance (ISR) systems and sustainment; processing, exploitation, and dissemination (PED) capabilities; tactical intelligence collection and analysis devices/systems/databases; and classified programs and activities.

   H. <u>Communications</u> – Includes USSOCOM Headquarters (HQ USSOCOM) and/or component manpower authorizations, SOF-peculiar and support equipment, SOF Information Technology enterprise-wide services, necessary facilities and associated resources directly associated with Automated Data Processing (ADP) support costs for SOF worldwide Command and Control Systems, non-tactical telecommunications networks, services, leases, facility controls and associated equipment. Other Communication capabilities, activities, and commodities include: Command Center operations; deployable command, control and communications assets; airtime, circuit, and bandwidth costs; and automation support required to maintain SOF command and control.

   I. <u>Management & Operational Headquarters</u> – Includes manpower authorizations, SOF peculiar and support equipment, necessary facilities and associated costs specifically identified and measurable to the U.S. Army, Air Force, Navy, and Marine Corps USSOCOM

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

Component Command Headquarters, as well as the USSOCOM Headquarters and its management support activities. Also includes costs associated with the expenditure of funds in support of officially sanctioned activities used to maintain the standing and prestige of the United States by extending official courtesies to guests who promote the goals of the Commander, Special Operations Command and the Department of Defense.

   J. <u>Maintenance</u> – Supports maintenance (to include installation of modification and conversion kits) of weapons support systems and commodity groups associated with Special Operations Forces (SOF) activities. This also includes USSOCOM Headquarters and/or components' MFP-11 funds for reimbursement of Service funds for depot maintenance of SOF-unique aircrafts, maritime crafts, and equipment. Includes reimbursement for maintenance activities at naval shipyards and costs associated with maintenance activities at Navy repair facilities.

   K. <u>Base Support</u> – Includes costs specifically identified and measurable as base support costs incurred by Naval Special Warfare Command (NSWC). In addition, provides a portion of USSOCOM's SOF-unique Facility Sustainment, Restoration, and Modernization projects and SOF minor construction projects costing less than the statutory limit for Minor Military Construction projects as established by Section 2805 of Title 10, U.S.C. Other various requirements including minor repair or replacement of unique facility equipment and furnishings that are beyond the scope of the standard services provide by the host installation.

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

2.   **Budget Activity 03 (BA-03)/Training and Recruiting** - The units and/or functions associated with these Sub Activities are:

  A.   <u>Specialized Skill Training and Recruiting</u> – 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.

  B.   <u>Professional Development Education</u> – Includes the Joint Special Operations University (JSOU) at MacDill Air Force Base, Florida and U.S. Air Force Special Operations School (USAFSOS) at Hurlburt Field, Florida. JSOU is an institution of higher learning consisting of teaching and research facilities focused on producing Joint Special Operations strategic and operational analysis and education. As a Joint Special Operations Center of Excellence, JSOU is dedicated to building and maintaining a consortium of Joint Special Operations education activities focused on the education of SOF leaders as well as non-SOF decision makers at the intermediate and senior levels. The USAFSOS offers education in irregular warfare, regional studies and cultural awareness, Special Operations Forces professional development to educate Air Commandoes, the special operations community, services and other U.S. government agencies.

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

 3. **Budget Activity 04 (BA-04)/Administration and Service-Wide Activities** - The units
    and/or functions associated with this Sub Activity are:

  A.   <u>Acquisition and Program Management</u> – Provides resources for Operation and
Maintenance costs supporting SOF-peculiar acquisition program management to include
engineering and logistical support for SOF acquisition programs. Support also includes
funding for travel, operational test and evaluation support, and related supplies and
equipment. Funds civilian program management and general contractor support for the
Special Operations Research, Development, and Acquisition Center (SORDAC) to include
support equipment, necessary facilities, SORDAC civilians and associated management
costs.

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II. Force Structure Summary:

USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2013	FY 2014	FY 2015
Air Force	2,453	2,462	2,515
Army	2,416	2,598	2,568
Marine Corps	132	146	151
Navy	1,194	1,302	1,314
Total	**6,195**	**6,508**	**6,548**

Military End Strength	FY 2013	FY 2014	FY 2015
Air Force	15,274	15,681	16,219
Army	32,404	34,100	34,085
Marine Corps	2,981	3,181	2,989
Navy	9,472	9,856	9,848
Total	**60,131**	**62,818**	**63,141**

Contractor FTEs	FY 2013	FY 2014	FY 2015
Total	**7,010**	**5,541**	**5,949**

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III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2013 Actual	Budget Request	FY 2014 Congressional Action Amount	Percent	Appropriated	Current Estimate	FY 2015 Estimate
BA 1. Operating Forces	**6,668,656**	**4,839,883**	**-473,927**	**-9.8**	**4,365,956**	**4,365,956**	**4,762,245**
Base Support	59,572	15,196	-2,480	-16.3	12,716	12,716	13,037
Combat Development Activities	1,754,635	823,611	-26,394	-3.2	797,217	797,217	910,006
Communications	460,224	376,854	-28,204	-7.5	348,650	348,650	426,610
Flight Operations	1,141,990	1,042,282	-66,953	-6.4	975,329	975,329	973,468
Force Related Training	47,330	51,500	0	0.0	51,500	51,500	54,640
Intelligence	811,391	484,560	-34,867	-7.2	449,693	449,693	415,406
Maintenance	829,721	552,952	-41,712	-7.5	511,240	511,240	579,677
Management/Operational Hqtrs	320,619	327,755	-44,453	-13.6	283,302	283,302	270,291
Operational Support	66,755	70,513	-11,892	-16.9	58,621	58,621	82,893
Other Operations	1,089,923	995,136	-214,543	-21.6	780,593	780,593	919,250
Ship/Boat Operations	86,496	99,524	-2,429	-2.4	97,095	97,095	116,967
BA 3. Training & Recruiting	**331,984**	**337,053**	**-4,884**	**-1.5**	**332,169**	**332,169**	**371,620**
Professional Development	23,705	23,629	744	3.2	24,373	24,373	37,495
Specialized Skill Training	308,279	313,424	-5,628	-1.8	307,796	307,796	334,125
BA 4. Administrative and Service-Wide Activities	**82,697**	**84,527**	**-709**	**-0.8**	**83,818**	**83,818**	**87,915**
Acquisition/Program Management	82,697	84,527	-709	-0.8	83,818	83,818	87,915
Total	**7,083,337**	**5,261,463**	**-479,520**	**-9.1**	**4,781,943**	**4,781,943**	**5,221,780**

* The FY 2013 Actual column <u>includes</u> $2,309.7 million of FY 2013 Defense-Wide OCO Appropriation funding (PL 113-6).
* The FY 2014 Estimate column <u>excludes</u> $2,219.9 million of FY 2014 Defense-Wide OCO Appropriation funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

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

B. <u>Reconciliation Summary</u>	Change FY 2014/FY 2014	Change FY 2014/FY 2015
Baseline Funding	**5,261,463**	**4,781,943**
Congressional Adjustments (Distributed)	-371,078	
Congressional Adjustments (Undistributed)	-53,000	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-55,442	
Subtotal Appropriated Amount	**4,781,943**	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	**4,781,943**	
Supplemental	2,219,868	
Reprogrammings		
Price Changes		73,801
Functional Transfers		
Program Changes		
Current Estimate	**7,001,811**	**4,855,744**
Less: Wartime Supplemental	-2,219,868	
Normalized Current Estimate	**4,781,943**	

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

N/A

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V. <u>Personnel Summary</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	Change <u>FY 2013/</u> <u>FY 2014</u>	Change <u>FY 2014/</u> <u>FY 2015</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>57,536</u>	<u>60,223</u>	<u>60,482</u>	<u>2,687</u>	<u>259</u>
Officer	11,155	11,500	11,466	345	-34
Enlisted	46,381	48,723	49,016	2,342	293
<u>Reservists on Full Time Active Duty (E/S)</u>	<u>2,595</u>	<u>2,595</u>	<u>2,659</u>	<u>0</u>	<u>64</u>
Officer	572	572	579	0	7
Enlisted	2,023	2,023	2,080	0	57
<u>Civilian End Strength (Total)</u>	<u>6,195</u>	<u>6,508</u>	<u>6,548</u>	<u>313</u>	<u>40</u>
U.S. Direct Hire	6,195	6,508	6,548	313	40
Total Direct Hire	6,195	6,508	6,548	313	40
<u>Active Military Average Strength (A/S) (Total)</u>	<u>57,536</u>	<u>60,223</u>	<u>60,482</u>	<u>2,687</u>	<u>259</u>
Officer	11,155	11,500	11,466	345	-34
Enlisted	46,381	48,723	49,016	2,342	293
<u>Reservists on Full Time Active Duty (A/S) (Total)</u>	<u>2,595</u>	<u>2,595</u>	<u>2,659</u>	<u>0</u>	<u>64</u>
Officer	572	572	579	0	7
Enlisted	2,023	2,023	2,080	0	57
<u>Civilian FTEs (Total)</u>	<u>6,195</u>	<u>6,508</u>	<u>6,548</u>	<u>313</u>	<u>40</u>
U.S. Direct Hire	6,195	6,508	6,548	313	40
Total Direct Hire	6,195	6,508	6,548	313	40
<u>Contractor FTEs (Total)</u>	<u>7,010</u>	<u>5,541</u>	<u>5,949</u>	<u>-1,469</u>	<u>408</u>

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

	FY 2013	Change FY 2013/FY 2014		FY 2014	Change FY 2014/FY 2015		FY 2015
OP 32 Line	<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	423,757	8,054	-75,012	356,799	6,423	-19,736	343,486
399 Total Travel	**423,757**	**8,054**	**-75,012**	**356,799**	**6,423**	**-19,736**	**343,486**
401 DLA Energy (Fuel Products)	202,303	-5,969	-47,994	148,340	3,277	396	152,013
402 Service Fund Fuel	23,484	-692	-22,468	324	7	2,916	3,247
411 Army Supply	22,023	-606	87,985	109,402	1,378	-101,223	9,557
412 Navy Managed Supply, Matl	8,822	-9	6,468	15,281	192	173	15,646
413 Marine Corps Supply	2,442	-22	-2,420	0	0	0	0
414 Air Force Consol Sust AG (Supply)	320,059	12,161	-70,623	261,597	-3,009	-34,321	224,267
416 GSA Supplies & Materials	22,290	424	-1,291	21,423	386	-10,427	11,382
417 Local Purch Supplies & Mat	107,429	2,040	46,296	155,765	2,804	-87,683	70,886
418 Air Force Retail Supply (Gen Support Div)	32	2	-34	0	0	22,694	22,694
423 DLA Mat Supply Chain (Subsistence)	13	0	-13	0	0	0	0
424 DLA Mat Supply Chain (Weapon Sys)	7,036	52	-5,498	1,590	-38	7,180	8,732
499 Total Supplies & Materials	**715,933**	**7,381**	**-9,592**	**713,722**	**4,997**	**-200,295**	**518,424**
502 Army Fund Equipment	13,811	-380	24,988	38,419	484	-10,251	28,652
503 Navy Fund Equipment	434	0	787	1,221	15	3,451	4,687
505 Air Force Fund Equip	2,915	110	-3,025	0	0	5,669	5,669
506 DLA Mat Supply Chain (Const & Equip)	4,450	-8	-640	3,802	26	1,177	5,005
507 GSA Managed Equipment	9,944	189	15,913	26,046	468	-13,435	13,079
599 Total Equipment Purchases	**31,554**	**-89**	**38,023**	**69,488**	**993**	**-13,389**	**57,092**
601 Army Industrial Operations	750	31	-225	556	17	1,271	1,844
603 DLA Distribution	100	0	-100	0	0	90	90
610 Navy Air Warfare Center	14,958	287	-14,406	839	9	5,927	6,775
611 Navy Surface Warfare Ctr	34,993	102	-17,537	17,558	504	17,059	35,121
612 Navy Undersea Warfare Ctr	1,866	-15	4,027	5,878	201	-4,105	1,974
614 Space & Naval Warfare Center	11,988	228	-12,068	148	2	1,014	1,164

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		Change			Change		
		FY 2013/FY 2014			FY 2014/FY 2015		
	FY 2013			FY 2014			FY 2015
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
620 Navy Transportation (Combat Logistics Force)	0	0	242	242	20	-62	200
621 Navy Transportation (Afloat Prepositioning Force Navy)	0	0	14	14	4	-18	0
623 Navy Transportation (Special Mission Ships)	5,027	-1,930	-3,097	0	0	28,750	28,750
631 Navy Base Support (NFESC)	6,868	-4	-4,588	2,276	16	-141	2,151
633 DLA Document Services	366	0	885	1,251	72	-924	399
634 NAVFEC (Utilities and Sanitation)	17,093	1,419	-11,485	7,027	348	-4,299	3,076
640 Marine Corps Depot Maint	0	0	2,376	2,376	77	-2,453	0
647 DISA Enterprise Computing Centers	28,450	954	-25,625	3,779	-28	-2,226	1,525
671 DISA DISN Subscription Services (DSS)	3,880	159	-1,860	2,179	42	24,165	26,386
675 DLA Disposition Services	3	0	-3	0	0	0	0
677 DISA Telecomm Svcs - Reimbursable	3,193	272	-183	3,282	257	-720	2,819
679 Cost Reimbursable Purchase	0	0	0	0	0	241	241
699 Total DWCF Purchases	**129,535**	**1,503**	**-83,633**	**47,405**	**1,541**	**63,569**	**112,515**
702 AMC SAAM (fund)	321,708	8,684	-263,695	66,697	0	-6,993	59,704
703 JCS Exercises	2,060	55	8,179	10,294	1,318	210	11,822
705 AMC Channel Cargo	746	14	2,882	3,642	65	-2,287	1,420
708 MSC Chartered Cargo	8,903	988	-9,891	0	0	0	0
710 MSC Surge Sealift (Full Operating Status)	0	0	386	386	0	-386	0
718 SDDC Liner Ocean Transport	6	1	13	20	3	-22	1
719 SDDC Cargo Ops-Port hndlg	0	0	0	0	0	516	516
724 MSC Afloat Prepositioning DLA	126	0	-126	0	0	0	0
771 Commercial Transport	48,814	928	-35,623	14,119	254	4,358	18,731
799 Total Transportation	**382,363**	**10,670**	**-297,875**	**95,158**	**1,640**	**-4,604**	**92,194**
901 Foreign National Indirect Hire (FNIH)	0	0	0	0	0	244	244
912 Rental Payments to GSA (SLUC)	3,644	68	931	4,643	84	-232	4,495

United States Special Operations Command
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	FY 2013	Change FY 2013/FY 2014		FY 2014	Change FY 2014/FY 2015		FY 2015
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
913 Purchased Utilities (Non-Fund)	19,000	363	-2,353	17,010	307	-3,045	14,272
914 Purchased Communications (Non-Fund)	297,350	5,648	-242,203	60,795	1,095	9,098	70,988
915 Rents (Non-GSA)	45,102	856	-33,622	12,336	222	27,653	40,211
917 Postal Services (U.S.P.S)	2,641	50	-1,983	708	13	10,359	11,080
920 Supplies & Materials (Non-Fund)	388,471	7,382	-94,177	301,676	5,430	108,924	416,030
921 Printing & Reproduction	13,727	260	-7,830	6,157	111	19,129	25,397
922 Equipment Maintenance By Contract	529,371	10,059	21,692	561,122	10,100	-167,134	404,088
923 Facilities Sust, Rest, & Mod by Contract	50,854	966	-51,820	0	0	101,536	101,536
924 Pharmaceutical Drugs	613	23	-215	421	15	-7	429
925 Equipment Purchases (Non-Fund)	711,179	13,511	-356,064	368,626	6,634	20,522	395,782
926 Other Overseas Purchases	5,264	100	-5,364	0	0	56,647	56,647
928 Ship Maintenance By Contract	8,207	156	-3,136	5,227	94	15,423	20,744
929 Aircraft Reworks by Contract	0	0	5,775	5,775	104	56,376	62,255
930 Other Depot Maintenance (Non-Fund)	1,019,423	19,368	-549,099	489,692	8,814	54,334	552,840
932 Mgt Prof Support Svcs	78,004	1,482	-42,025	37,461	675	15,016	53,152
933 Studies, Analysis & Eval	9,463	180	-9,643	0	0	8,330	8,330
934 Engineering & Tech Svcs	19,383	369	-17,676	2,076	37	9,262	11,375
937 Locally Purchased Fuel (Non-Fund)	32,059	-946	-9,361	21,752	481	3,302	25,535
955 Other Costs (Medical Care)	28,981	1,131	-20,348	9,764	361	-1,427	8,698
957 Other Costs (Land and Structures)	51,492	979	-52,471	0	0	2,221	2,221
984 Equipment Contracts	97	1	-98	0	0	29	29
986 Medical Care Contracts	5,164	201	18,759	24,124	893	51,802	76,819
987 Other Intra-Govt Purch	581,169	11,045	-302,943	289,271	5,208	9,369	303,848
988 Grants	0	0	0	0	0	49,417	49,417
989 Other Services	600,459	11,410	-141,744	470,125	8,462	40,656	519,243
990 IT Contract Support Services	235,622	4,477	-119,897	120,202	2,164	22,151	144,517

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OP 32 Line	FY 2013 Actual	Change FY 2013/FY 2014 Price	Program	FY 2014 Estimate	Change FY 2014/FY 2015 Price	Program	FY 2015 Estimate
991 Foreign Currency Variance	0	0	0	0	0	23,182	23,182
998 Other Costs (SOCOM Only)	663,456	4,975	21,977	690,408	6,903	-2,646	694,665
999 Total Other Purchases	**5,400,195**	**94,114**	**-1,994,938**	**3,499,371**	**58,207**	**540,491**	**4,098,069**
Total	**7,083,337**	**121,633**	**-2,423,027**	**4,781,943**	**73,801**	**366,036**	**5,221,780**

* The FY 2013 Actual column includes $2,309.7 million of FY 2013 Defense-Wide OCO Appropriation funding (PL 113-6).
* The FY 2014 Estimate column excludes $2,219.9 million of FY 2014 Defense-Wide OCO Appropriation funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

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Fiscal Year 2015 Budget Estimates

UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)

Operating Forces/Combat Development Activities

March 2014

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Combat Development Activities
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
Budget Activity (BA) 1: Operating Forces/Combat Development Activities

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
CDAct	1,754,635	30,639	-988,057	797,217	12,533	100,256	910,006

* The FY 2013 Actual column <u>includes</u> $916.3 million of the FY 2013 OCO Appropriation funding (PL 113-6).
* The FY 2014 Estimate column <u>excludes</u> $925.7 million of the FY 2014 OCO Appropriation funding (PL 113-76).
* The FY 2015 Estimate **<u>excludes</u>** OCO.

I.   Description of Operations Financed:

<u>Combat Development Activities</u> – Includes Joint and Component manpower authorizations, SOF-peculiar equipment, necessary facilities and the associated costs specifically identified and measurable to the development of combat doctrine, organizational concepts, material requirements and other developmental activities related to SOF. Also includes activities to support experimentation, tests, project evaluations necessary to develop and/or validate new doctrine and organizations for special operations.

Combat Development Activities
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II. <u>Force Structure Summary</u>:

USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2013	FY 2014	FY 2015
Air Force	95	87	88
Army	746	849	850
Marine Corps	0	0	0
Navy	429	448	446
Total	1,270	1,384	1,384

Military End Strength	FY 2013	FY 2014	FY 2015
Air Force	931	947	1,151
Army	1,707	1,725	1,739
Marine Corps	75	78	78
Navy	1,449	1,548	1,461
Total	**4,162**	**4,298**	**4,429**

Contractor FTEs	FY 2013	FY 2014	FY 2015
Total	**1,934**	**726**	**713**

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

			FY 2014				
			Congressional Action				
A. <u>BA Subactivities</u>	**FY 2013** **Actual**	**Budget** **Request**	**Amount**	**Percent**	**Appropriated**	**Current** **Estimate**	**FY 2015** **Estimate**
Combat Development Activities	1,754,635	823,611	-26,394	-3.2	797,217	797,217	910,006
Total	**1,754,635**	**823,611**	**-26,394**	**-3.2**	**797,217**	**797,217**	**910,006**

* The FY 2013 Actual column <u>includes</u> $916.3 million of the FY 2013 OCO Appropriation funding (PL 113-6).
* The FY 2014 Estimate column <u>excludes</u> $925.7 million of the FY 2014 OCO Appropriation funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

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

	Change FY 2014/FY 2014	Change FY 2014/FY 2015
B. Reconciliation Summary		
Baseline Funding	**823,611**	**797,217**
Congressional Adjustments (Distributed)	-4,255	
Congressional Adjustments (Undistributed)	-9,000	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-13,139	
Subtotal Appropriated Amount	**797,217**	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	**797,217**	
Supplemental	925,668	
Reprogrammings		
Price Changes		12,533
Functional Transfers		
Program Changes		100,256
Current Estimate	**1,722,885**	**910,006**
Less: Wartime Supplemental	-925,668	
Normalized Current Estimate	**797,217**	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 President's Budget Request (Amended, if applicable)		**823,611**
1. Congressional Adjustments		-26,394
a. Distributed Adjustments		
1) Net Total for Combat Development Activities	-4,255	
b. Undistributed Adjustments		
1) Net Total for Combat Development Activities	-9,000	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8140 - DWCF Excess Cash Balance	-13,139	
FY 2014 Appropriated Amount		**797,217**
2. War-Related and Disaster Supplemental Appropriations		925,668
a. OCO Supplemental Funding		
1) FY14 OCO Appropriation	925,668	
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**1,722,885**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**1,722,885**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-925,668
FY 2014 Normalized Current Estimate		**797,217**
6. Price Change		12,533
7. Functional Transfers		
8. Program Increases		100,256
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
1) Combat Development Activities - (See classified submissions)	100,256	
See classified submissions. (FY 2014 Baseline: $797,218 thousand; +0 FTEs)		

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
9. Program Decreases		
a. Annualization of FY 2014 Program Decreases		
b. One-Time FY 2014 Increases		
c. Program Decreases in FY 2015		
FY 2015 Budget Request		**910,006**

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

N/A

Combat Development Activities
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V. **Personnel Summary**	FY 2013	FY 2014	FY 2015	Change FY 2013/ FY 2014	Change FY 2014/ FY 2015
Active Military End Strength (E/S) (Total)	4,162	4,298	4,429	136	131
Officer	841	851	884	10	33
Enlisted	3,321	3,447	3,545	126	98
Civilian End Strength (Total)	1,270	1,384	1,384	114	0
U.S. Direct Hire	1,270	1,384	1,384	114	0
Total Direct Hire	1,270	1,384	1,384	114	0
Active Military Average Strength (A/S) (Total)	4,162	4,298	4,429	136	131
Officer	841	851	884	10	33
Enlisted	3,321	3,447	3,545	126	98
Civilian FTEs (Total)	1,270	1,384	1,384	114	0
U.S. Direct Hire	1,270	1,384	1,384	114	0
Total Direct Hire	1,270	1,384	1,384	114	0
Contractor FTEs (Total)	1,934	726	713	-1,208	-13

Personnel Summary Explainations:

* USSOCOM military and civilian personnel are reported in Military Service Estimates. The personnel information is provided as a memo entry.

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

		Change FY 2013/FY 2014			Change FY 2014/FY 2015		
OP 32 Line	FY 2013 Actual	Price	Program	FY 2014 Estimate	Price	Program	FY 2015 Estimate
308 Travel of Persons	85,570	1,626	-40,381	46,815	843	-802	46,856
399 TOTAL TRAVEL	**85,570**	**1,626**	**-40,381**	**46,815**	**843**	**-802**	**46,856**
401 DLA Energy (Fuel Products)	19,950	-589	-6,805	12,556	277	64	12,897
402 Service Fund Fuel	1,684	-50	-1,577	57	1	2	60
411 Army Supply	3,968	-109	-1,323	2,536	32	1,432	4,000
412 Navy Managed Supply, Matl	5	0	8,677	8,682	109	-3,900	4,891
414 Air Force Consol Sust AG (Supply)	251	10	498	759	-9	2,461	3,211
416 GSA Supplies & Materials	5,834	111	-3,124	2,821	51	1,533	4,405
417 Local Purch Supplies & Mat	63,269	1,202	-35,081	29,390	529	-8,300	21,619
418 Air Force Retail Supply (Gen Support Div)	0	0	0	0	0	4,213	4,213
424 DLA Mat Supply Chain (Weapon Sys)	13	0	-13	0	0	14	14
499 TOTAL SUPPLIES & MATERIALS	**94,974**	**575**	**-38,748**	**56,801**	**990**	**-2,481**	**55,310**
502 Army Fund Equipment	0	0	4,865	4,865	61	-4,697	229
505 Air Force Managed Equip	1	0	-1	0	0	3,500	3,500
506 DLA Managed Equipment	145	0	-145	0	0	154	154
507 GSA Managed Equipment	553	11	-557	7	0	1,339	1,346
599 TOTAL EQUIPMENT PURCHASES	**699**	**11**	**4,162**	**4,872**	**61**	**296**	**5,229**
601 Army Ind Ops (Armament)	200	8	-208	0	0	212	212
610 Navy Air Warfare Center	5,278	101	-5,379	0	0	3,587	3,587
611 Navy Surface Warfare Ctr	3,713	11	-35	3,689	106	-1,190	2,605
612 Navy Undersea Warfare Ctr	0	0	4,055	4,055	139	-4,194	0
623 Navy Transportation (Special Mission Ships)	4,664	-1,791	-2,873	0	0	0	0
631 Navy Base Support (NFESC)	1,840	-1	-1,839	0	0	0	0
634 NAVFEC (Utilities and Sanitation)	4,749	394	-1,167	3,976	197	-2,722	1,451
647 DISA Info Svcs	28,141	943	-29,084	0	0	885	885
671 DISA Telecomm Services	0	0	414	414	8	-422	0

Combat Development Activities
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OP 32 Line	FY 2013 Actual	Change FY 2013/FY 2014 Price	Program	FY 2014 Estimate	Change FY 2014/FY 2015 Price	Program	FY 2015 Estimate
699 TOTAL DWCF PURCHASES	**48,585**	**-335**	**-36,116**	**12,134**	**450**	**-3,844**	**8,740**
702 AMC SAAM (fund)	174,797	4,719	-133,585	45,931	0	1,462	47,393
703 JCS Exercises	309	8	-317	0	0	0	0
708 MSC Chartered Cargo	8,503	944	-9,447	0	0	0	0
718 SDDC Liner Ocean Transport	1	0	-1	0	0	1	1
771 Commercial Transport	18,424	350	-15,245	3,529	64	4,749	8,342
799 TOTAL TRANSPORTATION	**202,034**	**6,021**	**-158,595**	**49,460**	**64**	**6,212**	**55,736**
912 Rental Payments to GSA (SLUC)	1	0	-1	0	0	0	0
913 Purchased Utilities (Non-Fund)	3,807	73	5,627	9,507	171	-6,041	3,637
914 Purchased Communications (Non-Fund)	189,882	3,608	-179,623	13,867	250	11,118	25,235
915 Rents (Non-GSA)	17,981	341	-17,499	823	15	-388	450
917 Postal Services (U.S.P.S)	2,319	44	-1,806	557	10	1,608	2,175
920 Supplies & Materials (Non-Fund)	62,173	1,182	-38,367	24,988	450	32,663	58,101
921 Printing & Reproduction	53	1	-49	5	0	92	97
922 Equipment Maintenance By Contract	242,122	4,601	-221,777	24,946	449	382	25,777
923 Facilities Sust, Rest, & Mod by Contract	12,091	230	-12,321	0	0	12,345	12,345
924 Pharmaceutical Drugs	84	3	6	93	3	-11	85
925 Equipment Purchases (Non-Fund)	168,405	3,199	-34,358	137,246	2,470	415	140,131
930 Other Depot Maintenance (Non-Fund)	6,652	126	-6,778	0	0	6,733	6,733
932 Mgt Prof Support Svcs	8,693	165	-6,474	2,384	43	591	3,018
934 Engineering & Tech Svcs	390	7	-397	0	0	0	0
937 Locally Purchased Fuel (Non-Fund)	14,755	-435	-4,718	9,602	212	3,054	12,868
955 Other Costs (Medical Care)	1,481	58	-374	1,165	43	264	1,472
957 Other Costs (Land and Structures)	6,832	130	-6,962	0	0	2,184	2,184
987 Other Intra-Govt Purch	261,799	4,974	-149,846	116,927	2,105	47,014	166,046
989 Other Services	77,845	1,479	37,429	116,753	2,102	-19,181	99,674

OP-5 Detail by Sub Activity Group

CDAct-840

Combat Development Activities
Operation and Maintenance, Defense-Wide
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OP 32 Line	FY 2013 Actual	Change FY 2013/FY 2014		FY 2014 Estimate	Change FY 2014/FY 2015		FY 2015 Estimate
		Price	Program		Price	Program	
990 IT Contract Support Services	96,866	1,841	-83,899	14,808	267	8,628	23,703
998 Other Costs (SOCOM Only)	148,542	1,114	3,808	153,464	1,535	-595	154,404
999 TOTAL OTHER PURCHASES	**1,322,773**	**22,741**	**-718,379**	**627,135**	**10,125**	**100,875**	**738,135**
Total	**1,754,635**	**30,639**	**-988,057**	**797,217**	**12,533**	**100,256**	**910,006**

* The FY 2013 Actual column <u>includes</u> $916.3 million of the FY 2013 OCO Appropriation funding (PL 113-6).
* The FY 2014 Estimate column <u>excludes</u> $925.7 million of the FY 2014 OCO Appropriation funding (PL 113-76).
* The FY 2015 Estimate **<u>excludes</u>** OCO.

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Fiscal Year 2015 Budget Estimates

UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)

Operating Forces/Flight Operations

March 2014

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Flight Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
Budget Activity (BA) 1: Operating Forces/Flight Operations

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
FltOps	1,141,990	16,591	-183,252	975,329	10,258	-12,119	973,468

* The FY 2013 Actual column <u>includes</u> $182.6 million of the FY 2013 OCO Appropriation funding (PL 113-6).
* The FY 2014 Estimate column <u>excludes</u> $243.9 million of the FY 2014 OCO Appropriation funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

I.   Description of Operations Financed:

<u>Flight Operations</u> - Supports three active Special Operations Wings (1st SOW, Hurlburt Field, FL; 27th SOW, Cannon AFB, NM; and 58th SOW, Kirtland AFB, NM) and two Special Operations Groups (SOG - 352 SOG, RAF Mildenhall UK and 353 SOG, Kadena AB JA) and their associated squadrons. Includes the 919th Special Operations Reserve Wing located at Duke Field, FL and the 193rd Special Operations Air National Guard Wing, Harrisburg, PA. Includes the U.S. Army Special Operations Aviation Command (USASOAC); 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 Forces (SOF) peculiar and support equipment, necessary facilities, initial qualification, and recurring training of aircrews in SOF aircraft operations and tactics. Costs specifically identified and measurable to SOF active tactical aviation operational units, organizations and special operation wings and squadrons are also included in this Sub Activity.

Flight Operations
Operation and Maintenance, Defense-Wide
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II. <u>Force Structure Summary</u>:

USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2013	FY 2014	FY 2015
Air Force	883	852	879
Army	80	61	74
Marine Corps	0	0	0
Navy	0	0	0
Total	**963**	**913**	**953**

Military End Strength	FY 2013	FY 2014	FY 2015
Air Force	12,698	13,034	12,792
Army	3,297	3,607	3,451
Marine Corps	0	0	0
Navy	0	0	0
Total	**15,995**	**16,641**	**16,243**

Contractor FTEs	FY 2013	FY 2014	FY 2015
Total	**709**	**416**	**984**

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

			FY 2014				
			Congressional Action				
	FY 2013	Budget				Current	FY 2015
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>
Flight Operations	1,141,990	1,042,282	-66,953	-6.4	975,329	975,329	973,468
Total	**1,141,990**	**1,042,282**	**-66,953**	**-6.4**	**975,329**	**975,329**	**973,468**

* The FY 2013 Actual column <u>includes</u> $182.6 million of the FY 2013 OCO Appropriation funding (PL 113-6).
* The FY 2014 Estimate column <u>excludes</u> $243.9 million of the FY 2014 OCO Appropriation funding (PL 113-76).
* The FY 2015 Estimate **<u>excludes</u>** OCO.

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

B. **Reconciliation Summary**	Change FY 2014/FY 2014	Change FY 2014/FY 2015
Baseline Funding	**1,042,282**	**975,329**
Congressional Adjustments (Distributed)	-39,383	
Congressional Adjustments (Undistributed)	-17,570	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-10,000	
Subtotal Appropriated Amount	**975,329**	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	**975,329**	
Supplemental	243,900	
Reprogrammings		
Price Changes		10,258
Functional Transfers		
Program Changes		-12,119
Current Estimate	**1,219,229**	**973,468**
Less: Wartime Supplemental	-243,900	
Normalized Current Estimate	**975,329**	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 President's Budget Request (Amended, if applicable)		**1,042,282**
1. Congressional Adjustments		-66,953
a. Distributed Adjustments		
1) Net Total Flight Operations	-39,383	
b. Undistributed Adjustments		
1) Net Total Flight Operations	-17,570	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8034 - Indian Lands Environmental Mitigation	-8,149	
2) Section 8140 - DWCF Excess Cash Balances	-1,851	
FY 2014 Appropriated Amount		**975,329**
2. War-Related and Disaster Supplemental Appropriations		243,900
a. OCO Supplemental Funding		
1) FY14 OCO Appropriation	243,900	
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**1,219,229**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**1,219,229**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-243,900
FY 2014 Normalized Current Estimate		**975,329**
6. Price Change		10,258
7. Functional Transfers		
8. Program Increases		16,660
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
1) Flight Operations - 1st Special Operations Wing Increase for Aviation Foreign Internal Defense and ISR operations at the 1st Special Operations Wing.	2,718	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
(FY 2014 Baseline: $26,581 thousand; +0 FTEs)		
2) Flight Operations - AC-130J	1,295	
Increase supports testing on the new AC-130J at the 18th Flight Test Squadron. (FY 2014 Baseline: $4,249 thousand; +0 FTEs)		
3) Flight Operations - Air Force Special Operations Command (AFSOC) Civilian Full Time Equivalents (FTEs)	3,032	
Increase associated with civilian pay for an additional +13 FTEs at AFSOC's 1st Special Operations Wing to support MQ-9 launch and recovery operations; +14 FTEs transferred from the U.S. Air Force with the Special Tactics mission to be assumed by the 24th Special Operations Wing. (FY 2014 Baseline: $30,161 thousand; +27 FTEs)		
4) Flight Operations - CV-22	5,896	
Air Force Special Operations Command (AFSOC) has aircraft deliveries scheduled for six CV-22s in FY14 and five CV-22s in FY15 that will increase sustainment costs, including $3.6 million for Contractor Logistics Support, $1.0 million for Power-by-the-Hour, and $1.0 million to support Enhanced Situational Awareness Systems. (FY 2014 Baseline: $89,500 thousand; +0 FTEs)		
5) Flight Operations - MC-130J	481	
Adds one MC-130J to the Enhanced Situational Awareness program, providing additional maintenance costs for additional equipment spares. (FY 2014 Baseline: $200 thousand; +0 FTEs)		
6) Flight Operations - U.S. Army Special Operations Aviation Command (ARSOAC) Civilian Full Time Equivalents	1,313	

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
(FTEs)		
Increase in civilian pay for +13 FTEs required to establish ARSOAC. (FY 2014 Baseline: $0 thousand; +13 FTEs)		
7) Flight Operations - USASOC Flying Hours	1,925	
Program growth is due to increased usage of the MH-60 aircraft while decreasing MH-6 flying hours. (FY 2014 Baseline: $219,455 thousand; +0 FTEs)		
9. Program Decreases		-28,779
a. Annualization of FY 2014 Program Decreases		
b. One-Time FY 2014 Increases		
c. Program Decreases in FY 2015		
1) Flight Operations - AFSOC Flying Hours	-28,779	
Negative program growth is due to the divestiture of older aircraft (MC-130Hs, MC-130Ps, AC-130Hs, and AC-130Us) that results in decreased Material Support Division and General Support Division Supply requirements. Additionally, the increased reliance on simulator usage for currency requirements results in a decrease of 3,343 hours. (FY 2014 Baseline: $322,699 thousand; +0 FTEs)		
FY 2015 Budget Request		**973,468**

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

<u>**Flying Hours**</u>

End of FY Program Data	**FY 2013**		**FY 2014**		**FY 2015**
	<u>Budgeted</u>	**<u>Actuals</u>**	**<u>Budgeted</u>**	**<u>Estimate</u>**	<u>Estimate</u>
AC130H/J/U/W					
TAI	25	25	37	34	28
PAA	23	23	34	32	26
BAI	2	2	3	2	2
Flying Hours	5,414	10,718	8,943	8,943	7,887
% Executed		198%			
A/MH-6M					
TAI	52	52	52	51	51
PAA	47	47	47	46	46
BAI	5	5	5	5	5
Flying Hours	9,287	9,636	9,313	9,313	9,196
% Executed		104%			

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

<u>Flying Hours</u>

End of FY Program Data	FY 2013		FY 2014		FY 2015
	<u>Budgeted</u>	**<u>Actuals</u>**	**<u>Budgeted</u>**	**<u>Estimate</u>**	<u>Estimate</u>
C-12C					
TAI	1	1	1	1	1
PAA	1	1	1	1	1
BAI	0	0	0	0	0
Flying Hours	492	270	492	492	492
% Executed		55%			
C-27J					
TAI	0	0	0	7	7
PAA	0	0	0	7	7
BAI	0	0	0	0	0
Flying Hours	0	0	0	300	300
% Executed		0%			
C-32B					
TAI	2	2	2	2	2
PAA	2	2	2	2	2
BAI	0	0	0	0	0
Flying Hours	1,190	1,352	1,667	1,667	1,595
% Executed		114%			

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

<u>Flying Hours</u>

End of FY Program Data	FY 2013		FY 2014		FY 2015
	Budgeted	**Actuals**	**Budgeted**	**Estimate**	Estimate
CASA-212					
TAI	5	5	5	5	5
PAA	5	5	5	5	5
BAI	0	0	0	0	0
Flying Hours	3,050	1,806	2,850	2,850	2,850
% Executed		59%			
CV-22B					
TAI	36	35	41	41	46
PAA	34	34	40	39	44
BAI	2	1	1	2	2
Flying Hours	7,605	7,974	7,970	7,970	8,875
% Executed		105%			
C-145A					
TAI	10	13	16	16	5
PAA	10	13	16	16	5
BAI	0	0	0	0	0
Flying Hours	10,375	2,084	10,631	10,631	2,125
% Executed		20%			

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

<u>**Flying Hours**</u>

End of FY Program Data	FY 2013		FY 2014		FY 2015
	Budgeted	**Actuals**	**Budgeted**	**Estimate**	Estimate
C-146A					
TAI	17	16	17	17	17
PAA	17	16	17	17	17
BAI	0	0	0	0	0
Flying Hours	15,332	15,762	12,668	12,668	12,288
% Executed		103%			
EC/C-130J					
TAI	7	7	7	7	7
PAA	6	6	6	6	6
BAI	1	1	1	1	1
Flying Hours	3,194	2,013	1,998	1,998	2,014
% Executed		63%			
MC-12					
TAI	0	14	0	14	47
PAA	0	14	0	14	47
BAI	0	0	0	0	0
Flying Hours	0	53,825	0	53,825	56,825
% Executed					

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

<u>Flying Hours</u>

End of FY Program Data	FY 2013 Budgeted	Actuals	FY 2014 Budgeted	Estimate	FY 2015 Estimate
MC-130E/H/J/P/W					
TAI	68	61	51	51	45
PAA	64	59	48	50	43
BAI	4	2	3	1	2
Flying Hours	21,095	25,472	14,496	14,496	14,480
% Executed		121%			
MH-47G					
TAI	61	61	62	62	69
PAA	56	56	57	56	57
BAI	5	5	5	6	12
Flying Hours	12,778	14,615	11,828	10,665	11,224
% Executed		114%			
MH-60K/L/M					
TAI	82	96	85	85	75
PAA	66	74	69	69	71
BAI	16	22	16	16	4
Flying Hours	20,510	17,713	18,193	18,193	17,107
% Executed		86%			

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

<u>Flying Hours</u>

End of FY Program Data	FY 2013 Budgeted	Actuals	FY 2014 Budgeted	Estimate	FY 2015 Estimate
MQ-1B					
TAI	28	24	25	24	12
PAA	28	24	25	24	12
BAI	0	0	0	0	0
Flying Hours	26,984	30,170	19,022	19,022	7,037
% Executed		112%			
MQ-9A					
TAI	23	14	25	24	37
PAA	20	14	22	24	37
BAI	3	0	3	0	0
Flying Hours	33,625	21,807	17,292	22,000	31,409
% Executed		65%			
U-28A/PC-12					
TAI	37	36	37	36	36
PAA	37	36	37	36	36
BAI	0	0	0	0	0
Flying Hours	54,524	55,631	37,286	50,100	36,286
% Executed		102%			

OP-5 Detail by Sub Activity Group   FltOps-857

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

<u>Flying Hours</u>

End of FY Program Data	FY 2013		FY 2014		FY 2015
	Budgeted	**Actuals**	**Budgeted**	**Estimate**	<u>Estimate</u>
UH-1H/N					
TAI	4	0	0	0	0
PAA	4	0	0	0	0
BAI	0	0	0	0	0
Flying Hours	1,072	0	0	0	0
% Executed		0%			
UH-60L					
TAI	1	1	2	2	2
PAA	1	1	2	2	2
BAI	0	0	0	0	0
Flying Hours	540	568	540	540	540
% Executed		105%			
UV-20A					
TAI	1	1	1	1	1
PAA	1	1	1	1	1
BAI	0	0	0	0	0
Flying Hours	300	195	300	300	300
% Executed		65%			

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

<u>**Flying Hours**</u>

End of FY Program Data	FY 2013		FY 2014		FY 2015
	<u>**Budgeted**</u>	<u>**Actuals**</u>	<u>**Budgeted**</u>	<u>**Estimate**</u>	<u>Estimate</u>
<u>USSOCOM Total</u>					
TAI	460	464	466	480	493
PAA	422	426	429	447	465
BAI	38	38	37	33	28
Flying Hours	227,367	271,611	175,489	245,973	222,830
% Executed		119%			
Crew Ratio					
Average	1.6	1.6	1.5	1.6	1.6
OPTEMPO (Hrs/Crew/Mo)	12.5	14.9	12.9	12.4	12.1

<u>Explanation of Performance Variances:</u>
Prior Year: The total aircraft inventory and flying hours increase between the Fiscal Year 2013 budgeted and actual positions are the result of purchasing MC-12 ISR aircraft that were previously leased.

Current Year: The total aircraft inventory and flying hours increase between the Fiscal Year 2014 budgeted and the current positions are the result of purchasing MC-12 ISR aircraft that were previously leased.

Flight Operations
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V. <u>Personnel Summary</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	Change <u>FY 2013/</u> <u>FY 2014</u>	Change <u>FY 2014/</u> <u>FY 2015</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>14,861</u>	<u>15,507</u>	<u>15,031</u>	<u>646</u>	<u>-476</u>
Officer	3,120	3,240	3,032	120	-208
Enlisted	11,741	12,267	11,999	526	-268
<u>Reservists on Full Time Active Duty (E/S)</u>	<u>1,134</u>	<u>1,134</u>	<u>1,212</u>	<u>0</u>	<u>78</u>
Officer	231	231	271	0	40
Enlisted	903	903	941	0	38
<u>Civilian End Strength (Total)</u>	<u>963</u>	<u>913</u>	<u>953</u>	<u>-50</u>	<u>40</u>
U.S. Direct Hire	963	913	953	-50	40
Total Direct Hire	963	913	953	-50	40
<u>Active Military Average Strength (A/S) (Total)</u>	<u>14,861</u>	<u>15,507</u>	<u>15,031</u>	<u>646</u>	<u>-476</u>
Officer	3,120	3,240	3,032	120	-208
Enlisted	11,741	12,267	11,999	526	-268
<u>Reservists on Full Time Active Duty (A/S) (Total)</u>	<u>1,134</u>	<u>1,134</u>	<u>1,212</u>	<u>0</u>	<u>78</u>
Officer	231	231	271	0	40
Enlisted	903	903	941	0	38
<u>Civilian FTEs (Total)</u>	<u>963</u>	<u>913</u>	<u>953</u>	<u>-50</u>	<u>40</u>
U.S. Direct Hire	963	913	953	-50	40
Total Direct Hire	963	913	953	-50	40
<u>Contractor FTEs (Total)</u>	<u>709</u>	<u>416</u>	<u>984</u>	<u>-293</u>	<u>568</u>

Personnel Summary Explainations:
* 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.

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

OP 32 Line	FY 2013 Actual	Change FY 2013/FY 2014 Price	Program	FY 2014 Estimate	Change FY 2014/FY 2015 Price	Program	FY 2015 Estimate
308 Travel of Persons	55,207	1,049	-23,758	32,498	585	10,221	43,304
399 TOTAL TRAVEL	**55,207**	**1,049**	**-23,758**	**32,498**	**585**	**10,221**	**43,304**
401 DLA Energy (Fuel Products)	175,473	-5,177	-39,769	130,527	2,885	-8,176	125,236
402 Service Fund Fuel	16,719	-493	-16,210	16	0	1,675	1,691
411 Army Supply	36	-1	80,716	80,751	1,017	-81,730	38
412 Navy Managed Supply, Matl	0	0	358	358	4	-362	0
414 Air Force Consol Sust AG (Supply)	316,728	12,035	-100,261	228,502	-2,628	-11,241	214,633
416 GSA Supplies & Materials	587	11	3	601	11	-12	600
417 Local Purch Supplies & Mat	746	14	53,665	54,425	980	-36,386	19,019
418 Air Force Retail Supply (Gen Support Div)	0	0	0	0	0	5,651	5,651
423 DLA Mat Supply Chain (Subsistence)	13	0	-13	0	0	0	0
424 DLA Mat Supply Chain (Weapon Sys)	968	7	-975	0	0	970	970
499 TOTAL SUPPLIES & MATERIALS	**511,270**	**6,396**	**-22,486**	**495,180**	**2,269**	**-129,611**	**367,838**
502 Army Fund Equipment	553	-15	3,825	4,363	55	-3,848	570
503 Navy Fund Equipment	13	0	-13	0	0	14	14
505 Air Force Managed Equip	1,287	48	-1,335	0	0	661	661
506 DLA Managed Equipment	2,231	-4	-1,357	870	6	1,424	2,300
507 GSA Managed Equipment	560	11	-325	246	4	320	570
599 TOTAL EQUIPMENT PURCHASES	**4,644**	**40**	**795**	**5,479**	**65**	**-1,429**	**4,115**
601 Army Ind Ops (Armament)	266	11	-77	200	6	62	268
623 Navy Transportation (Special Mission Ships)	363	-139	-224	0	0	370	370
699 TOTAL DWCF PURCHASES	**629**	**-128**	**-301**	**200**	**6**	**432**	**638**
702 AMC SAAM (fund)	15	0	-15	0	0	11	11
771 Commercial Transport	1,714	33	293	2,040	37	-507	1,570
799 TOTAL TRANSPORTATION	**1,729**	**33**	**278**	**2,040**	**37**	**-496**	**1,581**
913 Purchased Utilities (Non-Fund)	1,641	31	-1,361	311	6	1,333	1,650

OP-5 Detail by Sub Activity Group

Flight Operations
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| | | Change | | | Change | | |
| | FY 2013 | FY 2013/FY 2014 | | FY 2014 | FY 2014/FY 2015 | | FY 2015 |
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
914 Purchased Communications (Non-Fund)	12,537	238	-12,610	165	3	412	580
915 Rents (Non-GSA)	699	13	-7	705	13	-13	705
920 Supplies & Materials (Non-Fund)	172,285	3,273	-84,897	90,661	1,632	56,995	149,288
921 Printing & Reproduction	2,317	44	927	3,288	59	-1,147	2,200
922 Equipment Maintenance By Contract	76,256	1,449	-43,825	33,880	610	73,372	107,862
923 Facilities Sust, Rest, & Mod by Contract	342	6	-348	0	0	0	0
925 Equipment Purchases (Non-Fund)	10,405	198	473	11,076	199	-1,575	9,700
928 Ship Maintenance By Contract	0	0	3	3	0	-3	0
930 Other Depot Maintenance (Non-Fund)	112,445	2,136	38,780	153,361	2,760	-36,553	119,568
932 Mgt Prof Support Svcs	1,214	23	9,763	11,000	198	-10,795	403
933 Studies, Analysis & Eval	3,771	72	-3,843	0	0	1,880	1,880
934 Engineering & Tech Svcs	9,984	190	-9,874	300	5	9,508	9,813
937 Locally Purchased Fuel (Non-Fund)	12,596	-372	-3,708	8,516	188	232	8,936
955 Other Costs (Medical Care)	17	1	-18	0	0	0	0
957 Other Costs (Land and Structures)	2,805	53	-2,858	0	0	0	0
986 Medical Care Contracts	0	0	0	0	0	13,600	13,600
987 Other Intra-Govt Purch	2,821	54	-2,815	60	1	-61	0
989 Other Services	58,443	1,111	-14,991	44,563	802	-1,761	43,604
990 IT Contract Support Services	1,883	36	-1,919	0	0	0	0
998 Other Costs (SOCOM Only)	86,050	645	-4,652	82,043	820	3,340	86,203
999 TOTAL OTHER PURCHASES	**568,511**	**9,201**	**-137,780**	**439,932**	**7,296**	**108,764**	**555,992**
Total	**1,141,990**	**16,591**	**-183,252**	**975,329**	**10,258**	**-12,119**	**973,468**

* The FY 2013 Actual column <u>includes</u> $182.6 million of the FY 2013 OCO Appropriation funding (PL 113-6).
* The FY 2014 Estimate column <u>excludes</u> $243.9 million of the FY 2014 OCO Appropriation funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

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Fiscal Year 2015 Budget Estimates

UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)

Operating Forces/Other Operations

March 2014

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Operation and Maintenance, Defense-Wide Summary ($ in thousands)
        Budget Activity (BA) 1: Operating Forces/Other Operations

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
OtherOps	1,089,923	20,476	-329,806	780,593	13,204	125,453	919,250

* The FY 2013 Actual column **includes** $334.7 million of the FY 2013 OCO Appropriation funding (PL 113-6).
* The FY 2014 Estimate column **excludes** $23.7 million of the FY 2014 OCO Appropriation funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

I.   Description of Operations Financed: <u>Other Operations</u> – Includes manpower authorizations, SOF-peculiar and support equipment, necessary SOF-unique facilities and other operational costs specifically associated with SOF Active Army Rangers; Active and National Guard Army Special Forces activities; Active Army Military Information Support Operations units; Active and Reserve Army Civil Affairs Units; Naval Special Warfare groups, units, teams, and detachments; Marine Corps Forces Special Operations units and teams; Active and Reserve SOF units and detachments, 24th Special Operations Wing, Air Force 720th and 724th Special Tactics Group, Special Tactics Squadrons, Combat Control Squadrons, and SOF Para Rescue Forces. Also included in this sub activity is support for the Theater Special Operations Commands (TSOCs). Humanitarian/ Civic Assistance (H/CA) activities are carried out in conjunction with authorized military operations, which are subject to approval by the Secretary of State and Secretary of Defense. These activities promote security and foreign policy interests of the United States and the host nation and allow Special Operations Forces to demonstrate commitment to priority partners supporting overseas contingencies. The H/CA activities are a Title X, Section 401 function of the United States Code.

Other Operations
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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 2013	FY 2014	FY 2015
Air Force	198	204	239
Army	244	216	214
Marine Corps	102	0	0
Navy	282	313	325
Total	**826**	**733**	**778**

Military End Strength	FY 2013	FY 2014	FY 2015
Air Force	792	814	1,397
Army	24,153	25,504	25,753
Marine Corps	2,828	2,501	2,403
Navy	4,114	4,864	4,292
Total	**31,887**	**33,683**	**33,845**

Contractor FTEs	FY 2013	FY 2014	FY 2015
Total	**1,318**	**759**	**754**

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

			FY 2014				
			Congressional Action					
	FY 2013	Budget				Current	FY 2015
A. <u>BA Subactivities</u>	Actual	Request	Amount	Percent	Appropriated	Estimate	Estimate
Other Operations	1,089,923	995,136	-214,543	-21.6	780,593	780,593	919,250
Total	**1,089,923**	**995,136**	**-214,543**	**-21.6**	**780,593**	**780,593**	**919,250**

<u>Other Operations</u> - Includes manpower authorizations, SOF-peculiar and support equipment, necessary SOF-unique facilities and other operational costs specifically associated with SOF Active Army Rangers; Active and National Guard Army Special Forces activities; Active Army Military Information Support Operations units; Active and Reserve Army Civil Affairs Units; Naval Special Warfare groups, units, teams, and detachments; Marine Corps Forces Special Operations units and teams; Active and Reserve SOF units and detachments, 24th Special Operations Wing, Air Force 720th and 724th Special Tactics Group, Special Tactics Squadrons, Combat Control Squadrons, and SOF Para Rescue Forces. Also included in this sub activity is support for the Theater Special Operations Commands (TSOCs). Humanitarian/ Civic Assistance (H/CA) activities are carried out in conjunction with authorized military operations, which are subject to approval by the Secretary of State and Secretary of Defense. These activities promote security and foreign policy interests of the United States and the host nation and allow Special Operations Forces to demonstrate commitment to priority partners supporting overseas contingencies. The H/CA activities are a Title X, Section 401 function of the United States Code.

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

B. Reconciliation Summary	Change FY 2014/FY 2014	Change FY 2014/FY 2015
Baseline Funding	**995,136**	**780,593**
Congressional Adjustments (Distributed)	-213,975	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-568	
Subtotal Appropriated Amount	**780,593**	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	**780,593**	
Supplemental	23,700	
Reprogrammings		
Price Changes		13,204
Functional Transfers		
Program Changes		125,453
Current Estimate	**804,293**	**919,250**
Less: Wartime Supplemental	-23,700	
Normalized Current Estimate	**780,593**	

Other Operations
Operation and Maintenance, Defense-Wide
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III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 President's Budget Request (Amended, if applicable)		**995,136**
1. Congressional Adjustments		-214,543
a. Distributed Adjustments		
1) Net Total Other Operations	-213,975	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8140 - DWCF Excess Cash Balances	-568	
FY 2014 Appropriated Amount		**780,593**
2. War-Related and Disaster Supplemental Appropriations		23,700
a. OCO Supplemental Funding		
1) FY14 OCO Appropriation	23,700	
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**804,293**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**804,293**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-23,700
FY 2014 Normalized Current Estimate		**780,593**
6. Price Change		13,204
7. Functional Transfers		
8. Program Increases		156,034
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
1) Other Operations - Collateral Equipment	20,535	

       One-time increases for O&M collateral equipment and
       C4I requirements for USSOCOM MILCON projects
       programmed for completion and occupation in FY2015.

       MARSOC $5,510K - FY 2015 Projects (1391 Estimates):

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

	Amount	**Totals**

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

$2,908K, P1362M, SOF Performance Resiliency Center, Camp Lejeune, NC $2,602K, P1391M, SOF Sustainment Training Complex Camp Lejeune, NC

NAVSPECWARCOM $6,718K - FY 2015 Projects (1391 Estimates):$2,351K, P771, SOF Desert Warfare Training Center, Yuma, AZ$4,367K, P334, SOF Logistics Support NSW Group Two Facility, Fort Story, VA

USASOC $3,592K - FY 2015 Projects (1391 Estimates):$952K, 78024M, 1st Spec Forces Grp SOF, Facility Augmentation, Okinawa$390K, 76365M, 5th Spec Forces Grp SOF, Group Special Troops Bat, Ft Campbell, KY$330K, 69446M, 10th Spec Forces Grp SOF, Group Support Bat, Ft Carson, CO$557K, 76375M, 95th Civil Affairs Brg, Battalion Annex, Ft Bragg, NC$218K, 61064M, Special Warfare Center, Upgrade Facility, Ft Bragg, NC$154K, 68526M, Special Warfare Center, SOF Engineering Training Facility, Ft Bragg, NC$816K, 76376M, Special Warfare Center, SOF Language & Cultural Center, Ft Bragg, NC$125K, 79438M, Special Warfare Center, SOF Combat Medic Skills Course Bldg, Ft Bragg, NC$ 50K, 79440M, Special Warfare Center, SOF Boat Docks, Key West, FL

AFSOC $4,715K - FY 2015 Projects (1391 Estimates):$3,797K, 13004M, SOF AVFID Operations and Maintenance Facility, Eglin AFB, FL$ 918K, 53004M, 352nd Special Operations Grp Facility

  c. Program Growth in FY 2015

III. **Financial Summary ($ in thousands)**

C. **Reconciliation of Increases and Decreases**   **Amount**   **Totals**

	Amount	Totals
1) Other Operations - PDS (Production Distribution System), Fly-Away Broadcast System (FABS), and MPC (Media Production Center) This increase rebalances sustainment costs across the Military Information Support Operations equipment programs and the Military Information Support Operations Battalion (MISOB). This change will consolidate all USASOC satellite coverage and contracted program support for PDS (Production Distribution System) Medium and Heavy; training and testing access for PDS Satellite support to USASOC units throughout the TSOCs; all costs for the FABS system that were in support of MISOB operations; and all associated training and sustainment cost for the MPC. (FY 2014 Baseline: $14,340 thousand; +0 FTEs)	3,781	
2) Other Operations - Unit Operating Funds for Family of Special Operations Vehicles (FOSOV) FY 2015 increase reflects the impact of FY 2014 Congressional reductions that results in program growth in FY 2015 to resume readiness and steady state operations for unit operations and sustainment of tactical ground mobility vehicles. (FY 2014 Baseline: $6,998 thousand; +0 FTEs)	2,123	
3) Other Operations - 24th Special Operations Wing This funding supports new mission and personnel realigned from USAF to USSOCOM (AFSOC). Funding will provide travel and training for new personnel, new equipment, and associated training and fielding to meet increased mission. (FY 2014 Baseline: $12,670 thousand; +0 FTEs)	11,292	

III. **Financial Summary ($ in thousands)**

C. **Reconciliation of Increases and Decreases**   **Amount**   **Totals**

    4) Other Operations - 24th Special Operations Wing   2,105
    Civilian Full-Time Equivalents (FTEs)
       This increase funds +25 FTEs that will support
       new/assigned mission growth at the 24th SOW. New
       mission was realigned from USAF to USSOCOM/AFSOC. (FY
       2014 Baseline: $917 thousand; +25 FTEs)

    5) Other Operations - Army Special Operations Forces   13,440
    (ARSOF), Group 4th Battalion Addition
       Funding supports additional training requirements for
       a new 4th Battalion at each of the 5 Active duty
       ARSOF Groups. Funding will support travel for Special
       Warfare Training Course, Human Intelligence Training
       (HUMINT), and Advanced Special Operations Training
       (ASOT). Funding will also provide additional Force
       integration support officer training in support of
       Force Modernization plans. (FY 2014 Baseline: $66,779
       thousand; +0 FTEs)

    6) Other Operations - Naval Special Warfare Group 10   1,358
    Civilian Full-Time Equivalents
       Increase supports 13 additional Full-Time Equivalents
       (FTEs) at Naval Special Warfare Group 10 to support
       enabling capabilities for specialized intelligence,
       surveillance, reconnaissance and other specialized
       capabilities through existing NSW commands including:
       NSW Support Activity One, NSW Support Activity Two
       and the Mission Support Center. (FY 2014 Baseline:
       $4,477 thousand; +13 FTEs)

    7) Other Operations - Naval Special Warfare Groups Two &   1,946
    Ten (NSWG2 & NSWG10)
       Increase represents a rebalancing of funding

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

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

throughout the Naval Special Warfare Command (NSWC) enterprise to better capture specific funding requirements. Specific increases to Naval Special Warfare Group Two and Naval Special Warfare Group 10 for operational costs to include supplies, equipment and travel in support of increased operational and administrative requirements. Rebalancing effort also includes moving training programs like Tactical Ground Mobility and Range support under a centralized funding line. (FY 2014 Baseline: $52,912 thousand; +0 FTEs)

8) Other Operations - Preserve the Force and Families - USSOCOM Family Readiness Personnnel   2,700

Family Readiness Coordinators (FRC) are the commanders' representatives to assigned families. The FRC's provide critical information and referrals to resources and programs sponsored by the military services and local communities, which fosters the readiness of USSOCOM's forces and families. These personnel are responsible for advising USSOCOM commanders on the needs of assigned families and identifying best practices and areas that require additional attention. The military services provide family readiness personnel in a variety of configurations. Family readiness personnel provide an invaluable service to commanders, and it is important that all USSOCOM commands have this capability assigned to their special staffs. These positions provide a common family readiness support capability to all USSOCOM units where no Service

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

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

provided capability exists. USSOCOM's unique mission
set and deployment schedules produce a requirement
for these services that are not met by the military
services. (FY 2014 Baseline: $0 thousand; +0 FTEs)

9) Other Operations - Preserve the Force and Families -   15,700
USSOCOM Human Performance Program

Operator injuries and accelerates their return to
duty by providing rapid recovery techniques, thereby
sustaining the USSOCOM Commander's combat power and
readiness. SOF readiness requires enhanced
capabilities to preserve the physical capabilities of
the force and facilitate reconstitution by reducing
occupational injuries, minimizing effects of those
injuries, and expediting the rapid recovery and
return of the operator to a baseline Special
Operations performance level while increasing
retention rates for operators in whom we have
invested so much. To achieve the necessary readiness
SOCOM utilizes human performance technologies,
techniques, and procedures customized for SOF that
are required to address tactically-relevant, mission
tailored physical conditioning and development,
neuro-physiological measures of human performance,
systemic sleep deprivation and stress, psychomotor
metrics of operational physical performance, and
alertness-enhancing ergogenics specifically designed
for the unique demands of Operators. To fully
support these readiness requirements, physical
performance optimization facilities, equipment,
supplies, advanced protocols, training, and support

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

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

      to SOF personnel are required to maintain physical
      readiness for SOF unique missions, improve retention
      and increase readiness. (FY 2014 Baseline: $26,000
      thousand; +0 FTEs)

    10) Other Operations - Preserve the Force and Families -   7,200
  USSOCOM Psychological Performance

      Operational Psychology program and other activities
      directed solely for operational units to promote,
      maintain, and restore the psychological and
      behavioral health of the active duty service members'
      mission readiness. These activities are exclusively
      under the direct operational control of the USSOCOM
      unit commander, and these assigned personnel have a
      reasonable expectation to train and/or deploy with
      their units. DoD Health Affairs and the Service
      Surgeons General maintain oversight of all clinical
      behavioral healthcare resources assigned to USSOCOM.
      In coordination with Health Affairs, USSOCOM
      maintains a limited operational psychological and
      behavioral healthcare capability that is not
      appropriately placed under the direct purview of
      Health Affairs. This professional staff provides
      support to operational planning, coordinates clinical
      care on behalf of commanders and provides a range of
      services to active duty services members. (FY 2014
      Baseline: $0 thousand; +0 FTEs)

    11) Other Operations - Preserve the Force and Families -   1,200
  USSOCOM Spiritual Fitness Program

      The spiritual fitness program develops and implements
      training and education programs designed to enhance

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

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

and refine assigned chaplains' marriage, family, group and individual pastoral care and counseling skills and practices. Promotion of these skills facilitates the integration of chaplains into USSOCOM's multidisciplinary support teams by equipping chaplains with a common core of skills and knowledge. This program enhances the quality of chaplain support to special operations forces and families. The military services do not routinely provide chaplains with counseling education and training that meets the demographic and operational needs of SOF units (more mature, high stress). As front-line service providers and key members of USSOCOM's multidisciplinary care teams, it is essential that USSOCOM chaplains receive advanced training in pastoral counseling and maintain a high level of professional competence through continuing education. At times, Chaplains are the only counseling resource available to deployed SOF units, and it is critical that they have the skills to provide that capability. Funding is required to provide the additional training in support of SOF requirements.   (FY 2014 Baseline: $0 thousand; +0 FTEs)

12) Other Operations – SOF Unique Facility Sustainment, Restoration, and Modernization (FSRM)   9,472
     The increase in FY 2015 establishes an adequate FSRM baseline to maintain facility projects driven by the unique requirements of SOF units and missions that are not provided by Services/Host bases, or when not

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

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

located on or near military installations. Other FSRM requirements are highlighted in other Budget Sub-Activities. This estimate is based on the following anticipated requirements: maintenance of uninterrupted power supply systems, generators, and pulverizers at HQ USSOCOM; space reconfiguration at various SOF organizations; force protection upgrades at controlled SOF compounds; repair/replace HVAC; and upgrades/renovations at training ranges. (FY 2014 Baseline: $0 thousand; +0 FTEs)

13) Other Operations - SOF Unit Training requirements   19,874
The FY15 increase reflects impacts of fiscal constraints on the FY14 program; the increase restores funds to the required levels. Requirements support both core and unique unit training requirements at: Marine Corps Forces Special Operations Regiment, Naval Special Warfare Command (NAVSPECWARCOM) SEAL Teams, and Air Force Special Forces Command (AFSOC) Special Tactics, and U.S. Army Special Operations Command Civil Affairs Brigades, 75th Rangers, and 4th Military Information Operations Group. (FY 2014 Baseline: $219,874 thousand; +0 FTEs)

14) Other Operations - Special Operations Command,   9,616
Africa (SOCAF)
Increase supports basing new miltiary personnel that will provide SOCAF command and control for U.S. Africa Command (AFRICOM). Funding is for sustainment and support of increased personnel in the SOCAF Area of Responsibility (AOR). (FY 2014 Baseline: $18,449 thousand; +0 FTEs)

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

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

15) Other Operations – Theater Special Operations   4,518
Commands (TSOCs)
    Funding to support TSOC Operations and Theater
Persistent Engagement sustainment support. Included
is funding for rents and utilities to sustain support
for operations in each geographic area of operations
such as Civil Military Support Elements (CMSE) and
Military Liaison Elements. These are operational
funds that fund special military operations IAW the
SOCOM, GCCs, and the TSOC Commanders. Funding
provides enduring direct and indirect cost of
contingencies across a wide spectrum of special
operations currently in the AORs. Provides for all
phases of operations, pre-deployment, deployment,
sustainment, and redeployment and reset of equipment,
not covered by services. Main cost drivers for these
operations are in unconventional warfare capability,
combat readiness for war fighting units, night
mission operational support, intelligence support,
combat services, counterintelligence and
interrogations support, infiltrate and infiltrate
operations, in support of all Combatant commander
mission requirements. (FY 2014 Baseline: $78,114
thousand; +0 FTEs)

16) Other Operations – Unit Training requirements, U.S.   18,428
Army Special Forces Command
    The FY15 increase reflects impacts of fiscal
constraints on the FY14 program; the increase
restores funds to the required levels. Requirements
support both core and unique unit training

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
requirements at Army Special Forces Command to include all Active Duty and Reserve Special Forces Groups. (FY 2014 Baseline: $193,489 thousand; +0 FTEs)		
17) Other Operations – Unmanned Aerial Systems Support	2,146	
Increased funding provides additional unit-level repairs, consumables and training required for the addition of unmanned aircraft at Naval Special Warfare Command. (FY 2014 Baseline: $263 thousand; +0 FTEs)		
18) Other Operations – USSOCOM Concept Development, Study, & Planning for Future Regional SOF Coordination Centers (RSCC)	3,600	
In accordance with the Department of Defense Report to Congress entitled "Establishment of Regional Special Operations Coordination Centers" (RefID: 5-8DA26B2), USSOCOM projects costs of $3.6M in FY15 to study proofs of concepts within two Geographic Combatant Commands' (GCCs) Areas of Responsibility (SOUTHCOM and PACOM) to determine roles, missions, and functions that would facilitate activities focused on cooperation and interoperability among partner nation SOF. This effort includes USSOCOM and GCCs involvement with studying design concepts and implementation strategies in South and Central America region (est. $2,964,000 in FY15) and in the Asia/Pacific region ($643,282 in FY15). (FY 2014 Baseline: $0 thousand; +0 FTEs)		
19) Other Operations – USSOCOM National Capital Region	5,000	
Funding for the USSOCOM National Capital Region (NCR)		

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

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

will align existing National Capital Region SOF
elements, and support the Interagency Agency
coordination responsibilities assigned to DoD and the
Joint Staff. The proposed NCR will maximize
USSOCOM's capabilities through deeper collaboration
with vital inter-agency and other mission partners.
By placing key functions and personnel where they can
be most effective daily, the USSOCOM-NCR will foster
trust, facilitate collaboration and improve the speed
and effectiveness of coordination with United States
Government agencies and other mission partners in the
Washington, D.C. area. This funding is contingent
upon Secretary of Defense approval of the waiver
prescribed in Section 8018 of the Consolidated and
Further Continuing Appropriations Act, 2013 (Public
Law 113-6), and submission of the Congressional
Report mandated by the FY14 National Defense
Authorization Act. This organization will enable the
Command to better anticipate and migrate threats,
leverage opportunities, enhance Washington, DC based
planning with IA in support of regional coordination
and interoperability, and facilitate development of
holistic solutions to shared security challenges.
USSOCOM NCR will link the right stakeholders,
capabilities, expertise, and perspectives at the
right time and place, to meet the Command's
operational requirements in support of DoD and the
Joint Force. (FY 2014 Baseline: $0 thousand; +0 FTEs)

9. Program Decreases		-30,581
a. Annualization of FY 2014 Program Decreases		

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

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

b. One-Time FY 2014 Increases

  1) Other Operations - Collateral Equipment   -23,973

    One-time decreases for O&M collateral equipment and
    C4I requirements for USSOCOM MILCON projects
    programmed for completion and occupation in FY 2014.

    NAVSPECWARCOM (-$7,210K) - FY 2014 Request (1391
    Estimates):(-$1,392K), P771, SOF Indoor Dynamic
    Shooting Facility, Coronado, CA(-$1,542K, P334, SOF
    CQC & Dynamic Shooting Facility, La Posta, CA(-
    $1,889K), P334, SOF Combat Services Support Facility,
    Little Creek, VA(-$2,387K), P334, SOF SDVT-1
    Waterfront Ops Facility, Pearl Harbor, HI

    USASOC (-$11,467K) - FY 2014 Request (1391
    Estimates):(-$3,660K), 69445M, 1st Spec Forces Grp,
    SOF Battalion Ops Facility, Ft Lewis, WA(-$2,100K),
    69447M, 5th Spec Forces Grp, SOF Ground Support
    Battalion, Ft Campbell, KY(-$4,218K), 76367M, 10th
    Spec Forces Grp, SOF Battalion Ops Complex, Ft
    Carson, CO(-$ 223K), 66597M, 160th SR, SOF Landgraf
    Hanger Extension, Ft Campbell, KY(-$1,000K), 66598M,
    160th SR, Rotary Wing Hangar, Ft Campbell, KY(-$
    266K), 69257M, 75th RGR, SOF Military Working Dog
    Kennel, Ft Lewis, WA

    AFSOC (-$2,700K) - FY 2014 Request (1391
    Estimates):(-$2,700K), 83016M, SOF Squad Ops
    Facility, Cannon AFB, NMHQ

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

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

USSOCOM (-$2,596K) – FY 2014 Request (1391 Estimates): (-$2,596K), 83702M, Joint Special Operations University (JSOU), MacDill AFB, FL

  c. Program Decreases in FY 2015

    1) Other Operations – 75th Ranger Companies   -4,608
The US Army Special Operations Command reorganized the 75th Ranger Regiment, reducing the manpower equivalent of one company per Battalion. This equates to a reduction of 3 Ranger Companies across the organization and accepts degradation in capacity, but allows the Ranger Regiment to retain its current deployment cycle and training readiness, and maintains core capabilities. (FY 2014 Baseline: $30,186 thousand; +0 FTEs)

    2) Other Operations – Trans Regional Web Initiative   -2,000
(TRWI)
Decrease reflects Congressional direction to terminate this program by the end of FY 2014. FY 2014 funding to close out the program was not to exceed $2,000K. (FY 2014 Baseline: $2,000 thousand; +0 FTEs)

FY 2015 Budget Request   **919,250**

Other Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

N/A

V. __Personnel Summary__	__FY 2013__	__FY 2014__	__FY 2015__	__Change FY 2013/ FY 2014__	__Change FY 2014/ FY 2015__
Active Military End Strength (E/S) (Total)	31,517	33,316	33,432	1,799	116
Officer	5,531	5,721	5,761	190	40
Enlisted	25,986	27,595	27,671	1,609	76
Reservists on Full Time Active Duty (E/S)	370	367	413	-3	46
Officer	78	75	95	-3	20
Enlisted	292	292	318	0	26
Civilian End Strength (Total)	826	733	778	-93	45
U.S. Direct Hire	826	733	778	-93	45
Total Direct Hire	826	733	778	-93	45
Active Military Average Strength (A/S) (Total)	31,517	33,316	33,432	1,799	116
Officer	5,531	5,721	5,761	190	40
Enlisted	25,986	27,595	27,671	1,609	76
Reservists on Full Time Active Duty (A/S) (Total)	370	367	413	-3	46
Officer	78	75	95	-3	20
Enlisted	292	292	318	0	26
Civilian FTEs (Total)	826	733	778	-93	45
U.S. Direct Hire	826	733	778	-93	45
Total Direct Hire	826	733	778	-93	45
Contractor FTEs (Total)	1,318	759	754	-559	-5

Personnel Summary Explainations:
* 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.

Other Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

	FY 2013	Change FY 2013/FY 2014		FY 2014	Change FY 2014/FY 2015		FY 2015
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
308 Travel of Persons	189,146	3,594	-48,212	144,528	2,602	10,899	158,029
399 TOTAL TRAVEL	**189,146**	**3,594**	**-48,212**	**144,528**	**2,602**	**10,899**	**158,029**
401 DLA Energy (Fuel Products)	2,809	-83	1,278	4,004	88	-831	3,261
402 Service Fund Fuel	1,456	-43	-1,329	84	2	28	114
411 Army Supply	1,768	-49	11,563	13,282	167	-11,298	2,151
412 Navy Managed Supply, Matl	8,483	-9	-4,336	4,138	52	3,456	7,646
414 Air Force Consol Sust AG (Supply)	2,266	86	7,650	10,002	-115	-6,387	3,500
416 GSA Supplies & Materials	6,819	130	3,880	10,829	195	-7,560	3,464
417 Local Purch Supplies & Mat	28,392	539	13,058	41,989	756	-19,127	23,618
418 Air Force Retail Supply (Gen Support Div)	26	2	-28	0	0	3,500	3,500
424 DLA Mat Supply Chain (Weapon Sys)	5,198	39	-4,325	912	-22	5,495	6,385
499 TOTAL SUPPLIES & MATERIALS	**57,217**	**612**	**27,411**	**85,240**	**1,123**	**-32,724**	**53,639**
502 Army Fund Equipment	7,188	-198	2,857	9,847	124	9,989	19,960
503 Navy Fund Equipment	381	0	-379	2	0	443	445
505 Air Force Managed Equip	441	17	-458	0	0	6	6
506 DLA Managed Equipment	1,166	-2	1,292	2,456	17	-438	2,035
507 GSA Managed Equipment	5,544	105	15,431	21,080	379	-12,032	9,427
599 TOTAL EQUIPMENT PURCHASES	**14,720**	**-78**	**18,743**	**33,385**	**520**	**-2,032**	**31,873**
601 Army Ind Ops (Armament)	72	3	204	279	9	-264	24
610 Navy Air Warfare Center	38	1	790	829	9	-775	63
611 Navy Surface Warfare Ctr	543	2	1,117	1,662	48	962	2,672
614 Space & Naval Warfare Center	1,922	37	-1,811	148	2	25	175
620 Navy Transportation (Combat Logistics Force)	0	0	242	242	20	-262	0
631 Navy Base Support (NFESC)	536	0	730	1,266	9	-809	466
633 DLA Document Services	112	0	63	175	10	-157	28
634 NAVFEC (Utilities and Sanitation)	505	42	-729	-182	-9	191	0

OP-5 Detail by Sub Activity Group   OtherOps-888

Other Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

		Change FY 2013/FY 2014			Change FY 2014/FY 2015		
OP 32 Line	FY 2013 Actual	Price	Program	FY 2014 Estimate	Price	Program	FY 2015 Estimate
647 DISA Info Svcs	37	1	231	269	-2	185	452
671 DISA Telecomm Services	905	37	353	1,295	25	496	1,816
675 DLA Disposition Services	3	0	-3	0	0	0	0
677 DISA Telecomm Svcs - Reimbursable	805	69	1,892	2,766	216	-1,051	1,931
699 TOTAL DWCF PURCHASES	**5,478**	**192**	**3,079**	**8,749**	**337**	**-1,459**	**7,627**
702 AMC SAAM (fund)	146,658	3,959	-141,029	9,588	0	-8,781	807
703 JCS Exercises	438	12	-450	0	0	0	0
705 AMC Channel Cargo	41	1	3,243	3,285	59	-2,627	717
718 SDDC Liner Ocean Transport	5	1	14	20	3	-23	0
719 SDDC Cargo Ops-Port hndlg	0	0	0	0	0	375	375
724 MSC Afloat Prepositioning DLA	2	0	-2	0	0	0	0
771 Commercial Transport	14,311	272	-10,182	4,401	79	1,395	5,875
799 TOTAL TRANSPORTATION	**161,455**	**4,245**	**-148,406**	**17,294**	**141**	**-9,661**	**7,774**
912 Rental Payments to GSA (SLUC)	428	8	1,764	2,200	40	180	2,420
913 Purchased Utilities (Non-Fund)	1,436	27	-1,055	408	7	104	519
914 Purchased Communications (Non-Fund)	11,686	222	-7,978	3,930	71	6,723	10,724
915 Rents (Non-GSA)	1,374	26	1,338	2,738	49	203	2,990
917 Postal Services (U.S.P.S)	28	0	43	71	1	80	152
920 Supplies & Materials (Non-Fund)	90,736	1,724	9,322	101,782	1,832	3,048	106,662
921 Printing & Reproduction	9,554	181	-8,671	1,064	19	171	1,254
922 Equipment Maintenance By Contract	10,756	205	36,715	47,676	858	-7,897	40,637
923 Facilities Sust, Rest, & Mod by Contract	6,222	118	-6,340	0	0	9,435	9,435
924 Pharmaceutical Drugs	439	17	-259	197	7	23	227
925 Equipment Purchases (Non-Fund)	59,217	1,125	9,216	69,558	1,252	59	70,869
926 Other Overseas Purchases	5,082	97	-5,179	0	0	5,684	5,684
928 Ship Maintenance By Contract	6	0	-6	0	0	3,430	3,430
930 Other Depot Maintenance (Non-Fund)	16,271	310	-16,581	0	0	2,000	2,000

Other Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

OP 32 Line	FY 2013 Actual	Change FY 2013/FY 2014 Price	Program	FY 2014 Estimate	Change FY 2014/FY 2015 Price	Program	FY 2015 Estimate
932 Mgt Prof Support Svcs	19,832	377	-19,944	265	5	4,368	4,638
933 Studies, Analysis & Eval	268	5	-273	0	0	0	0
934 Engineering & Tech Svcs	932	18	-950	0	0	0	0
937 Locally Purchased Fuel (Non-Fund)	1,421	-42	-1,249	130	3	108	241
955 Other Costs (Medical Care)	21,520	839	-22,332	27	1	5,324	5,352
957 Other Costs (Land and Structures)	11,961	227	-12,188	0	0	37	37
984 Equipment Contracts	26	0	-26	0	0	29	29
986 Medical Care Contracts	0	0	15,044	15,044	557	47,618	63,219
987 Other Intra-Govt Purch	71,280	1,354	30	72,664	1,308	247	74,219
989 Other Services	224,884	4,273	-137,256	91,901	1,654	75,313	168,868
990 IT Contract Support Services	6,551	125	-6,676	0	0	277	277
998 Other Costs (SOCOM Only)	89,997	675	-8,930	81,742	817	3,866	86,425
999 TOTAL OTHER PURCHASES	**661,907**	**11,911**	**-182,421**	**491,397**	**8,481**	**160,430**	**660,308**
Total	**1,089,923**	**20,476**	**-329,806**	**780,593**	**13,204**	**125,453**	**919,250**

Other Operations - Includes manpower authorizations, SOF-peculiar and support equipment, necessary SOF-unique facilities and other operational costs specifically associated with SOF Active Army Rangers; Active and National Guard Army Special Forces activities; Active Army Military Information Support Operations units; Active and Reserve Army Civil Affairs Units; Naval Special Warfare groups, units, teams, and detachments; Marine Corps Forces Special Operations units and teams; Active and Reserve SOF units and detachments, 24th Special Operations Wing, Air Force 720th and 724th Special Tactics Group, Special Tactics Squadrons, Combat Control Squadrons, and SOF Para Rescue Forces. Also included in this sub activity is support for the Theater Special Operations Commands (TSOCs). Humanitarian/ Civic Assistance (H/CA) activities are carried out in conjunction with authorized military operations, which are subject to approval by the Secretary of State and Secretary of Defense. These activities promote security and foreign policy interests of the United States and the host nation and allow Special Operations Forces to demonstrate commitment to priority partners supporting overseas contingencies. The H/CA activities are a Title X, Section 401 function of the United States Code.

Fiscal Year 2015 Budget Estimates

UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)

Operating Forces/Ship/Boat Operation

March 2014

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Ship/Boat Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
Budget Activity (BA) 1: Operating Forces/Ship and Boat Operations

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
ShipOps	86,496	1,126	9,473	97,095	1,646	18,226	116,967

* The FY 2013 Actual column <u>includes</u> $0.6 million of the FY 2013 OCO Appropriation funding (PL 113-6).
* The FY 2014 Estimate column <u>excludes</u> $0.0 million of the FY 2014 OCO Appropriation funding (PL 113-76).
* The FY 2015 Estimate **<u>excludes</u>** OCO.

I.   Description of Operations Financed:

<u>Ship/Boat Operations</u> – Supports Naval Special Warfare Groups 3 and 4, Special Boat Units, and SEAL Teams. Includes Active and Reserve Navy manpower authorizations, SOF-peculiar and support equipment, necessary facilities, and associated costs specifically identified and measurable to combatant and support craft assigned to Naval Special Warfare Command (NSWC).

Ship/Boat Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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 2013	FY 2014	FY 2015
Air Force	0	0	0
Army	0	0	0
Marine Corps	0	0	0
Navy	149	155	155
Total	**149**	**155**	**155**

Military End Strength	FY 2013	FY 2014	FY 2015
Air Force	0	0	0
Army	0	0	0
Marine Corps	0	0	0
Navy	2,983	2,692	2,918
Total	**2,983**	**2,692**	**2,918**

Contractor FTEs	FY 2013	FY 2014	FY 2015
Total	**38**	**60**	**60**

Ship/Boat Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2013 Actual	Budget Request	FY 2014 Congressional Action Amount	FY 2014 Congressional Action Percent	FY 2014 Congressional Action Appropriated	Current Estimate	FY 2015 Estimate
Ship/Boat Operations	86,496	99,524	-2,429	-2.4	97,095	97,095	116,967
Total	**86,496**	**99,524**	**-2,429**	**-2.4**	**97,095**	**97,095**	**116,967**

Ship/Boat Operations - Supports Naval Special Warfare Groups 3 and 4, Special Boat Units, and SEAL Teams. Includes Active and Reserve Navy manpower authorizations, SOF-peculiar and support equipment, necessary facilities, and associated costs specifically identified and measurable to combatant and support craft assigned to Naval Special Warfare Command (NSWC).

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

B. **Reconciliation Summary**	Change FY 2014/FY 2014	Change FY 2014/FY 2015
Baseline Funding	**99,524**	**97,095**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)	-1,311	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-1,118	
Subtotal Appropriated Amount	**97,095**	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	**97,095**	
Supplemental		
Reprogrammings		
Price Changes		1,646
Functional Transfers		
Program Changes		18,226
Current Estimate	**97,095**	**116,967**
Less: Wartime Supplemental		
Normalized Current Estimate	**97,095**	

Ship/Boat Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 President's Budget Request (Amended, if applicable)		**99,524**
1. Congressional Adjustments		-2,429
a. Distributed Adjustments		
b. Undistributed Adjustments		
1) Net Total Ship/Boat Operations	-1,311	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8140 - DWCF Excess Cash Balances	-1,118	
FY 2014 Appropriated Amount		**97,095**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**97,095**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**97,095**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2014 Normalized Current Estimate		**97,095**
6. Price Change		1,646
7. Functional Transfers		
8. Program Increases		27,310
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
1) Ship/Boat Operations - Naval Special Warfare High Speed Assault Craft (HSAC)	5,136	

Increase reflects initial operation of new Naval Special Warfare High Speed Assault Craft (HSAC) at Naval Special Warfare Group Four (NSWG4). Funding will provide steaming hour costs, unit level maintenance, supplies and equipment for eight

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

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

additional craft to support day-to-day unit training
and pre-deployment. (FY 2014 Baseline: $1,903
thousand; +0 FTEs)

    2) Ship/Boat Operations - Naval Special Warfare Maritime   20,298
Support Vessel (MSV)
        Increase will support Naval Special Warfare Command's
        lease of an additional Maritime Support Vessel (MSV)
        to conduct SOF operations in the PACOM theater. (FY
        2014 Baseline: $10,718 thousand; +0 FTEs)

    3) Ship/Boat Operations - Naval Special Warfare Surface   1,876
Support Craft
        Increase of $1,876K will enable Naval Special Warfare
        Command to lease a Surface Support Craft (SSC)
        equipped with an elevator that will accommodate their
        larger sized Dry Combat Submersible (DCS). This SSC
        will be the primary host platform for the DCS. (FY
        2014 Baseline: $15,143 thousand; +0 FTEs)

9. Program Decreases   -9,084
  a. Annualization of FY 2014 Program Decreases
  b. One-Time FY 2014 Increases
  c. Program Decreases in FY 2015
  1) Ship/Boat Operations - Naval Special Warfare Special   -2,826
Operations Riverine Craft (SORC)
        Decrease reflects a drawdown of Riverine Craft along
        with associated operations and sustainment funding.
        Mitigation of maritime mobility requirements will be
        offset with increased capacity and capability of new
        SOF surface craft such as the High Speed Assault
        Craft (HSAC). (FY 2014 Baseline: $4,601 thousand; +0
        FTEs)

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

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

    2) Ship/Boat Operations - Naval Special Warfare   -1,346
Combatant Craft Heavy (CCH)
       Reduction in Combatant Craft Heavy (CCH) is the
       result of rebalancing operational and sustainment
       funding lines to meet Program Life Cycle Cost
       Estimates. (FY 2014 Baseline: $4,830 thousand; +0
       FTEs)

    3) Ship/Boat Operations - Naval Special Warfare Group 3   -1,844
(NSWG3) SEAL Delivery Vehicle Operations
       Decrease reflects a reduction in NSWG3 SEAL Delivery
       Vehicle and Dry Deck shelter operations and
       sustainment for undersea operations. Reductions are
       driven by lower costs associated with maintaining C-1
       readiness of Dry Deck Shelter operations in support
       of US Navy submarine operations and lower projected
       cost associated with core and advanced SEAL Delivery
       Vehicle (SDV) training in various PACOM locations.
       Lower SDV costs also reflect cost efficiencies gained
       in SDV maintenance, repair parts, and consumables.
       (FY 2014 Baseline: $26,106 thousand; +0 FTEs)

    4) Ship/Boat Operations - Naval Special Warfare Group 4   -634
(NSWG4) Phased Replacement of Maritime Equipment &
Supplies
       Reduction at Naval Special Warfare Group 4 reflects a
       reduction in replacement of foul weather gear,
       navigational plotting software, radios, and
       computers. (FY 2014 Baseline: $1,906 thousand; +0
       FTEs)

    5) Ship/Boat Operations - Naval Special Warfare High   -1,153
Speed Assault Craft (HSAC)

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
HSAC Contractor Logistics and Sustainment Engineering Support were fully funded in FY 2014 in accordance with the Program Life Cycle Cost Estimate. (FY 2014 Baseline: $1,153 thousand; +0 FTEs)		
6) Ship/Boat Operations -Naval Special Warfare Combatant Craft Light (CCL)	-1,281	
Decrease reflects an updated combat development strategy for the CCL Program that better meets mission requirements. Maritime mobility gap will be offset with new HSAC platforms. (FY 2014 Baseline: $1,571 thousand; +0 FTEs)		
FY 2015 Budget Request		**116,967**

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

N/A

Ship/Boat Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

V. __Personnel Summary__	__FY 2013__	__FY 2014__	__FY 2015__	__Change FY 2013/ FY 2014__	__Change FY 2014/ FY 2015__
Active Military End Strength (E/S) (Total)	1,987	1,696	1,986	-291	290
Officer	234	198	233	-36	35
Enlisted	1,753	1,498	1,753	-255	255
Reservists on Full Time Active Duty (E/S)	996	996	932	0	-64
Officer	209	209	159	0	-50
Enlisted	787	787	773	0	-14
Civilian End Strength (Total)	149	155	155	6	0
U.S. Direct Hire	149	155	155	6	0
Total Direct Hire	149	155	155	6	0
Active Military Average Strength (A/S) (Total)	1,987	1,696	1,986	-291	290
Officer	234	198	233	-36	35
Enlisted	1,753	1,498	1,753	-255	255
Reservists on Full Time Active Duty (A/S) (Total)	996	996	932	0	-64
Officer	209	209	159	0	-50
Enlisted	787	787	773	0	-14
Civilian FTEs (Total)	149	155	155	6	0
U.S. Direct Hire	149	155	155	6	0
Total Direct Hire	149	155	155	6	0
Contractor FTEs (Total)	38	60	60	22	0

Personnel Summary Explainations:
* USSOCOM military and civilian personnel are reported in Military Service Estimates. The personnel information is provided as a memo entry.

Ship/Boat Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

OP 32 Line	FY 2013 Actual	Change FY 2013/FY 2014 Price	Change FY 2013/FY 2014 Program	FY 2014 Estimate	Change FY 2014/FY 2015 Price	Change FY 2014/FY 2015 Program	FY 2015 Estimate
308 Travel of Persons	11,417	217	3,207	14,841	267	416	15,524
399 TOTAL TRAVEL	**11,417**	**217**	**3,207**	**14,841**	**267**	**416**	**15,524**
401 DLA Energy (Fuel Products)	145	-4	464	605	13	349	967
402 Service Fund Fuel	3,123	-92	-2,865	166	4	-87	83
412 Navy Managed Supply, Matl	0	0	1,566	1,566	20	351	1,937
413 Marine Corps Supply	536	-5	-531	0	0	0	0
416 GSA Supplies & Materials	4,359	83	-2,988	1,454	26	-196	1,284
417 Local Purch Supplies & Mat	0	0	0	0	0	83	83
499 TOTAL SUPPLIES & MATERIALS	**8,163**	**-18**	**-4,354**	**3,791**	**63**	**500**	**4,354**
503 Navy Fund Equipment	40	0	1,179	1,219	15	1,283	2,517
506 DLA Managed Equipment	44	0	-4	40	0	-20	20
507 GSA Managed Equipment	5	0	11	16	0	-12	4
599 TOTAL EQUIPMENT PURCHASES	**89**	**0**	**1,186**	**1,275**	**15**	**1,251**	**2,541**
610 Navy Air Warfare Center	720	14	-734	0	0	0	0
611 Navy Surface Warfare Ctr	12,515	36	-12,195	356	10	16,742	17,108
612 Navy Undersea Warfare Ctr	0	0	148	148	5	-153	0
614 Space & Naval Warfare Center	199	4	-203	0	0	0	0
623 Navy Transportation (Special Mission Ships)	0	0	0	0	0	21,688	21,688
631 Navy Base Support (NFESC)	1,567	-1	-1,424	142	1	135	278
633 DLA Document Services	90	0	-38	52	3	35	90
634 NAVFEC (Utilities and Sanitation)	1,130	94	-471	753	37	-5	785
647 DISA Info Svcs	143	5	-148	0	0	0	0
671 DISA Telecomm Services	33	1	-34	0	0	295	295
699 TOTAL DWCF PURCHASES	**16,397**	**153**	**-15,099**	**1,451**	**56**	**38,737**	**40,244**
705 AMC Channel Cargo	65	1	291	357	6	-149	214
708 MSC Chartered Cargo	400	44	-444	0	0	0	0
710 MSC Surge Sealift (Full Operating Status)	0	0	256	256	0	-256	0

Ship/Boat Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

OP 32 Line	FY 2013 Actual	Change FY 2013/FY 2014 Price	Program	FY 2014 Estimate	Change FY 2014/FY 2015 Price	Program	FY 2015 Estimate
771 Commercial Transport	576	11	-78	509	9	73	591
799 TOTAL TRANSPORTATION	**1,041**	**56**	**25**	**1,122**	**15**	**-332**	**805**
913 Purchased Utilities (Non-Fund)	154	3	-11	146	3	-149	0
914 Purchased Communications (Non-Fund)	495	9	2,681	3,185	57	-2,570	672
915 Rents (Non-GSA)	307	6	-313	0	0	0	0
917 Postal Services (U.S.P.S)	49	1	-50	0	0	84	84
920 Supplies & Materials (Non-Fund)	7,536	144	3,949	11,629	209	4,669	16,507
921 Printing & Reproduction	91	2	126	219	4	-50	173
922 Equipment Maintenance By Contract	3,612	68	2,487	6,167	111	-2,309	3,969
924 Pharmaceutical Drugs	78	3	50	131	5	-19	117
925 Equipment Purchases (Non-Fund)	1,442	27	2,562	4,031	73	-1,327	2,777
928 Ship Maintenance By Contract	53	1	-54	0	0	280	280
930 Other Depot Maintenance (Non-Fund)	12	0	-12	0	0	0	0
937 Locally Purchased Fuel (Non-Fund)	1,146	-34	-337	775	17	746	1,538
987 Other Intra-Govt Purch	15,889	302	9,898	26,089	470	-16,613	9,946
989 Other Services	4,049	77	3,190	7,316	132	-5,033	2,415
998 Other Costs (SOCOM Only)	14,476	109	342	14,927	149	-55	15,021
999 TOTAL OTHER PURCHASES	**49,389**	**718**	**24,508**	**74,615**	**1,230**	**-22,346**	**53,499**
Total	**86,496**	**1,126**	**9,473**	**97,095**	**1,646**	**18,226**	**116,967**

Ship/Boat Operations - Supports Naval Special Warfare Groups 3 and 4, Special Boat Units, and SEAL Teams. Includes Active and Reserve Navy manpower authorizations, SOF-peculiar and support equipment, necessary facilities, and associated costs specifically identified and measurable to combatant and support craft assigned to Naval Special Warfare Command (NSWC).

Ship/Boat Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

Fiscal Year 2015 Budget Estimates

UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)

Operating Forces/Base Support

March 2014

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Operation and Maintenance, Defense-Wide Summary ($ in thousands)
   Budget Activity (BA) 1: Operating Forces/Base Support

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
BaseSup	59,572	1,767	-48,623	12,716	293	28	13,037

* The FY 2013 Actual column <u>includes</u> $0.0 million of the FY 2013 OCO Appropriation funding (PL 113-6).
* The FY 2014 Estimate column <u>excludes</u> $0.0 million of the FY 2014 OCO Appropriation funding (PL 113-76).
* The FY 2015 Estimate **<u>excludes</u>** OCO.

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

<u>Base Support</u> - Includes costs specifically identified and measurable as base support costs incurred by Naval Special Warfare Command (NSWC). In addition, provides a portion of USSOCOM's SOF-unique Facility Sustainment, Restoration, and Modernization projects and SOF minor construction projects costing less than the statutory limit for Minor Military Construction projects as established by Section 2805 of Title 10, U.S.C. Other various requirements including minor repair or replacement of unique facility equipment and furnishings that are beyond the scope of the standard services provide by the host installation.

Base Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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 2013	FY 2014	FY 2015
Air Force	0	0	0
Army	0	0	0
Marine Corps	0	0	0
Navy	0	0	0
Total	**0**	**0**	**0**

Military End Strength	FY 2013	FY 2014	FY 2015
Air Force	0	0	0
Army	0	0	0
Marine Corps	0	0	0
Navy	0	0	0
Total	**0**	**0**	**0**

Contractor FTEs	FY 2013	FY 2014	FY 2015
Total	**69**	**12**	**9**

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

			FY 2014				
			Congressional Action				
	FY 2013	Budget				Current	FY 2015
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>
Base Support	59,572	15,196	-2,480	-16.3	12,716	12,716	13,037
Total	**59,572**	**15,196**	**-2,480**	**-16.3**	**12,716**	**12,716**	**13,037**

* The FY 2013 Actual column <u>includes</u> $0.0 million of the FY 2013 OCO Appropriation funding (PL 113-6).
* The FY 2014 Estimate column <u>excludes</u> $0.0 million of the FY 2014 OCO Appropriation funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

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

B. **Reconciliation Summary**	Change FY 2014/FY 2014	Change FY 2014/FY 2015
Baseline Funding	**15,196**	**12,716**
Congressional Adjustments (Distributed)	-2,480	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**12,716**	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	**12,716**	
Supplemental		
Reprogrammings		
Price Changes		293
Functional Transfers		
Program Changes		28
Current Estimate	**12,716**	**13,037**
Less: Wartime Supplemental		
Normalized Current Estimate	**12,716**	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 President's Budget Request (Amended, if applicable)		**15,196**
1. Congressional Adjustments		-2,480
a. Distributed Adjustments		
1) Net Total Base Support	-2,480	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2014 Appropriated Amount		**12,716**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**12,716**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**12,716**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2014 Normalized Current Estimate		**12,716**
6. Price Change		293
7. Functional Transfers		
8. Program Increases		3,213
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
1) Base Support - SOF Unique Facility Sustainment, Restoration, and Modernization (FSRM)	3,213	

      The increase in FY 2015 establishes an adequate FSRM
      baseline to maintain facility projects driven by the
      unique requirements of SOF units and missions that
      are not provided by Services/Host bases, or when not
      located on or near military installations. Other FSRM
      requirements are highlighted in other Bud Sub-

**Base Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates**

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals

Activities. This estimate is based on the following anticipated requirements: decommissioning a leased facility used for Joint Special Operations University (JSOU will occupy new MILCON facility when completed); renovate/ reconfigure Bldg 102 at HQ USSOCOM; new uninterrupted power supply system to support Enterprise Operations Center at HQ USSOCOM; maintenance of uninterrupted power supply systems, generators, and pulverizers at HQ USSOCOM; space reconfiguration at various SOF organizations. (FY 2014 Baseline: $3,125 thousand; +0 FTEs)

9. Program Decreases   **-3,185**
  a. Annualization of FY 2014 Program Decreases
  b. One-Time FY 2014 Increases
  c. Program Decreases in FY 2015
    1) Base Support - HQ Naval Special Warfare Command Base   **-3,185**
    Operating Support

Decrease associated with reduced level of base operating support provided for Naval Special Warfare Groups that reside on non-Navy installations. These costs include utilities, custodial services, and other miscellaneous base operating support costs. Minor cost adjustments associated with Headquarters facility maintenance support and sustainment at MacDill Air Force Base, Florida. (FY 2014 Baseline: $10,268 thousand; +0 FTEs)

FY 2015 Budget Request   **13,037**

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

N/A

V. <u>Personnel Summary</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	**Change** <u>FY 2013/</u> <u>FY 2014</u>	**Change** <u>FY 2014/</u> <u>FY 2015</u>
<u>Contractor FTEs (Total)</u>	<u>69</u>	<u>12</u>	<u>9</u>	<u>-57</u>	<u>-3</u>

Personnel Summary Explainations:
* USSOCOM military and civilian personnel are reported in Military Service Estimates. The personnel information is provided as a memo entry.

Base Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

	FY 2013	Change FY 2013/FY 2014		FY 2014	Change FY 2014/FY 2015		FY 2015
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
308 Travel of Persons	32	1	-33	0	0	0	0
399 TOTAL TRAVEL	**32**	**1**	**-33**	**0**	**0**	**0**	**0**
416 GSA Supplies & Materials	285	5	-285	5	0	-5	0
499 TOTAL SUPPLIES & MATERIALS	**285**	**5**	**-285**	**5**	**0**	**-5**	**0**
601 Army Ind Ops (Armament)	140	6	-146	0	0	0	0
611 Navy Surface Warfare Ctr	0	0	58	58	2	-60	0
614 Space & Naval Warfare Center	130	2	-132	0	0	0	0
631 Navy Base Support (NFESC)	2,649	-2	-1,781	866	6	490	1,362
634 NAVFEC (Utilities and Sanitation)	10,709	889	-9,347	2,251	112	-1,546	817
699 TOTAL DWCF PURCHASES	**13,628**	**895**	**-11,348**	**3,175**	**120**	**-1,116**	**2,179**
771 Commercial Transport	1,315	25	-608	732	13	-745	0
799 TOTAL TRANSPORTATION	**1,315**	**25**	**-608**	**732**	**13**	**-745**	**0**
912 Rental Payments to GSA (SLUC)	0	0	146	146	3	-149	0
913 Purchased Utilities (Non-Fund)	1,311	25	-583	753	14	-767	0
914 Purchased Communications (Non-Fund)	8	0	-8	0	0	0	0
915 Rents (Non-GSA)	544	10	-550	4	0	-4	0
920 Supplies & Materials (Non-Fund)	792	15	-807	0	0	2,477	2,477
923 Facilities Sust, Rest, & Mod by Contract	11,252	214	-11,466	0	0	3,213	3,213
925 Equipment Purchases (Non-Fund)	1,389	26	-1,415	0	0	0	0
930 Other Depot Maintenance (Non-Fund)	540	10	-550	0	0	0	0
932 Mgt Prof Support Svcs	12	0	-12	0	0	0	0
955 Other Costs (Medical Care)	0	0	0	0	0	1,874	1,874
957 Other Costs (Land and Structures)	12,212	232	-12,444	0	0	0	0
987 Other Intra-Govt Purch	3,508	67	457	4,032	73	-2,355	1,750
989 Other Services	12,744	242	-9,117	3,869	70	-2,395	1,544
999 TOTAL OTHER PURCHASES	**44,312**	**841**	**-36,349**	**8,804**	**160**	**1,894**	**10,858**

OP-5 Detail by Sub Activity Group

Base Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

OP 32 Line	FY 2013 Actual	Change FY 2013/FY 2014 Price	Program	FY 2014 Estimate	Change FY 2014/FY 2015 Price	Program	FY 2015 Estimate
Total	59,572	1,767	-48,623	12,716	293	28	13,037

* The FY 2013 Actual column <u>includes</u> $0.0 million of the FY 2013 OCO Appropriation funding (PL 113-6).
* The FY 2014 Estimate column <u>excludes</u> $0.0 million of the FY 2014 OCO Appropriation funding (PL 113-76).
* The FY 2015 Estimate **<u>excludes</u>** OCO.

Fiscal Year 2015 Budget Estimates

UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)

Operating Forces/Communications

March 2014

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Communications
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
Budget Activity (BA) 1: Operating Forces/Communications

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
Comms	460,224	8,344	-119,918	348,650	6,203	71,757	426,610

* The FY 2013 Actual column <u>includes</u> $47.8 million of the FY 2013 OCO Appropriation funding (PL 113-6).
* The FY 2014 Estimate column <u>excludes</u> $26.5 million of the FY 2014 OCO Appropriation funding (PL 113-76).
* The FY 2015 Estimate **<u>excludes</u>** OCO.

I. Description of Operations Financed:

<u>Communications</u> – Includes USSOCOM Headquarters (HQ USSOCOM) and/or component manpower authorizations, SOF-peculiar and support equipment, SOF Information Technology enterprise-wide services, necessary facilities and associated resources directly associated with Automated Data Processing (ADP) support costs for SOF worldwide Command and Control Systems, non-tactical telecommunications networks, services, leases, facility controls and associated equipment. Other Communication capabilities, activities, and commodities include: Command Center operations; deployable command, control and communications assets; airtime, circuit, and bandwidth costs; and automation support required to maintain SOF command and control.

Communications
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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 2013	FY 2014	FY 2015
Air Force	0	1	1
Army	10	27	27
Marine Corps	0	0	0
Navy	0	0	0
Total	**10**	**28**	**28**

Military End Strength	FY 2013	FY 2014	FY 2015
Air Force	180	180	180
Army	8	8	1
Marine Corps	0	0	0
Navy	0	0	0
Total	**188**	**188**	**181**

Contractor FTEs	FY 2013	FY 2014	FY 2015
Total	**807**	**943**	**916**

Communications
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

			FY 2014				
			Congressional Action				
A. <u>BA Subactivities</u>	FY 2013 <u>Actual</u>	Budget <u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	Current <u>Estimate</u>	FY 2015 <u>Estimate</u>
Communications	460,224	376,854	-28,204	-7.5	348,650	348,650	426,610
Total	**460,224**	**376,854**	**-28,204**	**-7.5**	**348,650**	**348,650**	**426,610**

<u>Communications</u> - Includes USSOCOM Headquarters (HQ USSOCOM) and/or component manpower authorizations, SOF-peculiar and support equipment, SOF Information Technology enterprise-wide services, necessary facilities and associated resources directly associated with Automated Data Processing (ADP) support costs for SOF worldwide Command and Control Systems, non-tactical telecommunications networks, services, leases, facility controls and associated equipment. Other Communication capabilities, activities, and commodities include: Command Center operations; deployable command, control and communications assets; airtime, circuit, and bandwidth costs; and automation support required to maintain SOF command and control.

Communications
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

B. <u>Reconciliation Summary</u>	Change FY 2014/FY 2014	Change FY 2014/FY 2015
Baseline Funding	**376,854**	**348,650**
Congressional Adjustments (Distributed)	-24,505	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-3,699	
Subtotal Appropriated Amount	**348,650**	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	**348,650**	
Supplemental	26,500	
Reprogrammings		
Price Changes		6,203
Functional Transfers		
Program Changes		71,757
Current Estimate	**375,150**	**426,610**
Less: Wartime Supplemental	-26,500	
Normalized Current Estimate	**348,650**	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 President's Budget Request (Amended, if applicable)		**376,854**
1. Congressional Adjustments		-28,204
a. Distributed Adjustments		
1) Net Total Communications	-24,505	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8140 - DWCF Excess Cash Balances	-3,699	
FY 2014 Appropriated Amount		**348,650**
2. War-Related and Disaster Supplemental Appropriations		26,500
a. OCO Supplemental Funding		
1) FY14 OCO Appropriation	26,500	
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**375,150**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**375,150**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-26,500
FY 2014 Normalized Current Estimate		**348,650**
6. Price Change		6,203
7. Functional Transfers		
8. Program Increases		77,926
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
1) Communications - Airtime, Bandwidth, and TTL support for Deployed Operations	13,830	

        Special Operations Forces C-4 Information
        Infrastructure Network (SOFC4IIN) program supports
        deployed and garrison circuits and airtime for

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

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

unmanned aerial operations. FY 2014 Funding was reduced due to budgetary constraints. The increase in FY 2015 reflects restoral of baseline requiremetns for enduring U.S. based and Overaseas SOF Forces. (FY 2014 Baseline: $18,029 thousand; +0 FTEs)

   2) Communications - Command, Control, Communications,   31,140
Computing and Information Automation (C4IAS)
     Command, Control, Communications, Computing and Information Automation (C4IAS) program increases $21,134 thousand for sustainment of inventory, licensing and additional maintenance for Intelligence Surveillance Reconnaissance/Full Motion Video capability, and the expansion of workstation environment supporting SOF units Theater Special Operations Commands. The Special Access Program Network (SAPNET) was realigned in the amount of $10,006 thousand from Combat Development Activities to Communications Budget Sub-Activity. (FY 2014 Baseline: $46,418 thousand; +0 FTEs)

   3) Communications - Head Quarters C-4 Information   9,126
(HQC4I) SOF Information Technology Enterprise Contract (SITEC)
     Increase in costs required to support USSOCOM's recent force structure growth and global distribution of the SOF network across all Theater Special Operations Commands (TSOCs). This increase will ensure all TSOCs can fully collaborate with both U.S. based forces and deployed forces. In support of deployed forces, USSOCOM is distributing the SOF Information Environment (SIE) services to these

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

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

forces through implementation of Special Purpose
Processing Nodes (SPPNs). These SPPNs will provide
theater-based SIE service hubs that will ensure
critical services are available to the right forces
at the right time. Previously, these services were
either not provided, or SOF units acquired them
inconsistently or inadequately. (FY 2014 Baseline:
$116,510 thousand; +0 FTEs)

4) Communications - Information Assurance and Public Key Infrastructure	104	

Information Assurance and Public Key Infrastructure
reflect a net increase for additional system
sustainment support requirements for Components and
TSOCs. (FY 2014 Baseline: $6,739 thousand; +0 FTEs)

5) Communications - SCAMPI (not an acronym)	246	

SCAMPI increased to support the Distributed Data
Center and secure Video-Teleconferencing sustainment;
Life Cycle Sustainment Management support and renewal
of warranties and licenses for two new nodes. (FY
2014 Baseline: $5,816 thousand; +0 FTEs)

6) Communications - SOF Deployable Node (SDN)	10,336	

SOF Deployable Node (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, and 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 growth supports sustainment,

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

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

engineering and technical support for increased
fielded inventory, congressional plus-up accelerates
base of issue buy-out for 2 KU-band Spread Spectrum
multi-beam hubs, acquisition of 3 Urgent Deployment
Acquisition (UDA) for Shipboard Carry-on Satellite
Systems (SCOSS) installation aboard ships. (FY 2014
Baseline: $42,595 thousand; +0 FTEs)

7) Communications - SOF Tactical Communications   5,121
SOF Tactical Communications provides radios, software
support, maintenance/repair parts, government
management and technical support. The FY 2015
increase provides modernization for existing
inventory and training on new inventory with lastest
technology. (FY 2014 Baseline: $22,424 thousand; +0
FTEs)

8) Communications - Special Operations Mission Planning   4,513
Environment (SOMPE)
Special Operations Mission Planning Environment
(SOMPE) provides an integrated software suite of
tools to support all phases of SOF Operations Mission
Planning, Preview and Execution for aviation,
maritime and ground forces. Increase due to peak
year of 3-year cycle for Capital Equipment
Replacement of mission planning systems for the 160th
SOAR and the mission planning depots. (FY 2014
Baseline: $4,936 thousand; +0 FTEs)

9) Communications - Tactical Local Area Network (TACLAN)   3,510
Additional funding from Tactical Local Area Network
(TACLAN) provides Capital Equipment Replacement
(CERP) for mission planning kits and field computing

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

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

      devices. Increase also includes fixed contract costs
      for sustainment support consistent with CERP cycles.
      (FY 2014 Baseline: $21,668 thousand; +0 FTEs)

9. Program Decreases   -6,169
  a. Annualization of FY 2014 Program Decreases
  b. One-Time FY 2014 Increases
  c. Program Decreases in FY 2015
    1) Communications - Distributed Common Ground/Surface   -1,261
    System
      The Distributed Common Ground/Surface System Special
      Operations Forces (DCGS) provides an architecture
      that interconnects the war fighter and sensors to
      find and fix enemy combatants and/or terrorists. This
      program reflects a realignment of -$1,261 thousand to
      Intelligence Budget Sub-activity; previously
      identified in the Communications Sub-activity. The
      primary function of DCGS are to conduct processing,
      exploitation and dissemination (PED) for all SOF ISR
      sensors, permit the collection of SOF data from
      collection sensors and intelligence databases, share
      across the DCGS Integration Backbone (DIB) and
      provide timely, tailored, all-source, fused
      intelligence reporting to the SOF war fighter. (FY
      2014 Baseline: $1,261 thousand; +0 FTEs)
    2) Communications - Joint Tactical C4I Transceiver   -400
    System (JTCITS)
      Joint Tactical C4I Transceiver System (JTCITS)
      provides personnel in a tactical environment the
      ability to receive and transmit live video feeds and
      telemetry data from a variety of sources. Reduction

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
reflects lower replacement rates/cycles for legacy systems. (FY 2014 Baseline: $2,113 thousand; +0 FTEs)		
3) Communications - Special Communication Enterprise (SPCOM)	-4,508	
Special Communication Enterprise (SPCOM) incorporates several existing sensitive 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. Decrease reflects re-baselining efficient programs focused exclusively on mandated attribution of communications and special communications hub sustainment. (FY 2014 Baseline: $8,104 thousand; +0 FTEs)		
FY 2015 Budget Request		**426,610**

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

N/A

Communications
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

V. __Personnel Summary__	FY 2013	FY 2014	FY 2015	Change FY 2013/ FY 2014	Change FY 2014/ FY 2015
Active Military End Strength (E/S) (Total)	188	188	181	0	-7
Officer	7	7	7	0	0
Enlisted	181	181	174	0	-7
Civilian End Strength (Total)	10	28	28	18	0
U.S. Direct Hire	10	28	28	18	0
Total Direct Hire	10	28	28	18	0
Active Military Average Strength (A/S) (Total)	188	188	181	0	-7
Officer	7	7	7	0	0
Enlisted	181	181	174	0	-7
Civilian FTEs (Total)	10	28	28	18	0
U.S. Direct Hire	10	28	28	18	0
Total Direct Hire	10	28	28	18	0
Contractor FTEs (Total)	807	943	916	136	-27

Personnel Summary Explainations:
* USSOCOM military and civilian personnel are reported in Military Service Estimates. The personnel information is provided as a memo entry.

Communications
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

		Change FY 2013/FY 2014			Change FY 2014/FY 2015		
	FY 2013			FY 2014			FY 2015
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
308 Travel of Persons	650	12	8,893	9,555	172	-7,450	2,277
399 TOTAL TRAVEL	**650**	**12**	**8,893**	**9,555**	**172**	**-7,450**	**2,277**
402 Service Fund Fuel	4	0	-4	0	0	0	0
411 Army Supply	11,184	-308	-10,876	0	0	0	0
412 Navy Managed Supply, Matl	81	0	-81	0	0	0	0
414 Air Force Consol Sust AG (Supply)	82	3	-85	0	0	0	0
416 GSA Supplies & Materials	100	2	-102	0	0	0	0
417 Local Purch Supplies & Mat	166	3	2,010	2,179	39	-2,175	43
499 TOTAL SUPPLIES & MATERIALS	**11,617**	**-300**	**-9,138**	**2,179**	**39**	**-2,175**	**43**
502 Army Fund Equipment	128	-4	44	168	2	-137	33
505 Air Force Managed Equip	1	0	-1	0	0	0	0
506 DLA Managed Equipment	397	-1	-396	0	0	102	102
507 GSA Managed Equipment	0	0	241	241	4	-245	0
599 TOTAL EQUIPMENT PURCHASES	**526**	**-5**	**-112**	**409**	**6**	**-280**	**135**
610 Navy Air Warfare Center	2,512	48	-2,560	0	0	1,631	1,631
611 Navy Surface Warfare Ctr	0	0	379	379	11	-390	0
614 Space & Naval Warfare Center	7,536	144	-7,680	0	0	312	312
633 DLA Document Services	99	0	73	172	10	-52	130
647 DISA Info Svcs	107	4	3,306	3,417	-25	-3,226	166
671 DISA Telecomm Services	264	11	195	470	9	23,759	24,238
677 DISA Telecomm Svcs - Reimbursable	2,113	180	-2,029	264	21	-285	0
699 TOTAL DWCF PURCHASES	**12,631**	**387**	**-8,316**	**4,702**	**26**	**21,749**	**26,477**
771 Commercial Transport	177	3	-180	0	0	177	177
799 TOTAL TRANSPORTATION	**177**	**3**	**-180**	**0**	**0**	**177**	**177**
913 Purchased Utilities (Non-Fund)	2,872	55	1,245	4,172	75	-2,916	1,331
914 Purchased Communications (Non-Fund)	29,065	552	7,805	37,422	674	-7,209	30,887
915 Rents (Non-GSA)	488	9	-497	0	0	0	0

Communications
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

OP 32 Line	FY 2013 Actual	Change FY 2013/FY 2014 Price	Program	FY 2014 Estimate	Change FY 2014/FY 2015 Price	Program	FY 2015 Estimate
917 Postal Services (U.S.P.S)	0	0	37	37	1	-38	0
920 Supplies & Materials (Non-Fund)	3,271	62	977	4,310	78	9,799	14,187
921 Printing & Reproduction	306	6	160	472	8	-401	79
922 Equipment Maintenance By Contract	37,953	721	94,014	132,688	2,388	-10,988	124,088
925 Equipment Purchases (Non-Fund)	158,421	3,010	-112,191	49,240	886	64,114	114,240
930 Other Depot Maintenance (Non-Fund)	7,268	138	9,313	16,719	301	155	17,175
932 Mgt Prof Support Svcs	1,606	31	-1,637	0	0	1,209	1,209
957 Other Costs (Land and Structures)	803	15	-818	0	0	0	0
987 Other Intra-Govt Purch	68,176	1,296	-68,259	1,213	22	7,988	9,223
989 Other Services	3,596	69	-339	3,326	60	-2,535	851
990 IT Contract Support Services	119,806	2,276	-41,404	80,678	1,452	564	82,694
998 Other Costs (SOCOM Only)	992	7	529	1,528	15	-6	1,537
999 TOTAL OTHER PURCHASES	**434,623**	**8,247**	**-111,065**	**331,805**	**5,960**	**59,736**	**397,501**
Total	**460,224**	**8,344**	**-119,918**	**348,650**	**6,203**	**71,757**	**426,610**

Communications - Includes USSOCOM Headquarters (HQ USSOCOM) and/or component manpower authorizations, SOF-peculiar and support equipment, SOF Information Technology enterprise-wide services, necessary facilities and associated resources directly associated with Automated Data Processing (ADP) support costs for SOF worldwide Command and Control Systems, non-tactical telecommunications networks, services, leases, facility controls and associated equipment. Other Communication capabilities, activities, and commodities include: Command Center operations; deployable command, control and communications assets; airtime, circuit, and bandwidth costs; and automation support required to maintain SOF command and control.

Fiscal Year 2015 Budget Estimates

UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)

Operating Forces/Force Related Training

March 2014

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Operation and Maintenance, Defense-Wide Summary ($ in thousands)
    Budget Activity (BA) 1: Operating Forces/Force Related Training

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
FRTrng	47,330	893	3,277	51,500	1,859	1,281	54,640

* The FY 2013 Actual column <u>includes</u> $1.0 million of the FY 2013 OCO Appropriation funding (PL 113-6).
* The FY 2014 Estimate column <u>excludes</u> $0.3 million of the FY 2014 OCO Appropriation funding (PL 113-76).
* The FY 2015 Estimate **<u>excludes</u>** OCO.

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

<u>Force Related Training</u> - Provides for the conduct of, or participation in, strategic mobility, Commander-In-Chief directed, and Joint Chiefs of Staff exercises. Force related training includes Joint Combined Exchange Training sponsored by Commander, Special Operations Command in support of regional Theater Commanders and the Services. Includes Headquarters USSOCOM and/or component manpower authorizations, SOF-peculiar and support equipment, necessary facilities, and the associated costs specifically identified and measurable to the conduct of SOF-related training.

Force Related Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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 2013	FY 2014	FY 2015
Air Force	0	0	0
Army	0	0	0
Marine Corps	0	0	0
Navy	0	0	0
Total	**0**	**0**	**0**

Military End Strength	FY 2013	FY 2014	FY 2015
Air Force	47	48	54
Army	0	0	0
Marine Corps	0	0	0
Navy	0	0	0
Total	**47**	**48**	**54**

Contractor FTEs	FY 2013	FY 2014	FY 2015
Total	**1**	**30**	**30**

Force Related Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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

			FY 2014					
			Congressional Action					
A. <u>BA Subactivities</u>	**FY 2013** **<u>Actual</u>**	**Budget** **<u>Request</u>**	**<u>Amount</u>**	**<u>Percent</u>**	**<u>Appropriated</u>**	**Current** **<u>Estimate</u>**	**FY 2015** **<u>Estimate</u>**
Force Related Training	47,330	51,500	0	0.0	51,500	51,500	54,640
Total	**47,330**	**51,500**	**0**	**0.0**	**51,500**	**51,500**	**54,640**

<u>Force Related Training</u> - Provides for the conduct of, or participation in, strategic mobility, Commander-In-Chief directed, and Joint Chiefs of Staff exercises. Force related training includes Joint Combined Exchange Training sponsored by Commander, Special Operations Command in support of regional Theater Commanders and the Services. Includes Headquarters USSOCOM and/or component manpower authorizations, SOF-peculiar and support equipment, necessary facilities, and the associated costs specifically identified and measurable to the conduct of SOF-related training.

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

B. <u>Reconciliation Summary</u>	Change <u>FY 2014/FY 2014</u>	Change <u>FY 2014/FY 2015</u>
Baseline Funding	51,500	51,500
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	51,500	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	51,500	
Supplemental	300	
Reprogrammings		
Price Changes		1,859
Functional Transfers		
Program Changes		1,281
Current Estimate	51,800	54,640
Less: Wartime Supplemental	-300	
Normalized Current Estimate	51,500	

III. **Financial Summary** ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2014 President's Budget Request (Amended, if applicable)		**51,500**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2014 Appropriated Amount		**51,500**
2. War-Related and Disaster Supplemental Appropriations		300
a. OCO Supplemental Funding		
1) FY14 OCO Appropriation	300	
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**51,800**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**51,800**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-300
FY 2014 Normalized Current Estimate		**51,500**
6. Price Change		1,859
7. Functional Transfers		
8. Program Increases		1,281
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
1) Force Related Training - Exercises	1,281	
Increase in cost estimates associated with Joint Chiefs of Staff Exercises and Joint Combined Exchange Training. Higher cost estimates reflect adjustments in transportation and travel costs. (FY 2014 Baseline: $51,500 thousand; +0 FTEs)		
9. Program Decreases		

Force Related Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
a. Annualization of FY 2014 Program Decreases		
b. One-Time FY 2014 Increases		
c. Program Decreases in FY 2015		
FY 2015 Budget Request		**54,640**

Force Related Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

N/A

Force Related Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

V. **Personnel Summary**	FY 2013	FY 2014	FY 2015	Change FY 2013/ FY 2014	Change FY 2014/ FY 2015
Active Military End Strength (E/S) (Total)	47	48	54	1	6
Officer	45	46	52	1	6
Enlisted	2	2	2	0	0
Active Military Average Strength (A/S) (Total)	47	48	54	1	6
Officer	45	46	52	1	6
Enlisted	2	2	2	0	0
Contractor FTEs (Total)	1	30	30	29	0

Personnel Summary Explainations:

* USSOCOM military and civilian personnel are reported in Military Service Estimates. The personnel information is provided as a memo entry.

VI. OP 32 Line Items as Applicable (Dollars in thousands):

OP 32 Line	FY 2013 Actual	Change FY 2013/FY 2014 Price	Program	FY 2014 Estimate	Change FY 2014/FY 2015 Price	Program	FY 2015 Estimate
308 Travel of Persons	24,778	471	-7,854	17,395	313	2,342	20,050
399 TOTAL TRAVEL	**24,778**	**471**	**-7,854**	**17,395**	**313**	**2,342**	**20,050**
401 DLA Energy (Fuel Products)	100	-3	-61	36	1	-37	0
402 Service Fund Fuel	8	0	-7	1	0	20	21
417 Local Purch Supplies & Mat	1,092	21	-1,058	55	1	-56	0
499 TOTAL SUPPLIES & MATERIALS	**1,200**	**18**	**-1,126**	**92**	**2**	**-73**	**21**
507 GSA Managed Equipment	70	1	-71	0	0	0	0
599 TOTAL EQUIPMENT PURCHASES	**70**	**1**	**-71**	**0**	**0**	**0**	**0**
671 DISA Telecomm Services	8	0	-8	0	0	0	0
699 TOTAL DWCF PURCHASES	**8**	**0**	**-8**	**0**	**0**	**0**	**0**
702 AMC SAAM (fund)	238	6	10,934	11,178	0	315	11,493
703 JCS Exercises	1,313	35	8,946	10,294	1,318	210	11,822
771 Commercial Transport	10,820	206	-11,026	0	0	2	2
799 TOTAL TRANSPORTATION	**12,371**	**247**	**8,854**	**21,472**	**1,318**	**527**	**23,317**
913 Purchased Utilities (Non-Fund)	772	15	-787	0	0	0	0
914 Purchased Communications (Non-Fund)	24	0	-24	0	0	0	0
915 Rents (Non-GSA)	73	1	-74	0	0	0	0
920 Supplies & Materials (Non-Fund)	5,386	102	-837	4,651	84	-1,970	2,765
922 Equipment Maintenance By Contract	25	0	-25	0	0	0	0
925 Equipment Purchases (Non-Fund)	792	15	1,088	1,895	34	382	2,311
926 Other Overseas Purchases	130	2	-132	0	0	0	0
932 Mgt Prof Support Svcs	73	1	-74	0	0	0	0
937 Locally Purchased Fuel (Non-Fund)	239	-7	-231	1	0	1	2
957 Other Costs (Land and Structures)	62	1	-63	0	0	0	0
987 Other Intra-Govt Purch	816	16	-832	0	0	0	0
989 Other Services	511	10	5,473	5,994	108	72	6,174

Force Related Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

OP 32 Line	FY 2013 Actual	Change FY 2013/FY 2014 Price	Program	FY 2014 Estimate	Change FY 2014/FY 2015 Price	Program	FY 2015 Estimate
999 TOTAL OTHER PURCHASES	8,903	156	3,482	12,541	226	-1,515	11,252
Total	47,330	893	3,277	51,500	1,859	1,281	54,640

Force Related Training - Provides for the conduct of, or participation in, strategic mobility, Commander-In-Chief directed, and Joint Chiefs of Staff exercises. Force related training includes Joint Combined Exchange Training sponsored by Commander, Special Operations Command in support of regional Theater Commanders and the Services. Includes Headquarters USSOCOM and/or component manpower authorizations, SOF-peculiar and support equipment, necessary facilities, and the associated costs specifically identified and measurable to the conduct of SOF-related training.

Fiscal Year 2015 Budget Estimates

UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)

Operating Forces/Intelligence

March 2014

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Intelligence
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
     Budget Activity (BA) 1: Operating Forces/Intelligence

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
Int	811,391	14,768	-376,466	449,693	7,750	-42,037	415,406

* The FY 2013 Actual column <u>includes</u> $350.0 million of the FY 2013 OCO Appropriation funding (PL 113-6).
* The FY 2014 Estimate column <u>excludes</u> $409.3 million of the FY 2014 OCO Appropriation funding (PL 113-76).
* The FY 2015 Estimate **<u>excludes</u>** OCO.

I.   <u>Description of Operations Financed</u>:

<u>Intelligence</u> - Includes all USSOCOM Headquarters (HQ USSOCOM) and/or component operation and maintenance funding to sustain USSOCOM's equipment, systems, logistics, and maintenance required to perform/sustain USSOCOM's Military Intelligence Programs (MIP). These programs support the Secretary of Defense's intelligence, counterintelligence, and related intelligence responsibilities. USSOCOM's MIP programs, projects, and/or activities provide capabilities to meet SOF warfighter's operational and tactical requirements more effectively. These include: intelligence, surveillance, and reconnaissance (ISR) systems and sustainment; processing, exploitation, and dissemination (PED) capabilities; tactical intelligence collection and analysis devices/systems/databases; and classified programs and activities.

Intelligence
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

II. <u>Force Structure Summary</u>:

USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2013	FY 2014	FY 2015
Air Force	29	30	32
Army	165	236	209
Marine Corps	0	0	0
Navy	0	0	2
Total	**194**	**266**	**243**

Military End Strength	FY 2013	FY 2014	FY 2015
Air Force	0	30	30
Army	715	760	688
Marine Corps	27	18	12
Navy	0	10	10
Total	**742**	**818**	**740**

Contractor FTEs	FY 2013	FY 2014	FY 2015
Total	**580**	**1,087**	**906**

Intelligence
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

III. <u>Financial Summary</u> ($ in thousands)

			FY 2014				
			Congressional Action				
A. <u>BA Subactivities</u>	**FY 2013 <u>Actual</u>**	**Budget <u>Request</u>**	**<u>Amount</u>**	**<u>Percent</u>**	**<u>Appropriated</u>**	**Current <u>Estimate</u>**	**FY 2015 <u>Estimate</u>**
Intelligence	811,391	484,560	-34,867	-7.2	449,693	449,693	415,406
Total	**811,391**	**484,560**	**-34,867**	**-7.2**	**449,693**	**449,693**	**415,406**

* The FY 2013 Actual column <u>includes</u> $350.0 million of the FY 2013 OCO Appropriation funding (PL 113-6).
* The FY 2014 Estimate column <u>excludes</u> $409.3 million of the FY 2014 OCO Appropriation funding (PL 113-76).
* The FY 2015 Estimate **<u>excludes</u>** OCO.

III. <u>Financial Summary</u> ($ in thousands)

B. <u>Reconciliation Summary</u>	Change FY 2014/FY 2014	Change FY 2014/FY 2015
Baseline Funding	**484,560**	**449,693**
Congressional Adjustments (Distributed)	-38,646	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent	10,320	
Congressional Adjustments (General Provisions)	-6,541	
Subtotal Appropriated Amount	**449,693**	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	**449,693**	
Supplemental	409,300	
Reprogrammings		
Price Changes		7,750
Functional Transfers		
Program Changes		-42,037
Current Estimate	**858,993**	**415,406**
Less: Wartime Supplemental	-409,300	
Normalized Current Estimate	**449,693**	

III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 President's Budget Request (Amended, if applicable)		**484,560**
1. Congressional Adjustments		-34,867
a. Distributed Adjustments		
1) Net Total Intelligence	-38,646	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
1) Net Total Intelligence	10,320	
d. General Provisions		
1) Section 8140 - DWCF Excess Cash Balance	-6,541	
FY 2014 Appropriated Amount		**449,693**
2. War-Related and Disaster Supplemental Appropriations		409,300
a. OCO Supplemental Funding		
1) FY14 OCO Appropriation	409,300	
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**858,993**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**858,993**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-409,300
FY 2014 Normalized Current Estimate		**449,693**
6. Price Change		7,750
7. Functional Transfers		
8. Program Increases		38,248
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
1) Intelligence - AFSOC and USASOC Garrison Processing, Exploitation, and Dissemination (GPED)	7,345	
Establishment of baseline sustainment funding for AFSOC and USASOC Garrison Processing, Exploitation,		

III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>

      and Dissemination (GPED) under the Distributed Common
Ground System (DCGS) program. Includes realignment of
unit funding previously funded in the Communications
Budget Sub-Activity. (FY 2014 Baseline: $26,047
thousand; +0 FTEs)

  2) Intelligence - Civilian Full Time Equivalents (FTEs)   1,402
Theater Special Operations Commands (TSOCs)
      Civilian pay increase provides funding for 12 Full
Time Equivalents (FTEs) to support Military
Intelligence requirements at the Theater Special
Operations Commands (TSOCs). (FY 2014 Baseline: $0
thousand; +12 FTEs)

  3) Intelligence - Classified   4,900
      Increase in ongoing support for classified program.
Classified details provided separately. (FY 2014
Baseline: $0 thousand; +0 FTEs)

  4) Intelligence - Headquarters USSOCOM Special Access   1,732
Program (SAP).
      Increase in existing baseline requirements for a HQ
USSOCOM Special Access Program (SAP). Details
provided in SAP annual report. (FY 2014 Baseline:
$37,309 thousand; +0 FTEs)

  5) Intelligence - Joint Threat Warning System   3,840
      Increases Joint Threat Warning System (JTWS) depot
level maintenance support for deployed legacy systems
and Naval Special Warfare unit level replacement
requirements. (FY 2014 Baseline: $27,878 thousand; +0
FTEs)

  6) Intelligence - MC-12 Aircraft, Contract Logistics   12,204
Support (CLS)

III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
In support of USSOCOM's Way Ahead Plan, the USAF will transfer thirty-three MC-12 aircraft to USSOCOM in FY 2015. USSOCOM intends to transition from the U-28 aircraft to extended range MC-12 aircraft in support of the Active Duty fleet and AVFID ISR mission. Aircraft will transfer as they are released from USCENTCOM tasking, or after completion of the Baseline 3 enhancement/upgrade/modification being performed by the USAF. This increase establishes initial USSOCOM CLS baseline funding for the MC-12 aircraft with capabilities for airborne intelligence, surveillance, and reconnaissance activities. (FY 2014 Baseline: $0 thousand; +0 FTEs)		
7) Intelligence - Military Intelligence Program (MIP) General Reductions	4,214	
The FY15 increase reflects impacts of fiscal constraints on the FY14 USSOCOM MIP program; the increase restores funds to the required levels.		
(FY 2014 Baseline: $449,693 thousand; +0 FTEs)		
8) Intelligence - U.S. Army Special Operations Command (USASOC) Special Access Program (SAP).	2,611	
Increase in existing baseline mission requirements for a U.S. Army Special Operations Command (USASOC) Special Access Program (SAP). Details provided in SAP annual report. (FY 2014 Baseline: $97,163 thousand; +0 FTEs)		
9. Program Decreases		-80,285
a. Annualization of FY 2014 Program Decreases		
b. One-Time FY 2014 Increases		

III. <u>**Financial Summary**</u> **($ in thousands)**

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>

c. Program Decreases in FY 2015

    1) Intelligence - (Classified) Special Access Program   -11,055
    (SAP)
       Eliminates support for proposed new mission
       associated with a Special Access Program in order to
       maintain higher USSOCOM readiness priorities. Details
       provided in Special Access Program (SAP) annual
       report. (FY 2014 Baseline: $23,305 thousand; +0 FTEs)

    2) Intelligence - Civilian Full Time Equivalents (FTEs)   -4,490
    (Classified)
       Civilian pay decrease reflects a reduction of (-35)
       Full Time Equivalents (FTEs) associated with a
       Special Access Program. Details provided in Special
       Access Program (SAP) annual report. (FY 2014
       Baseline: $35,161 thousand; -35 FTEs)

    3) Intelligence - Joint Threat Warning System   -1,714
       Reduction in centrally managed contractor logistics
       support for Joint Threat Warning System, and reduced
       Contractor Logistics Support and USASOC unit level
       replacement requirements. (FY 2014 Baseline: $2,538
       thousand; +0 FTEs)

    4) Intelligence - MQ-1 Predator Contract Logistics   -18,769
    Support (CLS)
       Decrease in MQ-1 Predator program contractor
       logistics support in preparation of divesting MQ-1
       platforms in order to transition to the preferred MQ-
       9 platform, which is non MIP funded. (FY 2014
       Baseline: $31,747 thousand; +0 FTEs)

    5) Intelligence - Rapid Integration Facility Program   -1,637
       Divest Rapid Integration Facility Program

III. <u>**Financial Summary ($ in thousands)**</u>

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>

requirements due to reduced reliance on contractors
for scientific, engineering, and technical expertise.
(FY 2014 Baseline: $1,637 thousand; +0 FTEs)

6) Intelligence - Sensitive Site Exploitation (SSE)   -1,067
   Decrease in Sensitive Site Exploitation (SSE) depot
   level support due to reduced requirements to
   replenish consumable items in forensic/biometric
   kits. (FY 2014 Baseline: $9,654 thousand; +0 FTEs)

7) Intelligence - Special Operations Command, Research,   -4,227
Analysis, and Threat Evaluation (SOCRATES) Program
   Decrease sustainment of centrally managed HQ support
   for SOCRATES and sustainment of in-garrison IT
   systems provided under the SOCRATES program. (FY 2014
   Baseline: $30,479 thousand; +0 FTEs)

8) Intelligence - Special Operations Tactical Video   -9,491
System (SOTVS)
   Reduction in depot level maintenance support for
   SOTVS ground ISR & target acquisition capabilities.
   Additional decrease of $1.4M tied to MARSOC force
   structure changes. (FY 2014 Baseline: $26,855
   thousand; +0 FTEs)

9) Intelligence - Tagging. Tracking, Locating (TTL)   -1,085
Program
   Reduction eliminates Masquerade system requirement
   that will not continue beyond FY 2014. (FY 2014
   Baseline: $24,186 thousand; +0 FTEs)

10) Intelligence - U-28 Aircraft, Contract Logistics   -26,750
Support (CLS)
   USSOCOM intends to transition from the U-28 aircraft
   to the extended range MC-12 aircraft by the end of FY

III. <u>**Financial Summary**</u> **($ in thousands)**

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
2017. The previous phase plan was to start drawing down/divesting of the U-28's in FY 2015, thus reducing Contract Logistics Support (CLS) costs. Due to the current/revised USSOCOM plan, U-28s will be fully operational in FY 2015. Additional aircraft CLS funding from the Aviation Foreign Internal Defense (AVFID) program will be re-aligned from the Maintenance sub activity and executed during FY 2015 to support this shortfall in the U-28 program. This (-$26,750K) program decrease does not support the current USSOCOM Way Ahead Plan. (FY 2014 Baseline: $74,598 thousand; +0 FTEs)		
FY 2015 Budget Request		**415,406**

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

N/A

Intelligence
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

V. **Personnel Summary**	FY 2013	FY 2014	FY 2015	Change FY 2013/ FY 2014	Change FY 2014/ FY 2015
Active Military End Strength (E/S) (Total)	742	818	740	76	-78
Officer	150	169	147	19	-22
Enlisted	592	649	593	57	-56
Civilian End Strength (Total)	194	266	243	72	-23
U.S. Direct Hire	194	266	243	72	-23
Total Direct Hire	194	266	243	72	-23
Active Military Average Strength (A/S) (Total)	742	818	740	76	-78
Officer	150	169	147	19	-22
Enlisted	592	649	593	57	-56
Civilian FTEs (Total)	194	266	243	72	-23
U.S. Direct Hire	194	266	243	72	-23
Total Direct Hire	194	266	243	72	-23
Contractor FTEs (Total)	580	1,087	906	507	-181

Personnel Summary Explanations:

* USSOCOM military and civilian personnel are reported in Military Service Estimates. The personnel information is provided as a memo entry.

VI.   OP 32 Line Items as Applicable (Dollars in thousands):

		Change FY 2013/FY 2014			Change FY 2014/FY 2015		
OP 32 Line	FY 2013 Actual	Price	Program	FY 2014 Estimate	Price	Program	FY 2015 Estimate
308 Travel of Persons	14,431	275	-990	13,716	247	-5,444	8,519
399 TOTAL TRAVEL	**14,431**	**275**	**-990**	**13,716**	**247**	**-5,444**	**8,519**
401 DLA Energy (Fuel Products)	2,107	-62	-2,045	0	0	736	736
411 Army Supply	1,560	-43	-1,347	170	2	-94	78
414 Air Force Consol Sust AG (Supply)	36	1	1,297	1,334	-15	-1,319	0
416 GSA Supplies & Materials	8	0	2,846	2,854	51	-2,901	4
417 Local Purch Supplies & Mat	7,498	142	-321	7,319	132	-2,694	4,757
418 Air Force Retail Supply (Gen Support Div)	6	0	-6	0	0	0	0
499 TOTAL SUPPLIES & MATERIALS	**11,215**	**38**	**424**	**11,677**	**170**	**-6,272**	**5,575**
502 Army Fund Equipment	2,540	-70	6,739	9,209	116	-7,614	1,711
507 GSA Managed Equipment	2,390	45	-504	1,931	35	-686	1,280
599 TOTAL EQUIPMENT PURCHASES	**4,930**	**-25**	**6,235**	**11,140**	**151**	**-8,300**	**2,991**
611 Navy Surface Warfare Ctr	0	0	0	0	0	75	75
614 Space & Naval Warfare Center	599	11	-610	0	0	200	200
677 DISA Telecomm Svcs - Reimbursable	157	13	82	252	20	-31	241
699 TOTAL DWCF PURCHASES	**756**	**24**	**-528**	**252**	**20**	**244**	**516**
771 Commercial Transport	357	7	-300	64	1	179	244
799 TOTAL TRANSPORTATION	**357**	**7**	**-300**	**64**	**1**	**179**	**244**
912 Rental Payments to GSA (SLUC)	18	0	-18	0	0	0	0
913 Purchased Utilities (Non-Fund)	1,298	25	-397	926	17	-68	875
914 Purchased Communications (Non-Fund)	43,636	829	-43,301	1,164	21	25,717	26,902
915 Rents (Non-GSA)	12,645	240	-12,885	0	0	8,669	8,669
917 Postal Services (U.S.P.S)	245	5	-238	12	0	153	165
920 Supplies & Materials (Non-Fund)	3,141	60	3,195	6,396	115	13,627	20,138
921 Printing & Reproduction	10	0	-10	0	0	7	7
922 Equipment Maintenance By Contract	63,341	1,204	126,726	191,271	3,443	-118,171	76,543

Intelligence
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OP 32 Line	FY 2013 Actual	Change FY 2013/FY 2014		FY 2014 Estimate	Change FY 2014/FY 2015		FY 2015 Estimate
		Price	Program		Price	Program	
923 Facilities Sust, Rest, & Mod by Contract	16,541	314	-16,855	0	0	0	0
925 Equipment Purchases (Non-Fund)	203,723	3,871	-165,851	41,743	751	8,469	50,963
929 Aircraft Reworks by Contract	0	0	0	0	0	46,503	46,503
930 Other Depot Maintenance (Non-Fund)	269,175	5,114	-254,013	20,276	365	-3,811	16,830
932 Mgt Prof Support Svcs	10,528	200	-7,565	3,163	57	2,344	5,564
934 Engineering & Tech Svcs	3,017	57	-2,791	283	5	1,652	1,940
937 Locally Purchased Fuel (Non-Fund)	1,398	-41	1,180	2,537	56	-2,593	0
957 Other Costs (Land and Structures)	2,715	52	-2,767	0	0	0	0
987 Other Intra-Govt Purch	69,620	1,323	-23,351	47,592	857	968	49,417
989 Other Services	43,836	833	-5,273	39,396	709	-2,327	37,778
990 IT Contract Support Services	8,828	168	13,928	22,924	413	-155	23,182
998 Other Costs (SOCOM Only)	25,987	195	8,979	35,161	352	-3,428	32,085
999 TOTAL OTHER PURCHASES	**779,702**	**14,449**	**-381,307**	**412,844**	**7,161**	**-22,444**	**397,561**
Total	**811,391**	**14,768**	**-376,466**	**449,693**	**7,750**	**-42,037**	**415,406**

* The FY 2013 Actual column <u>includes</u> $350.0 million of the FY 2013 OCO Appropriation funding (PL 113-6).
* The FY 2014 Estimate column <u>excludes</u> $409.3 million of the FY 2014 OCO Appropriation funding (PL 113-76).
* The FY 2015 Estimate **<u>excludes</u>** OCO.

Fiscal Year 2015 Budget Estimates

UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)

Operating Forces/Maintenance

March 2014

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Maintenance
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
    Budget Activity (BA) 1: Operating Forces/Maintenance

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
Maint	829,721	15,215	-333,696	511,240	8,879	59,558	579,677

* The FY 2013 Actual column <u>includes</u> $439.4 million of the FY 2013 OCO Appropriation funding (PL 113-6).
* The FY 2014 Estimate column <u>excludes</u> $521.2 million of the FY 2014 OCO Appropriation funding (PL 113-76).
* The FY 2015 Estimate **<u>excludes</u>** OCO.

I. <u>Description of Operations Financed</u>:

<u>Maintenance</u> - Supports maintenance (to include installation of modification and conversion kits) of weapons support systems and commodity groups associated with Special Operations Forces (SOF) activities. This also includes USSOCOM Headquarters and/or components' MFP-11 funds for reimbursement of Service industrial funds for depot maintenance of SOF-unique aircrafts, maritime crafts, and equipment. Includes reimbursement for maintenance activities at industrially funded naval shipyards and costs associated with non-industrial funded maintenance activities at Navy repair facilities.

Maintenance
Operation and Maintenance, Defense-Wide
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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 2013	FY 2014	FY 2015
Air Force	211	223	210
Army	0	0	0
Marine Corps	0	0	0
Navy	0	0	0
Total	**211**	**223**	**210**

Military End Strength	FY 2013	FY 2014	FY 2015
Air Force	4	4	4
Army	0	0	0
Marine Corps	0	0	0
Navy	0	0	0
Total	**4**	**4**	**4**

Contractor FTEs	FY 2013	FY 2014	FY 2015
Total	**394**	**474**	**475**

III. <u>Financial Summary</u> ($ in thousands)

			FY 2014					
			Congressional Action					
	FY 2013	**Budget**					**Current**	**FY 2015**
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>**
Maintenance	829,721	552,952	-41,712	-7.5	511,240		511,240	579,677
Total	**829,721**	**552,952**	**-41,712**	**-7.5**	**511,240**		**511,240**	**579,677**

* The FY 2013 Actual column <u>includes</u> $439.4 million of the FY 2013 OCO Appropriation funding (PL 113-6).
* The FY 2014 Estimate column <u>excludes</u> $521.2 million of the FY 2014 OCO Appropriation funding (PL 113-76).
* The FY 2015 Estimate **<u>excludes</u>** OCO.

Maintenance
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III. <u>Financial Summary</u> ($ in thousands)

	Change FY 2014/FY 2014	Change FY 2014/FY 2015
B. <u>Reconciliation Summary</u>		
Baseline Funding	**552,952**	**511,240**
Congressional Adjustments (Distributed)	-20,000	
Congressional Adjustments (Undistributed)	-15,724	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-5,988	
Subtotal Appropriated Amount	**511,240**	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	**511,240**	
Supplemental	521,200	
Reprogrammings		
Price Changes		8,879
Functional Transfers		
Program Changes		59,558
Current Estimate	**1,032,440**	**579,677**
Less: Wartime Supplemental	-521,200	
Normalized Current Estimate	**511,240**	

III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 President's Budget Request (Amended, if applicable)		**552,952**
1. Congressional Adjustments		-41,712
a. Distributed Adjustments		
1) Net Total Maintenance	-20,000	
b. Undistributed Adjustments		
1) Net Total Maintenance	-15,724	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8140 - DWCF Excess Cash Balances	-5,988	
FY 2014 Appropriated Amount		**511,240**
2. War-Related and Disaster Supplemental Appropriations		521,200
a. OCO Supplemental Funding		
1) FY14 OCO Appropriation	521,200	
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**1,032,440**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**1,032,440**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-521,200
FY 2014 Normalized Current Estimate		**511,240**
6. Price Change		8,879
7. Functional Transfers		
8. Program Increases		82,316
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
1) Maintenance - Combatant Craft Heavy (CCH)	2,090	
Funding will provide initial overhaul costs associated with the overhaul of the Naval Special Warfare Combatant Craft Heavy. (FY 2014 Baseline: $0		

III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>

thousand; +0 FTEs)

2) Maintenance - Dry Deck Shelter (DDS)   1,536
    Dry Deck Shelter (DDS) Maintenance increase supports
    bi-annually scheduled overhauls for DDS depot repairs
    and engineering support. (FY 2014 Baseline: $8,829
    thousand; +0 FTEs)

3) Maintenance - AFSOC Fixed Wing Contract Logistics   10,851
Support (CLS) and Power-by-the-Hour Maintenance
    MC-130(J) Power-by-the-Hour increased commensurate
    with growth of inventory and flight hours. In
    addition, Terrain Following Avoidance MC130 Radar
    requires contractor logistic support for a new common
    system. Increase also includes additional Power by
    the Hour funding for CV-22B and AC-130/130J test
    aircraft. (FY 2014 Baseline: $51,635 thousand; +0
    FTEs)

4) Maintenance - Counter Improvised Explosive Device   9,430
Program (CIED)
    Increase is due to the transition of enduring
    requirements for Counter Improvised Explosive Device
    Program (CIED) from previous OCO request into the
    Baseline Request in FY 2015. (FY 2014 Baseline:
    $1,189 thousand; +0 FTEs)

5) Maintenance - Family of Special Operations Vehicles   19,293
(FOSOV)
    The FY15 increase reflects impacts of fiscal
    constraints on the FY14 FOSOV vehicle maintenance
    program; the increase restores funds to the required
    levels.

III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>

(FY 2014 Baseline: $8,815 thousand; +0 FTEs)

6) Maintenance - Family Special Weapons Systems (FSWS)   1,208
Heavy Sniper Rifle MK13
    Family Special Weapons Systems (FSWS) Heavy Sniper
    Rifle MK13 increase due to realignment from Advanced
    Lightweight Grenage Launcher (ALGL) and SOF Combat
    Assault Rifle (SCAR) programs for Depot Level
    Repairable parts, logistical and engineering support.
    (FY 2014 Baseline: $712 thousand; +0 FTEs)

7) Maintenance - MALET MQ-9   13,471
    An increase in MALET MQ9 Launch Recovery Elements
    (LREs) requires additional Contractor Logistics
    Support (CLS) at deployed sites due to increased
    capability needs and the additional requirement for
    counter measures and rapid reaction systems/assets.
    The increase in MQ-9 CLS is funded with a realignment
    of CLS funding from the MQ-1 Predator program (from
    Budget Sub-Activity Intelligence) in preparation of
    divesting MQ-1 platforms. (FY 2014 Baseline: $24,387
    thousand; +0 FTEs)

8) Maintenance - Mission Training and Rehearsal Systems   2,249
and Simulator Block Upgrade Program
    Additional software and hardware maintenance and
    upgrades on simulators to keep pace as new aircraft
    variants replace older inventory models. (FY 2014
    Baseline: $53,824 thousand; +0 FTEs)

9) Maintenance - Naval Special Warfare (NSW) Combatant   3,722
Craft Forward Looking Infrared Radar (CFLIR)
    Maintenance and repair of Combatant Craft Forward
    Looking Infrared Radar (CFLIR) increases due to

III. <u>**Financial Summary**</u> **($ in thousands)**

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>

obsolescence issues with current CFLIR systems and an
increase in the number of units that require
overhaul. Next generation systems are delayed due to
reduced RDT&E funding. (FY 2014 Baseline: $2,851
thousand; +0 FTEs)

10) Maintenance - Naval Special Warfare Undersea Systems	517	

Increased support for Undersea Systems Operations to
support unit level sustainment of the Dry Combat
Submersible (DCS). Additional increase provides
additional support for decompression management,
engineering change proposal support, and
safety/certification inspections required for NSW
undersea operations. (FY 2014 Baseline: $4,156
thousand; +0 FTEs)

11) Maintenance - Shallow Water Combat Submersible (SWCS)	5,165	

Shallow Water Combat Submersible (SWCS) increase is a
result of re-leveling funding after initial FY14
startup cost and the program transition from
development to sustainment. (FY 2014 Baseline: $5,068
thousand; +0 FTEs)

12) Maintenance - Small Unmanned Aerial Systems (SUAS)	1,647	

Small Unmanned Aircraft System (SUAS) increase
supports two additional rucksack portable systems.
Also, Original Equipment Manufacture (OEM) prices for
SUAS parts have increased by a factor of 24% on most
items resulting in higher repair costs. (FY 2014
Baseline: $1,223 thousand; +0 FTEs)

13) Maintenance - SOF Machine Gun (SMG)	1,684	

SOF Machine Gun (SMG) increase due to program

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III. <u>**Financial Summary**</u> **($ in thousands)**

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>Amount</u>	<u>Totals</u>

realignment from Acquisition Program Management to
fund depot repairable parts, intermediate
maintenance, logistical, and engineering support in
the correct program element. (FY 2014 Baseline: $515
thousand; +0 FTEs)

14) Maintenance - Tactical Combat Casualty Care (TCCC)   4,930
Kits
Tactical Combat Casualty Care Equipment (TCCCE)
increase due to purchasing additional survivability
equipment to include medic kits, casualty evacuation
kits and operator kits. Increase also required to
support additional contractor logistics support
required to support those increased equipment
quantities. (FY 2014 Baseline: $3,054 thousand)

15) Maintenance- Naval Special Warfare High Speed   4,523
Assault Craft (HSAC)
An increase in O&M funding required to maintain
additional HSAC maritime surface assault craft. These
new platforms will offset fewer Riverine Craft. (FY
2014 Baseline: $0 thousand; +0 FTEs)

9. Program Decreases   -22,758
a. Annualization of FY 2014 Program Decreases
b. One-Time FY 2014 Increases
c. Program Decreases in FY 2015
1) Maintenance - Aviation Foreign Internal Defense   -4,273
(AVFID)
USSOCOM AVFID units conduct training with priority
partner nations in support of the U.S. Strategic
objectives. This decrease is due to a change in the
programmed aircraft fleet of AVFID aircraft. The

III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>

       AVFID aircraft fleet will transition from 16 C-145s
to 5 C-146s and 9 MC-12s in support of USSOCOM's
AVFID/ISR Way Ahead Plan. (FY 2014 Baseline: $46,013
thousand; +0 FTEs)

       2) Maintenance - Civilian Pay for decrease of -13 Full   -1,176
Time Equivalents (FTEs)
       Decrease associated with civilian pay for a decrease
of -13 FTEs at Air Force Special Operations Command
(AFSOC) supporting Fixed Wing aviation. (FY 2014
Baseline: $22,506 thousand; -13 FTEs)

       3) Maintenance - Precision Strike Package (PSP)   -17,309
Equipment for AC-130 Aircraft
       Due to a reduction in USSOCOM's AC-130 inventory,
procurement of 3 PSP kits for the AC-130
recapitalization effort has been delayed. The
purchase of the kits will be delayed until a future
year in order to free up resources for priority
requirements. The PSP is a modular, platform neutral,
weapons employment, communication, and sensor
package. (FY 2014 Baseline: $51,082 thousand; +0
FTEs)

FY 2015 Budget Request   **579,677**

Maintenance
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

<u>**Depot Maintenance**</u>

Type of Maint	FY 2013 Qty	Budget ($M)	Actual Inductions Qty	($M)	FY 2014 Qty	Budget ($M)	Estimated Inductions Qty	($M)	FY 2015 Qty	Budget ($M)
<u>Aircraft</u>										
Basic Aircraft	317	145.4	331	130.0	335	170.8	335	170.8	324	184.1
Engine	256	57.5	251	27.7	285	56.9	285	56.9	220	43.7
Software	249	0.7	331	17.8	297	5.3	297	5.3	327	20.7
Other	693	60.6	3,261	64.6	4,028	81.6	4,028	81.6	3,339	80.2
<u>Automotive Equip</u>										
Other	1,082	16.0	21	8.0	1,509	12.9	1,509	12.9	22	7.1
<u>Electronics & Communications</u>										
End Items	21,215	106.6	21,158	103.8	19,837	87.7	19,837	87.7	20,944	91.9
Software	4,594	59.8	29	72.3	1,147	96.7	1,147	96.7	1,103	105.7
Other	339	18.7	4,787	41.8	192	24.2	192	24.2	203	32.9
<u>Ordnance,Weapon & Munitions</u>										
End Item	428	2.3	885	0.8	319	1.2	319	1.2	991	1.2
Other	74	0.9	326	2.1	9,555	3.0	9,555	3.0	30,618	7.7
Support Equip	0	0.0	3	0.3	0	0.0	0	0.0	1	0.0
<u>Other</u>										
NA	457	33.9	12,173	34.9	464	33.9	464	33.9	11,499	33.0
DEPOT MAINT TOTAL		502.4		504.1		574.2		574.2		608.2

IV. <u>Performance Criteria and Evaluation Summary</u>:

<u>**Depot Maintenance**</u>

<u>Explanation of Performance Variances</u>

Fiscal Year 2013: Variance comparison between the FY 2013 Budget columns and FY 2013 Actual columns reflects an overall increase of $1.7 million. USSOCOM executed $4.7 million in Overseas Contingency Operations (OCO) reflected in actuals.

Fiscal Year 2014: Variance comparison between the FY 2014 Budget columns and the FY 2014 Estimated columns reflects no increase/decrease.

Maintenance
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

V. **Personnel Summary**	FY 2013	FY 2014	FY 2015	Change FY 2013/ FY 2014	Change FY 2014/ FY 2015
Active Military End Strength (E/S) (Total)	4	4	4	0	0
Officer	4	4	4	0	0
Civilian End Strength (Total)	211	223	210	12	-13
U.S. Direct Hire	211	223	210	12	-13
Total Direct Hire	211	223	210	12	-13
Active Military Average Strength (A/S) (Total)	4	4	4	0	0
Officer	4	4	4	0	0
Civilian FTEs (Total)	211	223	210	12	-13
U.S. Direct Hire	211	223	210	12	-13
Total Direct Hire	211	223	210	12	-13
Contractor FTEs (Total)	394	474	475	80	1

Personnel Summary Explainations:

* USSOCOM military and civilian personnel are reported in Military Service Estimates. The personnel information is provided as a memo entry.

Maintenance
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

VI. OP 32 Line Items as Applicable (Dollars in thousands):

	FY 2013	Change FY 2013/FY 2014		FY 2014	Change FY 2014/FY 2015		FY 2015
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
308 Travel of Persons	643	12	15,974	16,629	299	-15,464	1,464
399 TOTAL TRAVEL	**643**	**12**	**15,974**	**16,629**	**299**	**-15,464**	**1,464**
401 DLA Energy (Fuel Products)	0	0	425	425	9	-434	0
411 Army Supply	0	0	5,226	5,226	66	-5,292	0
414 Air Force Consol Sust AG (Supply)	53	2	9,945	10,000	-115	-7,465	2,420
418 Air Force Retail Supply (Gen Support Div)	0	0	0	0	0	4,000	4,000
499 TOTAL SUPPLIES & MATERIALS	**53**	**2**	**15,596**	**15,651**	**-40**	**-9,191**	**6,420**
505 Air Force Managed Equip	0	0	0	0	0	1,000	1,000
599 TOTAL EQUIPMENT PURCHASES	**0**	**0**	**0**	**0**	**0**	**1,000**	**1,000**
603 DLA Distribution	100	0	-100	0	0	90	90
610 Navy Air Warfare Center	5,168	99	-5,257	10	0	595	605
611 Navy Surface Warfare Ctr	17,586	51	-6,377	11,260	323	-344	11,239
612 Navy Undersea Warfare Ctr	492	-4	1,187	1,675	57	-965	767
614 Space & Naval Warfare Center	747	14	-761	0	0	0	0
623 Navy Transportation (Special Mission Ships)	0	0	0	0	0	6,692	6,692
631 Navy Base Support (NFESC)	276	0	-276	0	0	0	0
640 Marine Corps Depot Maint	0	0	2,376	2,376	77	-2,453	0
647 DISA Info Svcs	22	1	70	93	-1	-70	22
699 TOTAL DWCF PURCHASES	**24,391**	**161**	**-9,138**	**15,414**	**456**	**3,545**	**19,415**
771 Commercial Transport	47	1	-48	0	0	9	9
799 TOTAL TRANSPORTATION	**47**	**1**	**-48**	**0**	**0**	**9**	**9**
913 Purchased Utilities (Non-Fund)	8	0	-8	0	0	0	0
920 Supplies & Materials (Non-Fund)	3,834	73	10,567	14,474	261	3,610	18,345
922 Equipment Maintenance By Contract	85,593	1,626	25,796	113,015	2,034	-48,931	66,118
925 Equipment Purchases (Non-Fund)	71,286	1,354	-35,644	36,996	666	221	37,883
928 Ship Maintenance By Contract	8,148	155	-3,079	5,224	94	11,716	17,034

OP-5 Detail by Sub Activity Group

Maintenance
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

| | | Change FY 2013/FY 2014 | | | Change FY 2014/FY 2015 | | |
| | FY 2013 | | | FY 2014 | | | FY 2015 |
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
929 Aircraft Reworks by Contract	0	0	5,775	5,775	104	56,376	62,255
930 Other Depot Maintenance (Non-Fund)	570,906	10,847	-321,106	260,647	4,692	46,555	311,894
932 Mgt Prof Support Svcs	0	0	0	0	0	279	279
934 Engineering & Tech Svcs	2,817	54	-2,871	0	0	0	0
984 Equipment Contracts	71	1	-72	0	0	0	0
987 Other Intra-Govt Purch	34,410	654	-34,066	998	18	6,385	7,401
989 Other Services	5,792	110	-1,991	3,911	70	4,852	8,833
990 IT Contract Support Services	222	4	-226	0	0	0	0
998 Other Costs (SOCOM Only)	21,500	161	845	22,506	225	-1,404	21,327
999 TOTAL OTHER PURCHASES	**804,587**	**15,039**	**-356,080**	**463,546**	**8,164**	**79,659**	**551,369**
Total	**829,721**	**15,215**	**-333,696**	**511,240**	**8,879**	**59,558**	**579,677**

* The FY 2013 Actual column <u>includes</u> $439.4 million of the FY 2013 OCO Appropriation funding (PL 113-6).
* The FY 2014 Estimate column <u>excludes</u> $521.2 million of the FY 2014 OCO Appropriation funding (PL 113-76).
* The FY 2015 Estimate **<u>excludes</u>** OCO.

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Fiscal Year 2015 Budget Estimates

UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)

Operating Forces/Management/Operational Hqtrs

March 2014

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Operation and Maintenance, Defense-Wide Summary ($ in thousands)
    Budget Activity (BA) 1: Operating Forces/Management and Operational Headquarters

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
MngmtHQ	320,619	4,602	-41,919	283,302	4,116	-17,127	270,291

* The FY 2013 Actual column <u>includes</u> $25.0 million of the FY 2013 OCO Appropriation funding (PL 113-6).
* The FY 2014 Estimate column <u>excludes</u> $24.2 million of the FY 2014 OCO Appropriation funding (PL 113-76).
* The FY 2015 Estimate **<u>excludes</u>** OCO.

I.   <u>Description of Operations Financed</u>:

<u>Management & Operational Headquarters</u> – Includes manpower authorizations, SOF-peculiar and support equipment, necessary facilities and associated costs specifically identified and measurable to the U.S. Army, Air Force, Navy, and Marine Corps USSOCOM Component Command Headquarters, as well as the USSOCOM Headquarters and its management support activities. Also includes costs associated with the expenditure of funds in support of officially sanctioned activities used to maintain the standing and prestige of the United States by extending official courtesies to guests who promote the goals of the Commander, Special Operations Command and the Department of Defense.

Management/Operational Hqtrs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

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 2013	FY 2014	FY 2015
Air Force	666	716	689
Army	241	329	241
Marine Corps	30	146	151
Navy	215	260	260
Total	**1,152**	**1,451**	**1,341**

Military End Strength	FY 2013	FY 2014	FY 2015
Air Force	564	571	549
Army	352	330	318
Marine Corps	43	351	240
Navy	340	128	552
Total	**1,299**	**1,380**	**1,659**

Contractor FTEs	FY 2013	FY 2014	FY 2015
Total	**373**	**321**	**310**

III. <u>Financial Summary</u> ($ in thousands)

			FY 2014				
			Congressional Action				
A. <u>BA Subactivities</u>	**FY 2013 <u>Actual</u>**	**Budget <u>Request</u>**	**<u>Amount</u>**	**<u>Percent</u>**	**<u>Appropriated</u>**	**Current <u>Estimate</u>**	**FY 2015 <u>Estimate</u>**
Management/Operational Hqtrs	320,619	327,755	-44,453	-13.6	283,302	283,302	270,291
Total	**320,619**	**327,755**	**-44,453**	**-13.6**	**283,302**	**283,302**	**270,291**

<u>Management & Operational Headquarters</u> - Includes manpower authorizations, SOF-peculiar and support equipment, necessary facilities and associated costs specifically identified and measurable to the U.S. Army, Air Force, Navy, and Marine Corps USSOCOM Component Command Headquarters, as well as the USSOCOM Headquarters and its management support activities. Also includes costs associated with the expenditure of funds in support of officially sanctioned activities used to maintain the standing and prestige of the United States by extending official courtesies to guests who promote the goals of the Commander, Special Operations Command and the Department of Defense.

III. <u>**Financial Summary**</u> **($ in thousands)**

B. **Reconciliation Summary**	Change FY 2014/FY 2014	Change FY 2014/FY 2015
Baseline Funding	**327,755**	**283,302**
Congressional Adjustments (Distributed)	-24,974	
Congressional Adjustments (Undistributed)	-9,395	
Adjustments to Meet Congressional Intent	-744	
Congressional Adjustments (General Provisions)	-9,340	
Subtotal Appropriated Amount	**283,302**	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	**283,302**	
Supplemental	24,200	
Reprogrammings		
Price Changes		4,116
Functional Transfers		
Program Changes		-17,127
Current Estimate	**307,502**	**270,291**
Less: Wartime Supplemental	-24,200	
Normalized Current Estimate	**283,302**	

III. <u>**Financial Summary**</u> **($ in thousands)**

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 President's Budget Request (Amended, if applicable)		**327,755**
1. Congressional Adjustments		-44,453
a. Distributed Adjustments		
1) Net Total Management/Operational Headquarters	-24,974	
b. Undistributed Adjustments		
1) Net Total Management/Operational Headquarters	-9,395	
c. Adjustments to Meet Congressional Intent		
1) Net Total Management/Operational Headquarters	-744	
d. General Provisions		
1) Section 8140 - DWCF Excess Cash Balances	-9,340	
FY 2014 Appropriated Amount		**283,302**
2. War-Related and Disaster Supplemental Appropriations		24,200
a. OCO Supplemental Funding		
1) FY14 OCO Appropriation	24,200	
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**307,502**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**307,502**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-24,200
FY 2014 Normalized Current Estimate		**283,302**
6. Price Change		4,116
7. Functional Transfers		
8. Program Increases		8,911
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
1) Management & Operational Headquarters - Chief Financial Officer (CFO) Compliance Auditability	5,175	

In order to meet Secretary Hagel's audit goals, the

III. <u>**Financial Summary**</u> **($ in thousands)**

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>Amount</u>	<u>Totals</u>
Department redistributed funding to provide a more reasonable level of funding to audit the defense agencies' financial statements. This increase funds audits for USSOCOM's portion of the defense agencies' financial Statements in FY 2015.		
(FY 2014 Baseline: $1,607 thousand; +0 FTEs)		
2) Management & Operational Headquarters - Headquarters Naval Special Warfare Command	3,019	
The increase supports implementation of decision support processes at NSWC Headquarters. The costs include knowledge management database and systems support. (FY 2014 Baseline: $0 thousand; +0 FTEs)		
3) Management & Operational Headquarters - USSOCOM J4 Logistics Warehouse Operations, Property Accountability & Management	717	
Funding will cover an increase in the Logistics Support Contract in order to streamline Warehouse Operations and improve property accountability and management of central receiving and issuance of property and organizational clothing for deployments. (FY 2014 Baseline: $607 thousand; +0 FTEs)		
9. Program Decreases		-26,038
a. Annualization of FY 2014 Program Decreases		
b. One-Time FY 2014 Increases		
c. Program Decreases in FY 2015		
1) Management & Operational Headquarters - HQ USSOCOM Reduction in Civilian Full Time Equivalents (FTEs)	-252	
Decrease reflects the elimination of 2 FTEs at HQ USSOCOM to comply with DoD directed Management		

III. <u>**Financial Summary**</u> **($ in thousands)**

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>

Headquarters reduction. (FY 2014 Baseline: $48,539
thousand; -2 FTEs)

2) Management & Operational Headquarters - Realignment   -2,403
of Joint Special Operations University Civilian Full
Time Equivalents (FTEs)
   Decrease reflects realignment of 22 JSOU FTEs into
   the Budget Sub Activity Professional Development and
   Education to properly align with other USSOCOM
   Professional Development and Education activities.
   (FY 2014 Baseline: $2,403 thousand; -22 FTEs)

3) Management & Operational Headquarters - Realignment   -817
of Special Operations Research, Development, and
Acquisition Center (SORDAC) Civilian Full Time
Equivalents (FTEs)
   Decrease reflects realignment of 6 FTEs to Budget Sub
   Activity Acquisition/Program Management to support
   logistics and program management support to SORDAC.
   (FY 2014 Baseline: $4,016 thousand; -6 FTEs)

4) Management & Operational Headquarters - Realignment   -10,082
of U.S. Army Special Forces Command Civilian Full Time
Equivalents (FTEs)
   Decrease reflects realignment at U.S. Army Special
   Operations Command (USASOC) of 84 FTEs into Budget
   Sub-Activity Operational Support to eliminate over
   hires at U.S. Army Special Forces Command, Support
   Battalions, and Sustainment Brigade. (FY 2014
   Baseline: $38,583 thousand; -84 FTEs)

5) Management & Operational Headquarters - SOF Language   -10,225
Office Realignment
   Decrease relates to $10.2M Special Operations Foreign

III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>

<table>
<tr><td>Language training moved to Budget Sub Activity Specialized Skills Training to properly align funding with similar training activities and Realignment of SOF Language Office (SOFLO) funding from the Management Headquarters Budget Sub Activity into Specialized Skill Training. Funding provides management oversight of language training requirements and curriculum. (FY 2014 Baseline: $10,435 thousand; +0 FTEs)</td><td></td><td></td></tr>
<tr><td>6) Management & Operational Headquarters - USSOCOM Care Coalition</td><td>-2,259</td><td></td></tr>
<tr><td>Funding budgetd in FY 2015 to support SOF wounded warriors participation in various physical activities and sporting events as a part of their recuperations program was reduced. Reductions include events such as training camps and atheletic camps (annual Warrior Games, etc). USSOCOM maintains level funding for core requirements of the SOF Care Coalition Program. 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 2014 Baseline: $14,746 thousand; +0 FTEs)</td><td></td><td></td></tr>
<tr><td>FY 2015 Budget Request</td><td></td><td>270,291</td></tr>
</table>

Management/Operational Hqtrs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

N/A

Management/Operational Hqtrs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

V. <u>Personnel Summary</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	Change <u>FY 2013/</u> <u>FY 2014</u>	Change <u>FY 2014/</u> <u>FY 2015</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>1,252</u>	<u>1,330</u>	<u>1,599</u>	<u>78</u>	<u>269</u>
Officer	712	735	824	23	89
Enlisted	540	595	775	55	180
<u>Reservists on Full Time Active Duty (E/S)</u>	<u>47</u>	<u>50</u>	<u>60</u>	<u>3</u>	<u>10</u>
Officer	36	39	45	3	6
Enlisted	11	11	15	0	4
<u>Civilian End Strength (Total)</u>	<u>1,152</u>	<u>1,451</u>	<u>1,341</u>	<u>299</u>	<u>-110</u>
U.S. Direct Hire	1,152	1,451	1,341	299	-110
Total Direct Hire	1,152	1,451	1,341	299	-110
<u>Active Military Average Strength (A/S)</u> <u>(Total)</u>	<u>1,252</u>	<u>1,330</u>	<u>1,599</u>	<u>78</u>	<u>269</u>
Officer	712	735	824	23	89
Enlisted	540	595	775	55	180
<u>Reservists on Full Time Active Duty (A/S)</u> <u>(Total)</u>	<u>47</u>	<u>50</u>	<u>60</u>	<u>3</u>	<u>10</u>
Officer	36	39	45	3	6
Enlisted	11	11	15	0	4
<u>Civilian FTEs (Total)</u>	<u>1,152</u>	<u>1,451</u>	<u>1,341</u>	<u>299</u>	<u>-110</u>
U.S. Direct Hire	1,152	1,451	1,341	299	-110
Total Direct Hire	1,152	1,451	1,341	299	-110
<u>Contractor FTEs (Total)</u>	<u>373</u>	<u>321</u>	<u>310</u>	<u>-52</u>	<u>-11</u>

Personnel Summary Explainations:
* USSOCOM military and civilian personnel are reported in Military Service Estimates. The
personnel information is provided as a memo entry.

Management/Operational Hqtrs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

VI. OP 32 Line Items as Applicable (Dollars in thousands):

	FY 2013	Change FY 2013/FY 2014		FY 2014	Change FY 2014/FY 2015		FY 2015
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
308 Travel of Persons	16,964	323	10,109	27,396	493	-9,058	18,831
399 TOTAL TRAVEL	**16,964**	**323**	**10,109**	**27,396**	**493**	**-9,058**	**18,831**
401 DLA Energy (Fuel Products)	268	-8	-249	11	0	140	151
402 Service Fund Fuel	300	-9	-291	0	0	2	2
411 Army Supply	336	-9	129	456	6	-412	50
413 Marine Corps Supply	1,906	-17	-1,889	0	0	0	0
414 Air Force Consol Sust AG (Supply)	2	0	-2	0	0	1	1
416 GSA Supplies & Materials	458	9	-429	38	1	-38	1
417 Local Purch Supplies & Mat	1,939	37	-1,561	415	7	78	500
424 DLA Mat Supply Chain (Weapon Sys)	187	1	-188	0	0	46	46
499 TOTAL SUPPLIES & MATERIALS	**5,396**	**4**	**-4,480**	**920**	**14**	**-183**	**751**
502 Army Fund Equipment	3,385	-93	-2,040	1,252	16	631	1,899
506 DLA Managed Equipment	33	0	-33	0	0	36	36
507 GSA Managed Equipment	457	9	522	988	18	407	1,413
599 TOTAL EQUIPMENT PURCHASES	**3,875**	**-84**	**-1,551**	**2,240**	**34**	**1,074**	**3,348**
633 DLA Document Services	0	0	204	204	12	-216	0
671 DISA Telecomm Services	2,670	110	-2,780	0	0	0	0
677 DISA Telecomm Svcs - Reimbursable	0	0	0	0	0	724	724
699 TOTAL DWCF PURCHASES	**2,670**	**110**	**-2,576**	**204**	**12**	**508**	**724**
710 MSC Surge Sealift (Full Operating Status)	0	0	25	25	0	-25	0
719 SDDC Cargo Ops-Port hndlg	0	0	0	0	0	25	25
771 Commercial Transport	448	8	372	828	15	37	880
799 TOTAL TRANSPORTATION	**448**	**8**	**397**	**853**	**15**	**37**	**905**
912 Rental Payments to GSA (SLUC)	2	0	2,295	2,297	41	-263	2,075
913 Purchased Utilities (Non-Fund)	732	14	-353	393	7	340	740
914 Purchased Communications (Non-Fund)	6,182	117	-5,723	576	10	-348	238

Management/Operational Hqtrs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

OP 32 Line	FY 2013 Actual	Change FY 2013/FY 2014 Price	Program	FY 2014 Estimate	Change FY 2014/FY 2015 Price	Program	FY 2015 Estimate
915 Rents (Non-GSA)	5,240	100	-4,337	1,003	18	60	1,081
917 Postal Services (U.S.P.S)	0	0	31	31	1	-32	0
920 Supplies & Materials (Non-Fund)	11,884	225	-7,433	4,676	84	338	5,098
921 Printing & Reproduction	693	13	0	706	13	74	793
922 Equipment Maintenance By Contract	7,657	146	2,628	10,431	188	4,439	15,058
923 Facilities Sust, Rest, & Mod by Contract	3,137	60	-3,197	0	0	0	0
924 Pharmaceutical Drugs	12	0	-12	0	0	0	0
925 Equipment Purchases (Non-Fund)	13,988	265	-11,869	2,384	43	61	2,488
930 Other Depot Maintenance (Non-Fund)	1,307	25	-1,332	0	0	1,368	1,368
932 Mgt Prof Support Svcs	7,249	138	-6,060	1,327	24	5,885	7,236
933 Studies, Analysis & Eval	5,424	103	-5,527	0	0	886	886
934 Engineering & Tech Svcs	190	4	-194	0	0	0	0
937 Locally Purchased Fuel (Non-Fund)	293	-9	-261	23	1	-21	3
955 Other Costs (Medical Care)	5,963	233	2,376	8,572	317	-8,889	0
957 Other Costs (Land and Structures)	11,452	218	-11,670	0	0	0	0
986 Medical Care Contracts	5,164	201	3,715	9,080	336	-9,416	0
987 Other Intra-Govt Purch	30,125	573	-24,768	5,930	107	-364	5,673
989 Other Services	43,949	835	-5,380	39,404	709	10,039	50,152
990 IT Contract Support Services	9	0	-9	0	0	0	0
998 Other Costs (SOCOM Only)	130,614	980	33,262	164,856	1,649	-13,662	152,843
999 TOTAL OTHER PURCHASES	**291,266**	**4,241**	**-43,818**	**251,689**	**3,548**	**-9,505**	**245,732**
Total	**320,619**	**4,602**	**-41,919**	**283,302**	**4,116**	**-17,127**	**270,291**

Management & Operational Headquarters - Includes manpower authorizations, SOF-peculiar and support equipment, necessary facilities and associated costs specifically identified and measurable to the U.S. Army, Air Force, Navy, and Marine Corps USSOCOM Component Command Headquarters, as well as the USSOCOM Headquarters and its management support activities. Also includes costs associated with the expenditure of funds in support of officially sanctioned activities used to maintain the standing and prestige of the United States by extending official courtesies to guests who promote the goals of the Commander, Special Operations Command and the Department of Defense.

Management/Operational Hqtrs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

Fiscal Year 2015 Budget Estimates

UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)

Operating Forces/Operational Support

March 2014

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Operational Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
  Budget Activity (BA) 1: Operating Forces/Operational Support

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
OpsSup	66,755	851	-8,985	58,621	841	23,431	82,893

* The FY 2013 Actual column <u>includes</u> $4.8 million of the FY 2013 OCO Appropriation funding (PL 113-6).
* The FY 2014 Estimate column <u>excludes</u> $45.1 million of the FY 2014 OCO Appropriation funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

I. Description of Operations Financed:

<u>Operational Support</u> – Includes manpower authorizations, SOF-peculiar and support equipment, necessary facilities and associated costs specifically identified and measurable to the 528th Sustainment Brigade and the Special Operations Forces Support Agency (SOFSA). The 528th Sustainment Brigade is comprised of the U.S. Army 112th Special Operations Signal Brigade, Special Troops Battalion supporting for U.S. Army Special Forces Command/Groups, Special Operations Medical Detachment, and other SOF operational support units, capabilities, and Theater Support Elements).

II. <u>Force Structure Summary</u>:

USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2013	FY 2014	FY 2015
Air Force	0	0	0
Army	328	209	293
Marine Corps	0	0	0
Navy	0	0	0
Total	**328**	**209**	**293**

Military End Strength	FY 2013	FY 2014	FY 2015
Air Force	0	0	0
Army	1,072	1,052	984
Marine Corps	0	0	0
Navy	0	0	0
Total	**1,072**	**1,052**	**984**

Contractor FTEs	FY 2013	FY 2014	FY 2015
Total	**72**	**7**	**7**

Operational Support
Operation and Maintenance, Defense-Wide
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III. Financial Summary ($ in thousands)

			FY 2014				
			Congressional Action				
A. BA Subactivities	FY 2013 Actual	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2015 Estimate
Operational Support	66,755	70,513	-11,892	-16.9	58,621	58,621	82,893
Total	**66,755**	**70,513**	**-11,892**	**-16.9**	**58,621**	**58,621**	**82,893**

Operational Support - Includes manpower authorizations, SOF-peculiar and support equipment, necessary facilities and associated costs specifically identified and measurable to the 528th Sustainment Brigade and the Special Operations Forces Support Agency (SOFSA). The 528th Sustainment Brigade is comprised of the U.S. Army 112th Special Operations Signal Brigade, Special Troops Battalion supporting for U.S. Army Special Forces Command/Groups, Special Operations Medical Detachment, and other SOF operational support units, capabilities, and Theater Support Elements).

III. <u>Financial Summary</u> ($ in thousands)

	Change FY 2014/FY 2014	Change FY 2014/FY 2015
B. <u>Reconciliation Summary</u>		
Baseline Funding	**70,513**	**58,621**
Congressional Adjustments (Distributed)	-780	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent	-10,320	
Congressional Adjustments (General Provisions)	-792	
Subtotal Appropriated Amount	**58,621**	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	**58,621**	
Supplemental	45,100	
Reprogrammings		
Price Changes		841
Functional Transfers		
Program Changes		23,431
Current Estimate	**103,721**	**82,893**
Less: Wartime Supplemental	-45,100	
Normalized Current Estimate	**58,621**	

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2014 President's Budget Request (Amended, if applicable)		**70,513**
1. Congressional Adjustments		-11,892
a. Distributed Adjustments		
1) Net Total Operational Support	-780	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
1) Net Total Operational Support	-10,320	
d. General Provisions		
1) Section 8140 - DWCF Excess Cash Balances	-792	
FY 2014 Appropriated Amount		**58,621**
2. War-Related and Disaster Supplemental Appropriations		45,100
a. OCO Supplemental Funding		
1) FY14 OCO Appropriation	45,100	
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**103,721**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**103,721**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-45,100
FY 2014 Normalized Current Estimate		**58,621**
6. Price Change		841
7. Functional Transfers		
8. Program Increases		23,431
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
1) Operational Support - Continued Transformation of Special Forces Group Support Company to Battalion	10,547	

Additional Funding at the United States Army Special
Forces Command (Airborne) (USASFC (A)) supports an

III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>

increase of one battalion - (4th Battalion) - to each of the five active duty SF Groups. Funding increase provides unit training, operational costs, supplies, and equipment for new capabilities associated with the increase to active duty SF (1st SFG/3rd SFG/5th SFG/7th SFG/10th SFG) supporting the Group Support Battalions. (FY 2014 Baseline: $13,043 thousand; +0 FTEs)

2) Operational Support - Special Operations Forces Support Activity (SOFSA) Leased Space   2,461

Increase supports additional lease costs at the Special Operations Forces Support Activity (SOFSA) for several new industrial and supply facilities being built by the Commonwealth of Kentucky (landlord) to replace WWII vintage buildings and open storage lots. New facilities will provide additional contracting and warehouse space for operations. (FY 2014 Baseline: $8,038 thousand; +0 FTEs)

3) Operational Support - United States Army Special Operations Command (USASOC) Full Time Equivalents (FTEs)   10,082

Increase reflects realignment of 84 USASOC FTEs Budget Sub-Activity Management and Operational Headquarters to eliminate over hires at USASOC, Support Battalions, and Sustainment Brigade. (FY 2014 Baseline: $17,331 thousand; +84 FTEs)

4) Operational Support - USASFC (A) Multi-Purpose Canine Program (MPC)   341

Increase is for program sustainment of USASFC (A) Multi-Purpose Canine Program (MPC). The 75th Ranger Regiment requires additional funding to maintain

III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>

      current configuration and sustainment of MPC teams.
      (FY 2014 Baseline: $2,942 thousand; +0 FTEs)
9. Program Decreases
  a. Annualization of FY 2014 Program Decreases
  b. One-Time FY 2014 Increases
  c. Program Decreases in FY 2015

FY 2015 Budget Request   **82,893**

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

N/A

V. __Personnel Summary__	__FY 2013__	__FY 2014__	__FY 2015__	**Change** FY 2013/ __FY 2014__	**Change** FY 2014/ __FY 2015__
Active Military End Strength (E/S) (Total)	1,024	1,004	942	-20	-62
Officer	190	186	169	-4	-17
Enlisted	834	818	773	-16	-45
Reservists on Full Time Active Duty (E/S)	48	48	42	0	-6
Officer	18	18	9	0	-9
Enlisted	30	30	33	0	3
Civilian End Strength (Total)	328	209	293	-119	84
U.S. Direct Hire	328	209	293	-119	84
Total Direct Hire	328	209	293	-119	84
Active Military Average Strength (A/S) (Total)	1,024	1,004	942	-20	-62
Officer	190	186	169	-4	-17
Enlisted	834	818	773	-16	-45
Reservists on Full Time Active Duty (A/S) (Total)	48	48	42	0	-6
Officer	18	18	9	0	-9
Enlisted	30	30	33	0	3
Civilian FTEs (Total)	328	209	293	-119	84
U.S. Direct Hire	328	209	293	-119	84
Total Direct Hire	328	209	293	-119	84
Contractor FTEs (Total)	72	7	7	-65	0

Personnel Summary Explainations:
* USSOCOM military and civilian personnel are reported in Military Service Estimates. The

personnel information is provided as a memo entry.

Operational Support
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VI. OP 32 Line Items as Applicable (Dollars in thousands):

OP 32 Line	FY 2013 Actual	Change FY 2013/FY 2014 Price	Change FY 2013/FY 2014 Program	FY 2014 Estimate	Change FY 2014/FY 2015 Price	Change FY 2014/FY 2015 Program	FY 2015 Estimate
308 Travel of Persons	3,661	70	1,592	5,323	96	-1,377	4,042
399 TOTAL TRAVEL	**3,661**	**70**	**1,592**	**5,323**	**96**	**-1,377**	**4,042**
401 DLA Energy (Fuel Products)	96	-3	-93	0	0	453	453
402 Service Fund Fuel	112	-3	-109	0	0	528	528
411 Army Supply	79	-2	4,666	4,743	60	-3,553	1,250
414 Air Force Consol Sust AG (Supply)	36	1	-37	0	0	170	170
416 GSA Supplies & Materials	17	0	1,706	1,723	31	-1,674	80
417 Local Purch Supplies & Mat	42	1	2,957	3,000	54	-1,054	2,000
424 DLA Mat Supply Chain (Weapon Sys)	196	1	-197	0	0	924	924
499 TOTAL SUPPLIES & MATERIALS	**578**	**-5**	**8,893**	**9,466**	**145**	**-4,206**	**5,405**
502 Army Fund Equipment	6	0	4,513	4,519	57	-4,566	10
506 DLA Managed Equipment	0	0	436	436	3	-439	0
507 GSA Managed Equipment	41	1	-41	1	0	49	50
599 TOTAL EQUIPMENT PURCHASES	**47**	**1**	**4,908**	**4,956**	**60**	**-4,956**	**60**
611 Navy Surface Warfare Ctr	0	0	0	0	0	192	192
633 DLA Document Services	0	0	1	1	0	-1	0
699 TOTAL DWCF PURCHASES	**0**	**0**	**1**	**1**	**0**	**191**	**192**
771 Commercial Transport	171	3	292	466	8	-19	455
799 TOTAL TRANSPORTATION	**171**	**3**	**292**	**466**	**8**	**-19**	**455**
912 Rental Payments to GSA (SLUC)	12	0	-12	0	0	0	0
913 Purchased Utilities (Non-Fund)	89	2	-80	11	0	2,334	2,345
914 Purchased Communications (Non-Fund)	1,964	37	-2,001	0	0	42	42
915 Rents (Non-GSA)	4,247	81	2,735	7,063	127	384	7,574
920 Supplies & Materials (Non-Fund)	2,269	43	1,572	3,884	70	10,722	14,676
921 Printing & Reproduction	1	0	-1	0	0	0	0
922 Equipment Maintenance By Contract	1,649	31	-837	843	15	-1,236	-378

OP-5 Detail by Sub Activity Group

Operational Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

OP 32 Line	FY 2013 Actual	Change FY 2013/FY 2014		FY 2014 Estimate	Change FY 2014/FY 2015		FY 2015 Estimate
		Price	Program		Price	Program	
923 Facilities Sust, Rest, & Mod by Contract	789	15	-804	0	0	0	0
925 Equipment Purchases (Non-Fund)	8,102	154	-2,141	6,115	110	-4,825	1,400
932 Mgt Prof Support Svcs	2,069	39	-1,457	651	12	197	860
957 Other Costs (Land and Structures)	44	1	-45	0	0	0	0
987 Other Intra-Govt Purch	738	14	-752	0	0	283	283
989 Other Services	5,408	103	-5,511	0	0	18,405	18,405
990 IT Contract Support Services	4	0	-4	0	0	65	65
998 Other Costs (SOCOM Only)	34,913	262	-15,333	19,842	198	7,427	27,467
999 TOTAL OTHER PURCHASES	**62,298**	**782**	**-24,671**	**38,409**	**532**	**33,798**	**72,739**
Total	**66,755**	**851**	**-8,985**	**58,621**	**841**	**23,431**	**82,893**

<u>Operational Support</u> - Includes manpower authorizations, SOF-peculiar and support equipment, necessary facilities and associated costs specifically identified and measurable to the 528th Sustainment Brigade and the Special Operations Forces Support Agency (SOFSA). The 528th Sustainment Brigade is comprised of the U.S. Army 112th Special Operations Signal Brigade, Special Troops Battalion supporting for U.S. Army Special Forces Command/Groups, Special Operations Medical Detachment, and other SOF operational support units, capabilities, and Theater Support Elements).

Fiscal Year 2015 Budget Estimates

UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)

Training and Recruiting/Professional Development

March 2014

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Professional Development
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

Operation and Maintenance, Defense-Wide Summary ($ in thousands)

Budget Activity (BA) 3: Training and Recruiting/Professional Development

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
ProDev	23,705	294	374	24,373	367	12,755	37,495

* The FY 2013 Actual column <u>includes</u> $0.2 million of the FY 2013 OCO Appropriation funding (PL 113-6).
* The FY 2014 Estimate column <u>excludes</u> $0.0 million of the FY 2014 OCO Appropriation funding (PL 113-76).
* The FY 2015 Estimate column **<u>excludes</u>** OCO.

I.   Description of Operations Financed:

<u>Professional Development Education</u> – Includes the Joint Special Operations University (JSOU) at MacDill Air Force Base, Florida and U.S. Air Force Special Operations School (USAFSOS) at Hurlburt Field, Florida. JSOU is an institution of higher learning consisting of teaching and research facilities focused on producing Joint Special Operations strategic and operational analysis and education. As a Joint Special Operations Center of Excellence, JSOU is dedicated to building and maintaining a consortium of Joint Special Operations education activities focused on the education of SOF leaders as well as non-SOF decision makers at the intermediate and senior levels. The USAFSOS offers education in irregular warfare, regional studies and cultural awareness, Special Operations Forces professional development to educate Air Commandoes, the special operations community, services and other U.S. government agencies.

Professional Development
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

II. <u>Force Structure Summary</u>:

USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2013	FY 2014	FY 2015
Air Force	133	88	110
Army	0	0	0
Marine Corps	0	0	0
Navy	0	0	0
Total	**133**	**88**	**110**

Military End Strength	FY 2013	FY 2014	FY 2015
Air Force	43	43	44
Army	5	9	12
Marine Corps	0	0	0
Navy	3	4	5
Total	**51**	**56**	**61**

Contractor FTEs	FY 2013	FY 2014	FY 2015
Total	**24**	**49**	**52**

III. <u>Financial Summary</u> ($ in thousands)

			FY 2014				
			Congressional Action				
A. <u>BA Subactivities</u>	**FY 2013** **<u>Actual</u>**	**Budget** **<u>Request</u>**	**<u>Amount</u>**	**<u>Percent</u>**	**<u>Appropriated</u>**	**Current** **<u>Estimate</u>**	**FY 2015** **<u>Estimate</u>**
Professional Development	23,705	23,629	744	3.2	24,373	24,373	37,495
Total	**23,705**	**23,629**	**744**	**3.2**	**24,373**	**24,373**	**37,495**

* The FY 2013 Actual column <u>includes</u> $0.2 million of the FY 2013 OCO Appropriation funding (PL 113-6).
* The FY 2014 Estimate column <u>excludes</u> $0.0 million of the FY 2014 OCO Appropriation funding (PL 113-76).
* The FY 2015 Estimate column **<u>excludes</u>** OCO.

Professional Development
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

III. <u>Financial Summary</u> ($ in thousands)

B. <u>Reconciliation Summary</u>	Change <u>FY 2014/FY 2014</u>	Change <u>FY 2014/FY 2015</u>
Baseline Funding	23,629	24,373
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent	744	
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	24,373	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	24,373	
Supplemental		
Reprogrammings		
Price Changes		367
Functional Transfers		
Program Changes		12,755
Current Estimate	24,373	37,495
Less: Wartime Supplemental		
Normalized Current Estimate	24,373	

III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 President's Budget Request (Amended, if applicable)		**23,629**
1. Congressional Adjustments		744
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
1) Net Total Professional Development	744	
d. General Provisions		
FY 2014 Appropriated Amount		**24,373**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**24,373**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**24,373**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2014 Normalized Current Estimate		**24,373**
6. Price Change		367
7. Functional Transfers		
8. Program Increases		12,755
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
1) Professional Development Education - Air Force Special Operations Command and Naval Special Warfare Command.	138	
Minor Cost Increases for Professional Development Education at Air Force Special Operations Command and Naval Special Warfare Command. (FY 2014 Baseline: $3,545 thousand; +0 FTEs)		
2) Professional Development Education - Civilian Full	2,780	

III. <u>**Financial Summary**</u> **($ in thousands)**

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>

Time (FTEs) at Joint Special Operations University (JSOU)

> FY 2015 increase is the result of realigning funding for 22 FTEs from Budget Sub-Activity Management Operational Headquarters to JSOU in order to support 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 2014 Baseline: $7,729 thousand; +22 FTEs)

3) Professional Development Education - Joint Special Operations University (JSOU)   7,564

> JSOU provides SOF unique courses of study to professionalize SOF personnel and meet Commander USSOCOM's Title 10 responsibility to provide trained and ready SOF. Funding provides for the faculty, curriculum development and management, and

III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>

administration for JSOU programs and functions
including the Joint Special Operations Forces
Enlisted Academy Career Education Program (CEP); the
USSOCOM Theater Special Operations Command (TSOC)
Education Program; USSOCOM Staff and functional
Education Programs; administrative and developmental
costs to achieve and support national and regional
academic accreditation standards at the university
level; the development, accreditation, and
implementation of a Bachelor's Degree completion
program; and the development, accreditation, and
implementation of a Master's Degree level
certificate. The Career Education Program provides
SOF unique PME 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
special warfare. The JSOU Bachelor's Degree
completion program in Joint Special Operations
Studies will be delivered in conjunction with the CEP
program. The JSOU Master's Degree level certificate
program in Advanced Special Operations Studies will
fulfill the under-graduate and graduate-level
education requirements and responsibilities of
USSOCOM for SOF. Funding also supports educational
and academic research programs at the university
level in support of USSOCOM Headquarters and its
components. (FY 2014 Baseline: $12,455 thousand; +0
FTEs)

4) Professional Development Education - USSOCOM	2,273	

III. <u>Financial Summary</u> ($ in thousands)

| C. <u>Reconciliation of Increases and Decreases</u> | <u>Amount</u> | <u>Totals</u> |

Enterprise Advanced SOF Education Program Funding
The challenging global, multi-national, and
interagency environment in which SOF operates
requires that we always strive to seek a greater
understanding of the local, regional, and global
contexts in which we operate. USSOCOM's investment
in education reinforces the commitment to the SOF
truth that "Humans are more important than hardware."
Joint education improves critical thinking skills and
expose SOF Non-Commissioned Officers (NCOs) and
officers to other intellectual concepts. Advanced
SOF Education Program Funding provides required
advanced learning opportunities, outside of
traditional Service provided education programs and
the Service/Joint Professional Military Education
system for more than 170 SOF positions across the
Enterprise. The SOF Education Program focuses on two
primary lines of effort: 1) Post-Secondary Education,
and 2) Regional Studies. Post-Secondary Education
incorporates Advanced Degree programs with an
emphasis in Special Operations and Irregular Warfare,
Legislative Affairs and Public Policy, Interagency
Affairs, and International Security Affairs that
support the Special Operations Legislative Affairs
office, the Special Operations Support Team and
Special Operations Liaison Officer programs, and
select key and developmental positions within the SOF
Enterprise. The Regional Studies program includes
Department of the Army approved SOF Fellowships and
seminar attendance at the DoD Regional Centers that

III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>

support developing SOF regional and cultural expertise. There are approximately 90 SOF Military Liaison Element positions assigned to U.S. Embassies, including positions within ungoverned and under governed regions and in remote locations globally. These positions require specific education to maximize operational effectiveness. These personnel require regional, cultural and analytical expertise in addition to the high order skills in consensus and rapport building essential to developing effective, tailored solutions before crises develop in the complex environment of the Human Domain. There are currently 13 Special Operations Liaison Officers (SOLO) assigned at partner nation and allied national level Special Operations Commands. The SOLO positions expand to 40 by 2016. SOLO's advise, train, and assist in building partner nation SOF capability and must possess political acumen and be regionally astute and able to successfully balance U.S. national interests, host nation needs, and integrate the critical elements of the Geographic Combatant Commander's theater engagement plan. There are 40 positions within the Special Operations Support Team (SOST) Program which embeds USSOCOM officers in agencies of the U.S. Government to synchronize global operations against terrorist networks as per the President's Unified Command Plan. These officers require specific education in Interagency, geopolitical and international security studies. The Services do not currently have the education capacity

III. <u>**Financial Summary**</u> **($ in thousands)**

	<u>Amount</u>	<u>Totals</u>

C. <u>**Reconciliation of Increases and Decreases**</u>

      (student billets) nor the right programs to meet
USSOCOM's overall requirement and opportunities occur
at a less than optimal time in the career path of
SOF. The Service programs require utilization tours
outside the operational needs of SOF, which is
detrimental to SOF operational requirements and
personnel career progression. USSOCOM works with the
Services within their authorities, but requires MFP-
11 funds to develop SOF unique programs that meet the
SOF operational requirements, career timelines, post
education utilization and curriculum not available in
Service programs. USSOCOM coordinates closely with
the Services, which is accomplished through the
creation of USSOCOM-Service Memoranda of Agreement
(MOA). (FY 2014 Baseline: $2,300 thousand; +0 FTEs)

9. Program Decreases
   a. Annualization of FY 2014 Program Decreases
   b. One-Time FY 2014 Increases
   c. Program Decreases in FY 2015

FY 2015 Budget Request   **37,495**

Professional Development
Operation and Maintenance, Defense-Wide
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IV. <u>**Performance Criteria and Evaluation Summary**</u>:

	FY 2013 Actuals	FY 2014 Estimate	FY 2015 Estimate
<u>**Professional Development/Education**</u>			
SOF Military Education			
Number of Classes	349	363	375
Number of Graduates	9,719	11,605	12,103
Cost Per Graduate	$1,843	$1,962	$2,297

<u>**Explanation of Changes:**</u>

SOF Professional Military Education (PME): provides courses focused on the education of SOF leaders as well as non SOF decision makers at the intermediate and senior levels. These courses prepare personnel to serve in Joint Special Operations Task Forces and Joint Commands. Additionally, courses are also offered that focus on the interagency aspects of conducting joint special operations. PME courses are conducted at the Joint Special Operations University and the Air Force Special Operations School. Increases from FY 2014 to FY 2015 provide for 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 warfighting, 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.

Professional Development
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

V. __Personnel Summary__	__FY 2013__	__FY 2014__	__FY 2015__	Change __FY 2013/__ __FY 2014__	Change __FY 2014/__ __FY 2015__
Active Military End Strength (E/S) (Total)	51	56	61	5	5
Officer	33	36	36	3	0
Enlisted	18	20	25	2	5
Civilian End Strength (Total)	133	88	110	-45	22
U.S. Direct Hire	133	88	110	-45	22
Total Direct Hire	133	88	110	-45	22
Active Military Average Strength (A/S) (Total)	51	56	61	5	5
Officer	33	36	36	3	0
Enlisted	18	20	25	2	5
Civilian FTEs (Total)	133	88	110	-45	22
U.S. Direct Hire	133	88	110	-45	22
Total Direct Hire	133	88	110	-45	22
Contractor FTEs (Total)	24	49	52	25	3

Personnel Summary Explainations:

* USSOCOM military and civilian personnel are reported in Military Service Estimates. The personnel information is provided as a memo entry.

OP-5 Detail by Sub Activity Group   ProDev-1024

Professional Development
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

VI. OP 32 Line Items as Applicable (Dollars in thousands):

	FY 2013	Change FY 2013/FY 2014		FY 2014	Change FY 2014/FY 2015		FY 2015
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
308 Travel of Persons	2,940	56	1,403	4,399	79	1,136	5,614
399 TOTAL TRAVEL	**2,940**	**56**	**1,403**	**4,399**	**79**	**1,136**	**5,614**
414 Air Force Consol Sust AG (Supply)	11	0	-11	0	0	0	0
418 Air Force Retail Supply (Gen Support Div)	0	0	0	0	0	298	298
499 TOTAL SUPPLIES & MATERIALS	**11**	**0**	**-11**	**0**	**0**	**298**	**298**
621 Navy Transportation (Afloat Prepositioning Force Navy)	0	0	14	14	4	-18	0
633 DLA Document Services	0	0	9	9	1	-10	0
699 TOTAL DWCF PURCHASES	**0**	**0**	**23**	**23**	**5**	**-28**	**0**
914 Purchased Communications (Non-Fund)	34	1	-35	0	0	0	0
920 Supplies & Materials (Non-Fund)	1,680	32	527	2,239	40	6,410	8,689
921 Printing & Reproduction	0	0	89	89	2	0	91
922 Equipment Maintenance By Contract	0	0	205	205	4	2	211
925 Equipment Purchases (Non-Fund)	133	3	107	243	4	34	281
930 Other Depot Maintenance (Non-Fund)	88	2	-90	0	0	0	0
987 Other Intra-Govt Purch	159	3	-96	66	1	-67	0
989 Other Services	5,004	95	2,567	7,666	138	2,572	10,376
998 Other Costs (SOCOM Only)	13,656	102	-4,315	9,443	94	2,398	11,935
999 TOTAL OTHER PURCHASES	**20,754**	**238**	**-1,041**	**19,951**	**283**	**11,349**	**31,583**
Total	23,705	294	374	24,373	367	12,755	37,495

* The FY 2013 Actual column <u>includes</u> $0.2 million of the FY 2013 OCO Appropriation funding (PL 113-6).
* The FY 2014 Estimate column <u>excludes</u> $0.0 million of the FY 2014 OCO Appropriation funding (PL 113-76).
* The FY 2015 Estimate column **<u>excludes</u>** OCO.

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Fiscal Year 2015 Budget Estimates

UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)

Training and Recruiting/Specialized Skill Training

March 2014

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Operation and Maintenance, Defense-Wide Summary ($ in thousands)
    Budget Activity (BA) 3: Training and Recruiting/Specialized Skill Training

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
SSTrng	308,279	4,950	-5,433	307,796	4,640	21,689	334,125

* The FY 2013 Actual column <u>includes</u> $5.5 million of the FY 2013 OCO Appropriation funding (PL 113-6).
* The FY 2014 Estimate column <u>excludes</u> $0.0 million of the FY 2014 OCO Appropriation funding (PL 113-76).
* The FY 2015 Estimate column **<u>excludes</u>** OCO.

I.   <u>Description of Operations Financed</u>:

<u>Specialized Skill Training and Recruiting</u> - 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.

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 2013	FY 2014	FY 2015
Air Force	0	0	0
Army	560	626	615
Marine Corps	0	0	0
Navy	119	126	126
Total	**679**	**752**	**741**

Military End Strength	FY 2013	FY 2014	FY 2015
Air Force	0	0	0
Army	1,075	1,075	1,116
Marine Corps	0	228	251
Navy	576	605	603
Total	**1,651**	**1,908**	**1,970**

Contractor FTEs	FY 2013	FY 2014	FY 2015
Total	**554**	**519**	**599**

Specialized Skill Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2013 Actual	Budget Request	FY 2014 Congressional Action Amount	Percent	Appropriated	Current Estimate	FY 2015 Estimate
Specialized Skill Training	308,279	313,424	-5,628	-1.8	307,796	307,796	334,125
Total	**308,279**	**313,424**	**-5,628**	**-1.8**	**307,796**	**307,796**	**334,125**

* The FY 2013 Actual column <u>includes</u> $5.5 million of the FY 2013 OCO Appropriation funding (PL 113-6).
* The FY 2014 Estimate column <u>excludes</u> $0.0 million of the FY 2014 OCO Appropriation funding (PL 113-76).
* The FY 2015 Estimate column **excludes** OCO.

Specialized Skill Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

III. <u>Financial Summary</u> ($ in thousands)

	Change FY 2014/FY 2014	Change FY 2014/FY 2015
B. <u>Reconciliation Summary</u>		
Baseline Funding	**313,424**	**307,796**
Congressional Adjustments (Distributed)	-2,080	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-3,548	
Subtotal Appropriated Amount	**307,796**	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	**307,796**	
Supplemental		
Reprogrammings		
Price Changes		4,640
Functional Transfers		
Program Changes		21,689
Current Estimate	**307,796**	**334,125**
Less: Wartime Supplemental		
Normalized Current Estimate	**307,796**	

III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 President's Budget Request (Amended, if applicable)		**313,424**
1. Congressional Adjustments		-5,628
a. Distributed Adjustments		
1) Net Total Specialized Skill Training	-2,080	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8140 - DWCF Excess Cash Balances	-3,548	
FY 2014 Appropriated Amount		**307,796**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**307,796**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**307,796**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2014 Normalized Current Estimate		**307,796**
6. Price Change		4,640
7. Functional Transfers		
8. Program Increases		22,769
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
1) Specialized Skill Training - Air Force 24th Special Operations Wing (24SOW)	358	

      Funding increase is in line with increased funding for growth of personnel and equipment in FY15 and continued throughout the FYDP for the 24SOW. New personnel will necessitate additional Terminal Attack Controller (TAC) qualification and training. (FY 2014

Specialized Skill Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>   <u>Amount</u>   <u>Totals</u>

      Baseline: $4,590 thousand; +0 FTEs)

  2) Specialized Skill Training - Marine Special   540
Operations School
     Slight increase reflects a return to steady state for
     Initial Skills training requirements in FY15 after
     projecting increased student throughput requirements
     in FY15 and then consolidating requirements in FY14.
     (FY 2014 Baseline: $19,017 thousand; +0 FTEs)

  3) Specialized Skill Training - SOCOM Language Office   10,225
(SOFLO):
     Realignment of SOF Language Office (SOFLO) funding
     from the Management Headquarters Budget Sub Activity
     (BA-01) into Specialized Skill Training(BA-03) to
     properly align funding with training requirements.
     Funding provides management oversight of language
     training requirements and curriculum. Funding
     provides management oversight of language (FY 2014
     Baseline: $0 thousand; +0 FTEs)

  4) Specialized Skill Training - U.S. Army Special   11,646
Warfare Center
     Increase reflects additional regional expertise and
     cultural training; initial skill foreign language
     training that includes Pre-Mission Training and
     foreign language familiarization courses; and
     increased availability of joint instructors and
     expendable materials for joint Medical Training
     Facility courses. Funding provides for regional
     experts to continue regional expertise training to
     Special Forces, Civil Affairs, Military Information
     and USASOC Cultural Support Teams. (FY 2014 Baseline:

III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
$111,812 thousand; +0 FTEs)		
9. Program Decreases		-1,080
a. Annualization of FY 2014 Program Decreases		
b. One-Time FY 2014 Increases		
c. Program Decreases in FY 2015		
1) Specialized Skill Training - U.S. Army JFK Special Warfare Center Civilian Full-Time equivalents (FTEs) A reduction of -11 FTEs at U.S. Army JFK Special Warfare Center is due to completion of curriculum development and consolidation of courses. (FY 2014 Baseline: $54,500 thousand; -11 FTEs)	-1,080	
FY 2015 Budget Request		**334,125**

Specialized Skill Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

IV. Performance Criteria and Evaluation Summary:

Training	FY 2013 Actuals	FY 2014 Estimate	FY 2015 Estimate
Initial Skills			
SOF Initial Skills Training			
Number of Classes	335	336	336
Number of Graduates	12,799	12,353	12,579
Cost Per Graduate	$5,120	$5,155	$5,007
SOF Initial Aviation Skills Training			
Number of Classes	306	315	316
Number of Graduates	1,675	1,747	1,879
Cost Per Graduate	$13,514	$14,569	$14,824
Advanced Skills			
SOF Advanced Skills Training			
Number of Classes	772	737	751
Number of Graduates	17,772	17,105	17,723
Cost Per Graduate	$15,236	$15,036	$15,119
SOF Advanced Aviation Skills Training			
Number of Classes	833	836	840
Number of Graduates	3,607	3,633	3,723
Cost Per Graduate	$9,872	$13,014	$13,647

IV. <u>Performance Criteria and Evaluation Summary</u>:

<u>Explanation of Changes:</u>

<u>Initial Skills:</u> Represents the training pipeline for producing new Special Operations Forces (SOF) operators. Initial SOF Skills 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 required to operate and sustains these classes include costs for civilian and contract instructors, curriculum developments, training supplies and equipment, uniform items, medical equipment and services, weapons and ordinance sustainment, diving systems, maritime craft, communication devices, and range support. This is the first year that initial skills training for aviation has been added to show data related to acquiring initial SOF aviation skills. A portion of this funding resides in Flight Operations Budget Sub-Activity due to its close associations with aviation units/assets and reliance on Flying Hour Program (FHP) resources for completion of most training. The numbers here do not reflect the FHP costs and are strictly Flight Operations Support (FOS). Variations from FY 2014 to FY 2015 are minor, and reflect completion of curriculum changes and consolidation of courses at U.S. Army JFK Special Warfare Center, and a return to steady state for FY 2015 training requirements at Marine Special Operations School after sustaining increased student throughput requirements during FY 2014.

<u>Advanced Skills:</u> Provides advanced training focused on the unique skills and strategic tactics required to conduct SOF operations. Advanced Skills courses are numerous, typically have smaller class size, 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. This is the first year that advanced skills training for aviation has been

IV. **Performance Criteria and Evaluation Summary**:

added to show the cost per student and associated student information. A substantial portion of this funding resides in Flight Operations Budget Sub-Activity due to its close association with aviation units and flying hour assets for completion of most training. The numbers here do not reflect FHP cost and are strictly flight training classes and flight operations support (FOS). Increases from FY 2014 to FY 2015 are primarily in support of increased training requirements for new personnel and standup of the 24th Special Operations Wing, including Joint Terminal Attack Control Training and Special Tactics force training.

Specialized Skill Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

V. <u>Personnel Summary</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	Change <u>FY 2013/</u> <u>FY 2014</u>	Change <u>FY 2014/</u> <u>FY 2015</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>1,651</u>	<u>1,908</u>	<u>1,970</u>	<u>257</u>	<u>62</u>
Officer	240	260	266	20	6
Enlisted	1,411	1,648	1,704	237	56
<u>Civilian End Strength (Total)</u>	<u>679</u>	<u>752</u>	<u>741</u>	<u>73</u>	<u>-11</u>
U.S. Direct Hire	679	752	741	73	-11
Total Direct Hire	679	752	741	73	-11
<u>Active Military Average Strength (A/S) (Total)</u>	<u>1,651</u>	<u>1,908</u>	<u>1,970</u>	<u>257</u>	<u>62</u>
Officer	240	260	266	20	6
Enlisted	1,411	1,648	1,704	237	56
<u>Civilian FTEs (Total)</u>	<u>679</u>	<u>752</u>	<u>741</u>	<u>73</u>	<u>-11</u>
U.S. Direct Hire	679	752	741	73	-11
Total Direct Hire	679	752	741	73	-11
<u>Contractor FTEs (Total)</u>	<u>554</u>	<u>519</u>	<u>599</u>	<u>-35</u>	<u>80</u>

Personnel Summary Explainations:

* USSOCOM military and civilian personnel are reported in Military Service Estimates. The personnel information is provided as a memo entry.

Specialized Skill Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

VI. OP 32 Line Items as Applicable (Dollars in thousands):

	FY 2013	Change FY 2013/FY 2014		FY 2014	Change FY 2014/FY 2015		FY 2015
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
308 Travel of Persons	16,158	307	5,788	22,253	401	1,635	24,289
399 TOTAL TRAVEL	**16,158**	**307**	**5,788**	**22,253**	**401**	**1,635**	**24,289**
401 DLA Energy (Fuel Products)	1,355	-40	-1,139	176	4	349	529
402 Service Fund Fuel	78	-2	-76	0	0	12	12
411 Army Supply	3,092	-85	-769	2,238	28	-198	2,068
412 Navy Managed Supply, Matl	253	0	284	537	7	550	1,094
414 Air Force Consol Sust AG (Supply)	594	23	10,383	11,000	-127	-10,541	332
416 GSA Supplies & Materials	3,823	73	-2,798	1,098	20	430	1,548
417 Local Purch Supplies & Mat	4,285	81	12,627	16,993	306	-13,299	4,000
418 Air Force Retail Supply (Gen Support Div)	0	0	0	0	0	275	275
424 DLA Mat Supply Chain (Weapon Sys)	474	4	200	678	-16	-269	393
499 TOTAL SUPPLIES & MATERIALS	**13,954**	**54**	**18,712**	**32,720**	**222**	**-22,691**	**10,251**
502 Army Fund Equipment	11	0	4,185	4,196	53	1,702	5,951
505 Air Force Managed Equip	1,185	45	-1,230	0	0	502	502
506 DLA Managed Equipment	434	-1	-433	0	0	358	358
507 GSA Managed Equipment	324	6	1,206	1,536	28	-1,295	269
599 TOTAL EQUIPMENT PURCHASES	**1,954**	**50**	**3,728**	**5,732**	**81**	**1,267**	**7,080**
601 Army Ind Ops (Armament)	72	3	2	77	2	-19	60
611 Navy Surface Warfare Ctr	10	0	144	154	4	-158	0
631 Navy Base Support (NFESC)	0	0	2	2	0	43	45
633 DLA Document Services	65	0	573	638	36	-523	151
634 NAVFEC (Utilities and Sanitation)	0	0	229	229	11	-217	23
671 DISA Telecomm Services	0	0	0	0	0	37	37
677 DISA Telecomm Svcs - Reimbursable	118	10	-128	0	0	164	164
699 TOTAL DWCF PURCHASES	**265**	**13**	**822**	**1,100**	**53**	**-673**	**480**
710 MSC Surge Sealift (Full Operating Status)	0	0	105	105	0	-105	0

Specialized Skill Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

	FY 2013	Change FY 2013/FY 2014		FY 2014	Change FY 2014/FY 2015		FY 2015
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
719 SDDC Cargo Ops-Port hndlg	0	0	0	0	0	116	116
724 MSC Afloat Prepositioning DLA	124	0	-124	0	0	0	0
771 Commercial Transport	454	9	1,087	1,550	28	-748	830
799 TOTAL TRANSPORTATION	**578**	**9**	**1,068**	**1,655**	**28**	**-737**	**946**
912 Rental Payments to GSA (SLUC)	3,183	60	-3,243	0	0	0	0
913 Purchased Utilities (Non-Fund)	4,880	93	-4,590	383	7	3,660	4,050
914 Purchased Communications (Non-Fund)	1,686	32	-1,337	381	7	1,055	1,443
915 Rents (Non-GSA)	1,504	29	-1,533	0	0	509	509
920 Supplies & Materials (Non-Fund)	23,076	439	0	23,515	423	-11,419	12,519
921 Printing & Reproduction	701	13	-400	314	6	252	572
922 Equipment Maintenance By Contract	407	8	-415	0	0	18,949	18,949
923 Facilities Sust, Rest, & Mod by Contract	480	9	-489	0	0	0	0
925 Equipment Purchases (Non-Fund)	11,189	213	-3,303	8,099	146	3,042	11,287
926 Other Overseas Purchases	52	1	-53	0	0	0	0
930 Other Depot Maintenance (Non-Fund)	31,709	602	6,378	38,689	696	6,846	46,231
932 Mgt Prof Support Svcs	9,081	173	-9,254	0	0	0	0
934 Engineering & Tech Svcs	10	0	-10	0	0	0	0
937 Locally Purchased Fuel (Non-Fund)	211	-6	-37	168	4	-165	7
957 Other Costs (Land and Structures)	2,606	50	-2,656	0	0	0	0
987 Other Intra-Govt Purch	10,896	207	-12,261	-1,158	-21	20,968	19,789
989 Other Services	112,293	2,133	-8,400	106,026	1,908	413	108,347
990 IT Contract Support Services	66	1	-67	0	0	0	0
998 Other Costs (SOCOM Only)	61,340	460	6,119	67,919	679	-1,222	67,376
999 TOTAL OTHER PURCHASES	**275,370**	**4,517**	**-35,551**	**244,336**	**3,855**	**42,888**	**291,079**
Total	308,279	4,950	-5,433	307,796	4,640	21,689	334,125

* The FY 2013 Actual column <u>includes</u> $5.5 million of the FY 2013 OCO Appropriation funding (PL 113-6).
* The FY 2014 Estimate column <u>excludes</u> $0.0 million of the FY 2014 OCO Appropriation funding (PL 113-76).

Specialized Skill Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

* The FY 2015 Estimate column **excludes** OCO.

Fiscal Year 2015 Budget Estimates

UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)

Administrative and Servicewide Activities/Acquisition Program Management

March 2014

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Acquisition/Program Management
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
    Budget Activity (BA) 4: Administrative and Servicewide Activities/Acquisition Program Management

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
APMngmt	82,697	1,117	4	83,818	1,212	2,885	87,915

* The FY 2013 Actual column <u>includes</u> $1.8 million of the FY 2013 OCO Appropriation funding (PL 113-6).
* The FY 2014 Estimate column <u>excludes</u> $0.0 million of the FY 2014 OCO Appropriation funding (PL 113-76).
* The FY 2015 Estimate column **<u>excludes</u>** OCO.

I.   **Description of Operations Financed**:
<u>Logistics Operations, Acquisition and Program Management</u> - Provides resources for Operation and Maintenance costs supporting SOF-peculiar acquisition program management to include engineering and logistical support for SOF acquisition programs. Support also includes funding for travel, operational test and evaluation support, and related supplies and equipment. Funds civilian program management and general contractor support for the Special Operations Research, Development, and Acquisition Center (SORDAC) to include support equipment, necessary facilities, SORDAC civilians and associated management costs.

Acquisition/Program Management
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

II. <u>Force Structure Summary</u>:

USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2013	FY 2014	FY 2015
Air Force	238	261	267
Army	42	45	45
Marine Corps	0	0	0
Navy	0	0	0
Total	**280**	**306**	**312**

Military End Strength	FY 2013	FY 2014	FY 2015
Air Force	15	10	18
Army	20	30	23
Marine Corps	8	5	5
Navy	7	5	7
Total	**50**	**50**	**53**

Contractor FTEs	FY 2013	FY 2014	FY 2015
Total	**137**	**138**	**134**

Acquisition/Program Management
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

III. <u>Financial Summary</u> ($ in thousands)

			FY 2014				
			Congressional Action				
A. <u>BA Subactivities</u>	FY 2013 <u>Actual</u>	Budget <u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	Current <u>Estimate</u>	FY 2015 <u>Estimate</u>
Acquisition/Program Management	82,697	84,527	-709	-0.8	83,818	83,818	87,915
Total	**82,697**	**84,527**	**-709**	**-0.8**	**83,818**	**83,818**	**87,915**

<u>Logistics Operations, Acquisition and Program Management</u> - Provides resources for Operation and Maintenance costs supporting SOF-peculiar acquisition program management to include engineering and logistical support for SOF acquisition programs. Support also includes funding for travel, operational test and evaluation support, and related supplies and equipment. Funds civilian program management and general contractor support for the Special Operations Research, Development, and Acquisition Center (SORDAC) to include support equipment, necessary facilities, SORDAC civilians and associated management costs.

**Acquisition/Program Management
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates**

III. <u>Financial Summary</u> ($ in thousands)

	Change FY 2014/FY 2014	Change FY 2014/FY 2015
B. <u>Reconciliation Summary</u>		
Baseline Funding	**84,527**	**83,818**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-709	
Subtotal Appropriated Amount	**83,818**	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	**83,818**	
Supplemental		
Reprogrammings		
Price Changes		1,212
Functional Transfers		
Program Changes		2,885
Current Estimate	**83,818**	**87,915**
Less: Wartime Supplemental		
Normalized Current Estimate	**83,818**	

III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 President's Budget Request (Amended, if applicable)		**84,527**
1. Congressional Adjustments		-709
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8140 - DWCF Excess Cash Balances	-709	
Portional Spread of Section 8140 (Working Capital		
Fund Excess Cash) General Provision.		
FY 2014 Appropriated Amount		**83,818**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**83,818**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**83,818**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2014 Normalized Current Estimate		**83,818**
6. Price Change		1,212
7. Functional Transfers		
8. Program Increases		6,654
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
1) Acquisition/Program Management - Program Management and Logistics support for Combatant Craft Medium (CCM) Program	1,012	

Additional funding provides program management and
logistics support for Naval Special Warfare Command's
Combatant Craft Medium (CCM). The CCM is a

III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>

reconfigurable, multi-mission tactical maritime surface mobility craft with the primary mission of insertion and extraction of SOF personnel in medium threat environments. In FY 2015, the CCM will transition from Low Rate Initial Production to Full Rate Production. Additional funding will support completion of engineering support for operational integration efforts on CCM platforms. (FY 2014 Baseline: $0 thousand; +0 FTEs)

2) Acquisition/Program Management - Terrain   806
Following/Terrain Avoidance Radar
    Funding for the Terrain Following/Terrain Avoidance
    (TFTA) Radar provides for the development,
    demonstration, and integration of the SOF Common TFTA
    on SOF aviation platforms. Funding supports oversight
    and initiation of engineering and manufacturing
    development, flight testing and first year of
    sustainment for production kits. (FY 2014 Baseline:
    $0 thousand; +0 FTEs)

3) Acquisition/Program Management - USSOCOM J4 Logistics   4,019
Support, Inventory Control, & Reporting Requirements.
    Increase represents additional USSOCOM J4
    requirements to support Financial Improvement and
    Audit Readiness implementation and reporting. Also
    supports new reporting requirements as part of
    USSOCOM's designation as a Primary Inventory Control
    Activity. (FY 2014 Baseline: $2,566 thousand; +0
    FTEs)

4) Acquisition/Program Management - Civilian Pay for 6   817
Full Time Equivalents

III. <u>**Financial Summary**</u> **($ in thousands)**

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>

<pre>
         Increase associated with civilian pay for 6 FTEs
         realigned from Management Operational Headquarter
         Budget Sub-Activity. These positions will support
         logistics and program management requirements. (FY
         2014 Baseline: $36,977 thousand; +6 FTEs)
9. Program Decreases   -3,769
   a. Annualization of FY 2014 Program Decreases
   b. One-Time FY 2014 Increases
   c. Program Decreases in FY 2015
      1) Acquisition/Program Management - Program Management   -1,002
      and Logistics support for Aviation Foreign Internal
      Defense Aircraft
         Decrease due to divestiture of the C-145 aircraft
         fleet. These aircraft were previously used to conduct
         training with partner nations. (FY 2014 Baseline:
         $1,002 thousand; +0 FTEs)
      2) Acquisition/Program Management - Program Management   -884
      and Logistics support for Distributed Mission Training &
      Rehearsal System (DMTRS)
         The Capital Equipment Replacement Program of Long
         Life Cycle Replacement Hardware for Data Storage for
         mission preparation and rehearsal is not required in
         FY 2015. (FY 2014 Baseline: $1,776 thousand; +0 FTEs)
      3) Acquisition/Program Management - Program Management   -1,883
      and Logistics support for Family of Special Operations
      Vehicles (FSOV)
         Funding decrease reflects USSOCOM's decision to shift
         budgeting, purchasing, and sustainment of individual
         non-standard and all terrain vehicles (All terrain
         vehicles, snowmobiles, and motorcycles) to the
</pre>

Acquisition/Program Management
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III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Component/Unit level. (FY 2014 Baseline: $3,569 thousand; +0 FTEs)		
FY 2015 Budget Request		**87,915**

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

N/A

Acquisition/Program Management
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V. **Personnel Summary**	FY 2013	FY 2014	FY 2015	Change FY 2013/ FY 2014	Change FY 2014/ FY 2015
Active Military End Strength (E/S) (Total)	50	50	53	0	3
Officer	48	47	51	-1	4
Enlisted	2	3	2	1	-1
Civilian End Strength (Total)	280	306	312	26	6
U.S. Direct Hire	280	306	312	26	6
Total Direct Hire	280	306	312	26	6
Active Military Average Strength (A/S) (Total)	50	50	53	0	3
Officer	48	47	51	-1	4
Enlisted	2	3	2	1	-1
Civilian FTEs (Total)	280	306	312	26	6
U.S. Direct Hire	280	306	312	26	6
Total Direct Hire	280	306	312	26	6
Contractor FTEs (Total)	137	138	134	1	-4

Personnel Summary Explainations:
* USSOCOM military and civilian personnel are reported in Military Service Estimates. The personnel information is provided as a memo entry.

Acquisition/Program Management
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VI. OP 32 Line Items as Applicable (Dollars in thousands):

	FY 2013	Change FY 2013/FY 2014		FY 2014	Change FY 2014/FY 2015		FY 2015
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
308 Travel of Persons	2,160	41	-750	1,451	26	1,729	3,206
399 TOTAL TRAVEL	**2,160**	**41**	**-750**	**1,451**	**26**	**1,729**	**3,206**
610 Navy Air Warfare Center	1,242	24	-1,266	0	0	889	889
611 Navy Surface Warfare Ctr	626	2	-628	0	0	1,305	1,305
612 Navy Undersea Warfare Ctr	1,374	-11	-1,363	0	0	1,132	1,132
614 Space & Naval Warfare Center	855	16	-871	0	0	677	677
699 TOTAL DWCF PURCHASES	**4,097**	**31**	**-4,128**	**0**	**0**	**4,003**	**4,003**
705 AMC Channel Cargo	640	12	-652	0	0	489	489
799 TOTAL TRANSPORTATION	**640**	**12**	**-652**	**0**	**0**	**489**	**489**
914 Purchased Communications (Non-Fund)	151	3	-49	105	2	185	292
920 Supplies & Materials (Non-Fund)	408	8	8,055	8,471	152	-2,072	6,551
921 Printing & Reproduction	1	0	-1	0	0	0	0
922 Equipment Maintenance By Contract	0	0	0	0	0	1,790	1,790
925 Equipment Purchases (Non-Fund)	2,687	51	-2,738	0	0	2,415	2,415
930 Other Depot Maintenance (Non-Fund)	3,050	58	-3,108	0	0	1,368	1,368
932 Mgt Prof Support Svcs	17,647	335	689	18,671	336	-328	18,679
934 Engineering & Tech Svcs	2,043	39	-589	1,493	27	42	1,562
987 Other Intra-Govt Purch	10,932	208	3,718	14,858	267	-5,607	9,518
989 Other Services	2,105	40	-2,145	0	0	0	0
990 IT Contract Support Services	1,387	26	379	1,792	32	-1,824	0
998 Other Costs (SOCOM Only)	35,389	265	1,323	36,977	370	695	38,042
999 TOTAL OTHER PURCHASES	**75,800**	**1,033**	**5,534**	**82,367**	**1,186**	**-3,336**	**80,217**
Total	**82,697**	**1,117**	**4**	**83,818**	**1,212**	**2,885**	**87,915**

Logistics Operations, Acquisition and Program Management - Provides resources for Operation and Maintenance costs supporting SOF-peculiar acquisition program management to include engineering and logistical support for SOF acquisition programs. Support also includes funding for travel, operational test and evaluation support, and related supplies and equipment. Funds civilian program management and general contractor support for the Special Operations Research, Development, and Acquisition Center (SORDAC) to include

support equipment, necessary facilities, SORDAC civilians and associated management costs.

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The Joint Staff (TJS)

March 2014

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The Joint Staff
Operation and Maintenance, Defense-Wide
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Operation and Maintenance, Defense-Wide Summary ($ in thousands)
   Budget Activity (BA) 1: Operating Forces

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
TJS	420,843	8,912	7,700	437,455	18,242	6,410	462,107

* The FY 2013 Actual column **includes** $2,000 thousand of FY 2013 OCO Appropriations funding (PL 113-6).
* The FY 2014 Estimate column **excludes** $0 thousand of FY 2014 Overseas Contingency Operations Appropriations funding (PL 113-76).
* FY 2015 Request **excludes** OCO funding.

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.

I. <u>**Description of Operations Financed (cont.)**</u>

In FY 2012 the Joint Staff assumed 55 of 70 functions, and over 2,500 military, civilian, and contract personnel, from the disestablishment of the former U. S. Joint Forces Command (JFCOM). This assumption of functions and personnel fundamentally changed the Joint Staff from a purely advisory and consultative role to one that also includes the delivery of mission oriented products and services to the Services and Combatant Commands (CCMDs). During FY 2013, over 1,100 of the military and civilian personnel gained in the disestablishment were transferred to other organizations. As a result of the significant changes in personnel and funding due to the disestablishment and assumption of functions and resources, Joint Staff comparisons and adherence to established DoD baselines and targets prior to FY 2012 will not accurately portray the current Joint Staff resource and personnel environment.

Six major program areas make up TJS's Operation and Maintenance funding for FY 2015. 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.

I.   <u>**Description of Operations Financed (cont.)**</u>

2. The **Joint Analytical Model Improvement Program (JAMIP)** is a Joint Staff and OSD co-sponsored 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 and execution of DoD's Support for Strategic Analysis (SSA) initiative. This includes support to DoD-level study teams developing Defense Planning Scenarios (DPS), Multi-Service Forces Data (MSFD), and Current and Future-Year Baselines. JDS is the single authoritative source of SSA products from which the Joint Staff, OSD, Services, Agencies, and CCMDs use as starting points for analysis supporting their planning, programming, and acquisition efforts.

3. The **Joint Staff Analytical Support (JSAS)** family of programs provide defense analytical support capabilities for the CJCS and CCMDs. JSAS encompasses the developmental tools and infrastructure required to conduct analyses and formulate the results to best assist the CJCS in fulfilling his statutory responsibilities. Key deliverables provided by JSAS include wide-ranging force structure assessments, course of action development for the Joint Force environment, analysis and studies to aid in decision-making, and other analysis efforts to implement timely, low-cost initiatives. Summary-level descriptions of the JSAS major categories include:

Joint Collaborative Analysis (JCA) provides the CJCS with the analytical capabilities needed to support decision making associated with force structure assessment, joint course of action development, and joint and coalition analysis that directly contribute to the accomplishment of CCMD and Joint Staff missions.

I.   <u>**Description of Operations Financed (cont.)**</u>

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. Joint Logistics provides the best possible logistics advice to the CJCS through detailed readiness assessments, concept development and analyses, multi-national and interagency partnerships, joint doctrine and education development, and a comprehensive understanding of supply, maintenance, distribution, operational contract support and services, health services support and engineering.

Adaptive Planning provides an analytic baseline for developing scenarios, contingency operations, forces, and equipment for future challenges. This common and collaborative

I.   <u>**Description of Operations Financed (cont.)**</u>

framework also provides the starting point for strategic analysis in support of the Planning, Programming, Budgeting, and Execution process. JDS is the single authoritative source of SSA products from which the Joint Staff, OSD, Services, Agencies, and CCMDs use as starting points for analysis supporting their planning, programming, and acquisition efforts.

Joint Training System (JTS) manages training throughout the DoD. JTS provides an integrated, capability-requirements-based method for aligning individual, staff, and collective training programs with assigned missions consistent with command priorities, required capabilities, and available resources. The JTS supports DoD's implementation of the Joint Learning Continuum by providing the construct to plan and implement a 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 bilateral or regional cooperation programs, urgent and unanticipated humanitarian relief and reconstruction assistance, force protection, and joint war fighting capabilities.

I.   <u>Description of Operations Financed (cont.)</u>

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, audit preparation and management of official representation funds. The J-6 directorate provides secure/non secure data services through the Joint Staff Information Network (JSIN), management of video teleconferencing services, and executes operations to ensure IT services at the Pentagon and remote site locations operate efficiently. The Joint Staff Security Office (JSSO) develops and implements security policies and procedures, issues security badges, processes security clearances, and maintains network access

I.   Description of Operations Financed (cont.)

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.

Personnel Summary Explanation:

TJS personnel resources will continue to decrease from a post Joint Forces Command disestablishment high over the course of the next few years as the impact from a prolonged hiring freeze for civilians, and decreasing military staffing takes effect.

The Chairman and the Department directed management headquarters reductions to military, civilian and contract services (contractors) will be reflected in upcoming President's Budget submissions.

Notes:
1) Reimbursable civilian Full-Time Equivalents (FTE) are compensated from OSD Personnel and Readiness (P&R) via the Washington Headquarter's Services Account.
2) The Contractor FTE total does not include contract services from other Joint Staff Appropriations.

The Joint Staff
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II. <u>Force Structure Summary</u>:

N/A

The Joint Staff
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III. **Financial Summary** **($ in thousands)**

			FY 2014				
			Congressional Action				
A. **BA Subactivities**	**FY 2013 Actual**	**Budget Request**	**Amount**	**Percent**	**Appropriated**	**Current Estimate**	**FY 2015 Estimate**
Combatant Commanders Initiatives Fund (CCIF)	8,714	25,000	0	0.0	25,000	25,000	15,000
Joint Analytical Model Improvement Program	7,685	8,289	0	0.0	8,289	8,289	7,442
Joint Staff Activities	97,344	0	0	n/a	0	0	0
Joint Staff Analytical Support	57,670	47,436	-4,772	-10.1	42,664	42,664	40,830
Management HQ OCJCS	144,159	271,740	-20,961	-7.7	250,779	250,779	268,146
Pentagon Reservation	65,686	73,196	-4,150	-5.7	69,046	69,046	80,497
Planning and Decision Aid System (PDAS)	39,585	46,578	-4,901	-10.5	41,677	41,677	50,192
Total	**420,843**	**472,239**	**-34,784**	**-7.4**	**437,455**	**437,455**	**462,107**

* The FY 2013 Actual column **includes** $2,000 thousand of FY 2013 OCO Appropriations funding (PL 112-74).
* The FY 2014 Estimate column **excludes** $0 thousand of FY 2014 Overseas Contingency Operations Appropriations funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

NOTE: The reductions taken above include Congressional Actions and internal realignment of funds to meet higher Joint Staff priorities.

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III. <u>Financial Summary</u> ($ in thousands)

B. <u>Reconciliation Summary</u>	Change <u>FY 2014/FY 2014</u>	Change <u>FY 2014/FY 2015</u>
Baseline Funding	**472,239**	**437,455**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent	-29,700	
Congressional Adjustments (General Provisions)	-5,084	
Subtotal Appropriated Amount	**437,455**	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	**437,455**	
Supplemental		
Reprogrammings		
Price Changes		18,242
Functional Transfers		
Program Changes		6,410
Current Estimate	**437,455**	**462,107**
Less: Wartime Supplemental		
Normalized Current Estimate	**437,455**	

III. <u>**Financial Summary**</u> **($ in thousands)**

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 President's Budget Request (Amended, if applicable)		**472,239**
1. Congressional Adjustments		-34,784
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
1) Civilian Manpower Reduction	-16,000	
2) Program Decrease	-10,000	
3) Pentagon Reservation	-3,700	
d. General Provisions		
1) Section 8140 - DWCF Excess Cash Balances	-4,903	
2) Section 8034 - Indian Lands Environmental Mitigation	-169	
3) Federally Funded Research Development Center	-12	
FY 2014 Appropriated Amount		**437,455**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**437,455**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**437,455**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2014 Normalized Current Estimate		**437,455**
6. Price Change		18,242
7. Functional Transfers		
8. Program Increases		16,570
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
1) Planning and Decision Aid System (PDAS) Increase in Integrated Joint Special Technical Operations. PDAS is a classified, protected program	8,515	

III. <u>**Financial Summary**</u> **($ in thousands)**

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>Amount</u>	<u>Totals</u>

under the SECDEF. (FY 2014 Baseline: $46,578
thousand)

2) Joint Staff Information Network   8,055
The Joint Staff (TJS) Information Network (JSIN)
delivers a sustained information advantage to the
Chairman and all Joint Staff Directorates by
providing information sharing and collaboration
capabilities, and enterprise access while
transitioning to service oriented architectures.
The JSIN comprises classified (JSIN-S) and
unclassified (JSIN-U)capabilities. The major
capabilities include an office automation suite,
collaboration, workflow, information archiving, and
document retrieval. JSIN's other key services include
strategic geographical information services, local
area networking, electronic mail, financial
management, contract management, manpower and
personnel management, and records management. The
most critical of these is staff action processing
(decision making) for faster coordination of critical
classified and unclassified issues between the CJCS,
Joint Staff, CCMDs, Services and Agencies. TJS is
transitioning to the Joint Information Environment
(JIE) framework to achieve full spectrum superiority,
improve mission effectiveness, increase security and
realize IT efficiencies.   (FY 2014 Baseline: $39,007
thousand)

9. Program Decreases   -10,160
   a. Annualization of FY 2014 Program Decreases
   b. One-Time FY 2014 Increases

III. <u>**Financial Summary**</u> **($ in thousands)**

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>Amount</u>	<u>Totals</u>
c. Program Decreases in FY 2015		
1) Combatant Commanders Initiative Fund	-10,000	
Anticipate fewer initiatives as US footprint decreases in Afghanistan. (FY 2014 Baseline: $25,000 thousand)		
2) Center for Joint and Strategic Logistics	-160	
Provides education support for Center for Joint and Strategic Logistics.		
FY 2015 Budget Request		**462,107**

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% 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).

IV. <u>Performance Criteria and Evaluation Summary</u>:

DoD Long-Term Performance Goals

5.2.3-2C: By FY 2015, 95% 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% of DoD SIPRNet accounts will have PKI cryptographic logon capability.

JS Annual Performance Goal

FY14: 100%

IV. <u>Performance Criteria and Evaluation Summary</u>:

DoD Strategic Objective 5.5-2U/2V: Improve financial management and increase efficiencies in headquarters and administrative functions, support activities, and other overhead accounts.

Performance Measure #1

5.5.1-2U: 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% 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)).

IV. <u>Performance Criteria and Evaluation Summary</u>:

DoD Long-Term Performance Goals

5.5.2-2U: By FY 2014, 100% 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% 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%

V. **Personnel Summary**	FY 2013	FY 2014	FY 2015	Change FY 2013/ FY 2014	Change FY 2014/ FY 2015
Active Military End Strength (E/S) (Total)	1,404	1,435	1,311	31	-124
Officer	1,124	1,170	1,063	46	-107
Enlisted	280	265	248	-15	-17
Reserve Drill Strength (E/S) (Total)	404	413	413	9	0
Officer	257	264	264	7	0
Enlisted	147	149	149	2	0
Reservists on Full Time Active Duty (E/S)	158	39	65	-119	26
Officer	131	30	56	-101	26
Enlisted	27	9	9	-18	0
Civilian End Strength (Total)	776	772	774	-4	2
U.S. Direct Hire	776	772	774	-4	2
Total Direct Hire	776	772	774	-4	2
Memo: Reimbursable Civilians Included	222	281	258	59	-23
Active Military Average Strength (A/S) (Total)	2,089	1,435	1,435	-654	0
Officer	1,375	1,170	1,168	-205	-2
Enlisted	714	265	267	-449	2
Reserve Drill Strength (A/S) (Total)	688	413	413	-275	0
Officer	426	264	264	-162	0
Enlisted	262	149	149	-113	0
Reservists on Full Time Active Duty (A/S) (Total)	123	39	39	-84	0
Officer	102	30	30	-72	0
Enlisted	21	9	9	-12	0
Civilian FTEs (Total)	1,017	1,053	1,032	36	-21
U.S. Direct Hire	1,017	1,053	1,032	36	-21

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V. __Personnel Summary__	FY 2013	FY 2014	FY 2015	Change FY 2013/ FY 2014	Change FY 2014/ FY 2015
Total Direct Hire	1,017	1,053	1,032	36	-21
Memo: Reimbursable Civilians Included	200	281	258	81	-23
Average Annual Civilian Salary ($ in thousands)	142.2	148.3	141.7	6.1	-6.6
Contractor FTEs (Total)	874	801	761	-73	-40

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VI. OP 32 Line Items as Applicable (Dollars in thousands):

OP 32 Line	FY 2013 Actual	Change FY 2013/FY 2014 Price	Program	FY 2014 Estimate	Change FY 2014/FY 2015 Price	Program	FY 2015 Estimate
101 Exec, Gen'l & Spec Scheds	116,125	871	-2,582	114,414	1,144	-5,944	109,614
103 Wage Board	43	0	7	50	1	0	51
199 Total Civ Compensation	**116,168**	**871**	**-2,575**	**114,464**	**1,145**	**-5,944**	**109,665**
308 Travel of Persons	5,222	100	1,676	6,998	126	319	7,443
399 Total Travel	**5,222**	**100**	**1,676**	**6,998**	**126**	**319**	**7,443**
672 PRMRF Purchases	71,938	3,618	-8,794	66,762	12,484	1,251	80,497
699 Total DWCF Purchases	**71,938**	**3,618**	**-8,794**	**66,762**	**12,484**	**1,251**	**80,497**
771 Commercial Transport	88	2	19	109	2	-3	108
799 Total Transportation	**88**	**2**	**19**	**109**	**2**	**-3**	**108**
912 Rental Payments to GSA (SLUC)	356	7	9,836	10,199	184	1,527	11,910
913 Purchased Utilities (Non-Fund)	10,964	208	-6,706	4,466	80	-1,873	2,673
914 Purchased Communications (Non-Fund)	1,878	36	1,379	3,293	59	9,416	12,768
915 Rents (Non-GSA)	0	0	42	42	1	17	60
917 Postal Services (U.S.P.S)	26	0	40	66	1	-2	65
920 Supplies & Materials (Non-Fund)	2,225	42	1,245	3,512	63	438	4,013
921 Printing & Reproduction	100	2	-2	100	2	31	133
922 Equipment Maintenance By Contract	45,205	859	8,377	54,441	980	-2,657	52,764
923 Facilities Sust, Rest, & Mod by Contract	2,638	50	-2,039	649	12	473	1,134
925 Equipment Purchases (Non-Fund)	1,005	19	1,573	2,597	47	349	2,993
932 Mgt Prof Support Svcs	48,942	930	-34,223	15,649	282	-573	15,358
933 Studies, Analysis & Eval	12,038	229	-1,452	10,815	195	798	11,808
987 Other Intra-Govt Purch	6,467	123	39,816	46,406	835	4,506	51,747
989 Other Services	18,910	359	5,104	24,373	439	3,715	28,527
990 IT Contract Support Services	76,673	1,457	-5,616	72,514	1,305	-5,378	68,441
999 Total Other Purchases	**227,427**	**4,321**	**17,374**	**249,122**	**4,485**	**10,787**	**264,394**
Total	**420,843**	**8,912**	**7,700**	**437,455**	**18,242**	**6,410**	**462,107**

Note: PRMRF Purchases: The $8,794M program growth reduction in FY 2014 includes a congressional mark of $3.7M which makes the FY 2014 PRMRF Purchases line artificially low when compared to FY 2015.
Note: During FY 2013, the Joint Staff reviewed and adjusted object class codes (OCC) to ensure mapping with OSD OP-32 codes and OMB Circular A-11. As a result of this review, some transactions impacting FY 2013-FY 2015 were re-categorized to the proper object class. There may be some inaccuracies at the detail level but the numbers balance bottom line.

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* The FY 2013 Actual column **includes** $2,000 thousand of FY 2013 OCO Appropriations funding (PL 112-74).
* The FY 2014 Estimate column **excludes** $0 thousand of FY 2014 Overseas Contingency Operations Appropriations funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

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Fiscal Year 2015 Budget Estimates

Washington Headquarters Services (WHS)

March 2014

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Operation and Maintenance, Defense-Wide Summary ($ in thousands)
  Budget Activity (BA) 4: Administrative and Service-Wide Activities

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
WHS	476,709	9,666	102,127	588,502	27,011	-4,531	610,982

* The FY 2013 Actual column **includes** $0 thousand of FY 2013 OCO Appropriations funding(PL 113-6).
* The FY 2014 Estimate column **excludes** $2,784 thousand of FY 2014 Overseas Contingency Operations Appropriations funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

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), Military Departments, defense agencies, field activities, other specified DoD components, the White House, staffers on Capitol Hill, and the Capitol Police 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. The details of the operations financed are provided below:

Facilities and Installation Management: The funds associated with this program pay the OSD and WHS portions of rent for the Pentagon, including Raven Rock Mountain Complex, Mark Center, and leased space within the National Capital Region. It includes funding for the above standard services such as the OSD and WHS construction, alteration, and fit-out costs, overtime utilities, space management support and etc. Funding for leased space moves and restorations are also included.

Information Technology: Provides 24x7 executive communications and information services to the Secretary and Deputy Secretary of Defense and designated special emissaries and

I.   Description of Operations Financed (cont.)

the basic information technology infrastructure and office automation systems, components, supporting software, and IT support services for OSD, WHS, and PFPA users and supported communities. The funds associated with this program will be used to promote continued consolidation of common IT systems that support components and to provide essential IT support services for the functional business processes of OSD, WHS, and PFPA. Examples of IT services include network connectivity, virtual communications, printing, network filing, teleworking, computer equipment, software, helpdesk support, continuity of operations (COOP) support, hardware/software maintenance and repairs, application development and support, network security, and public key infrastructure (PKI) for unclassified and classified processing environment across three processing classification networks. In addition, it also provides voice (land/wireless communications), copier, basic level limited AV/VTC support, and business application support to approximately 13,000 users and the 25,000 plus customers utilizing the Pentagon Library/Conference Center. IT also funds the administration and management of IT infrastructure operations and support for OSD, WHS, and PFPA customers located in the Mark Center.

DoD Consolidated Adjudications Facility (DoD CAF): This is a new mission transferred to WHS in FY 2014 and increases in FY 2015. It serves as the DoD executive organization for determining the security clearance eligibility, common access card credentialing, and suitability of non-Intelligence Agency DoD personnel, including eligibility for access to Sensitive Compartmented Information (SCI). These determinations, which total over 1 million cases annually, involve all applicants actively affiliated with the Department of Defense, to include Active Duty, National Guard, Reserve, civilian; and contractor personnel under the National Industrial Security Program. In addition to DoD employees, the DoD CAF supports the White House, Staff of the United States Senate and House of

Washington Headquarters Service
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I.   <u>Description of Operations Financed (cont.)</u>

Representatives, the Congressional Budget Office, and the U.S. Capitol Police. The CAF's workload is expected to increase substantially in the upcoming years due in part to increased regulatory requirements as they pertain to periodic reviews of secret clearances. The workload performed by the DoD CAF comprises nearly 95% of all adjudicative reviews performed within DOD and over 70% of those executed across the federal government. The DoD CAF is responsible to ensure that, based on all available information, the individual's loyalty, reliability and trustworthiness are such that entrusting an individual with classified information, assigning them to sensitive duties, or providing them physical and logical access to facilities and systems is clearly consistent with the interests of national security. Resources associated with the DoD CAF are aligned within the WHS Operations and Compensation and Benefits subactivities.

WHS Operations: Provides administrative and operational support to the Office of the Secretary of Defense (OSD) and its principal staff, certain DoD field activities, and other specified DoD activities. 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 DoD CAF.

Financial Management: Services include planning, programming, budgeting, execution, and accounting services for WHS and its customers.   Develops policies for and performs the

I.   <u>Description of Operations Financed (cont.)</u>

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: 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.

Compensation and Benefits: WHS centrally manages its civilian compensation and benefits
program which resources 1,410 direct FTEs.

<u>Changes from FY 2014 - FY 2015:</u> The FY 2015 budget estimate reflects a net increase of
$+22,480 thousand; the net price change of $+27,011 thousand and a net program change of
$-4,531 thousand. This net program change consists of:

(1) $+12,290 in compensation and benefits which is primarily driven by the DoD CAF which
was transferred to WHS in FY 2014 and continues in FY 2015. The workload performed by the

I.   <u>Description of Operations Financed (cont.)</u>

DoD CAF comprises nearly 95% of all adjudicative reviews performed within DoD and over 70% of those executed across the federal government. Ensures the DoD CAF is at a capacity that will enable the Department to meet the congressionally mandated adjudication timeliness requirements as stipulated in the 2004 Intelligence and Terrorism Reform Act (IRTPA). Without these resources, there is a significant risk that ~70,000 adjudicative cases will have to be deferred, thus causing backlogs which will negatively affect the operational readiness of the service components, other customers, and increases the Department's vulnerability to insider threats. Increase is also for the additive mission of the DoD CAF to increase capacity to adjudicate adverse information for the purpose of determining security eligibility to support the Department's efforts to improve the security clearance process to address insider threats. Additionally, increase is associated with computer network defense and perimeter protection functions that are needed to protect OSD's information assets from foreign and domestic enemies who consider OSD a high value cyber warfare target.

(2) $+1,943 in the Facilities and Installation Management line of business is driven by a revalidation of tenant assigned square footage for the Pentagon. In FY 14 Pentagon assigned space was based on as-built data; however, FY 15 was based on tenant-validated data. This revalidation caused an increase of ~34K in assigned square footage between FY 14 and FY 15 for OSD/WHS which also drove a 9K increase to OSD/WHS share of joint use space.

(3) $+249 in HR due to the WHS internal transfer of the Federal Executive Boards.

(4) $-19,012 is primarily in support of the Department of Defense's efforts to streamline

I. **Description of Operations Financed (cont.)**

its management headquarters activities and reflects the continuation of organizational efficiencies implemented in prior budget cycles.

It must be noted that a significant realignment of funds from OP 32 code 912 "Rent Payments to GSA" to OP 32 code 680 "Purchases from Building Maintenance Fund" is reflected in the budget due to the fact that GSA leased space rent costs are now being paid through the Building Maintenance Fund account.

II. **Force Structure Summary**:
N/A

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III. <u>**Financial Summary**</u> **($ in thousands)**

			FY 2014				
			Congressional Action				
A. <u>BA Subactivities</u>	**FY 2013** **<u>Actual</u>**	**Budget** **<u>Request</u>**	**<u>Amount</u>**	**<u>Percent</u>**	**<u>Appropriated</u>**	**Current** **<u>Estimate</u>**	**FY 2015** **<u>Estimate</u>**
1. Compensation and Benefits	99,599	186,480	-11,003	-5.9	175,477	175,477	189,520
2. WHS Operations	28,969	57,201	0	0.0	57,201	57,201	49,449
3. Information Technology	140,033	155,596	-7,383	-4.7	148,213	148,213	142,719
4. Facilities/Installation Management	187,096	192,612	-9,684	-5.0	182,928	182,928	205,987
5. Financial Management	10,602	12,038	0	0.0	12,038	12,038	10,185
6. Human Resources	10,410	12,645	0	0.0	12,645	12,645	13,122
Total	**476,709**	**616,572**	**-28,070**	**-4.6**	**588,502**	**588,502**	**610,982**

* The FY 2013 Actual column **includes** $0 thousand of FY 2013 OCO Appropriations funding(PL 113-6).
* The FY 2014 Estimate column **excludes** $2,784 thousand of FY 2014 Overseas Contingency Operations Appropriations funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

Exhibit OP-5, Operation and Maintenance
Detail   WHS-1089

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III. <u>Financial Summary</u> ($ in thousands)

B. <u>Reconciliation Summary</u>	Change FY 2014/FY 2014	Change FY 2014/FY 2015
Baseline Funding	**616,572**	**588,502**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)	-21,216	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-6,854	
Subtotal Appropriated Amount	**588,502**	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	**588,502**	
Supplemental	2,784	
Reprogrammings		
Price Changes		27,011
Functional Transfers		
Program Changes		-4,531
Current Estimate	**591,286**	**610,982**
Less: Wartime Supplemental	-2,784	
Normalized Current Estimate	**588,502**	

III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 President's Budget Request (Amended, if applicable)		**616,572**
1. Congressional Adjustments		-28,070
a. Distributed Adjustments		
b. Undistributed Adjustments		
1) Undistributed Adjustments	-21,216	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8140 DWCF Excess Cash Balances	-6,595	
2) Section 8034 Indian Lands Environmental Mitigation	-228	
3) Section 8023 FFRDC	-31	
FY 2014 Appropriated Amount		**588,502**
2. War-Related and Disaster Supplemental Appropriations		2,784
a. OCO Supplemental Funding		
1) WHS Overseas Contingency Operations	2,784	
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**591,286**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**591,286**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-2,784
FY 2014 Normalized Current Estimate		**588,502**
6. Price Change		27,011
7. Functional Transfers		
8. Program Increases		14,482
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
1) Compensation and Benefits	12,290	

        The DoD CAF is the primary driver of the increase to

III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>

support congressionally mandated adjudication timeliness requirements as stipulated in the 2004 Intelligence and Terrorism Reform Act (IRTPA). Without these resources, there is a significant risk that ~70,000 adjudicative cases will have to be deferred, thus causing backlogs which will negatively affect the operational readiness of the service components, other customers, and increases the Department's vulnerability to insider threats. A portion of this increase is also attributed to the additive mission of the DoD CAF to increase capacity to adjudicate adverse information for the purpose of determining security eligibility in support of continuous evaluation; in part due to the Department's efforts to improve the security clearance process to reduce insider threats. (FY 2014 Baseline: $175,477 thousand; +84 FTEs)

   2) Facilities and Installation Management   1,943

$+1,943 in the Facilities and Installation Management line of business is driven by a revalidation of tenant assigned square footage for the Pentagon. In FY 14 Pentagon assigned space was based on as-built data; however, FY 15 was based on tenant-validated data. This revalidation caused an increase of ~34K in assigned square footage between FY 14 and FY 15 for OSD/WHS which also drove a 9K increase to OSD/WHS share of joint use space. (FY 2014 Baseline: $182,928 thousand; +0 FTEs)

   3) Human Resources   249

III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>

       The WHS internal transfer of the Federal Executive
       Boards from WHS Operations to the Human Resources is
       the primary driver of this increase. The increase
       also accounts for organization's continued efforts to
       improve its workforce through the Learning Management
       System. (FY 2014 Baseline: $12,645 thousand; +0 FTEs)

9. Program Decreases   -19,013

   a. Annualization of FY 2014 Program Decreases
   b. One-Time FY 2014 Increases
   c. Program Decreases in FY 2015

      1) WHS Operations   -8,783
      The $-8,783 program decrease is a result of
      Streamlining Department of Defense management
      headquarters activities. Additionally, it reflects
      reductions in travel, printing and reproduction,
      purchase cards, and reliance on service support
      contracts. It also accounts for the interal WHS
      functional transfer of the Federal Executive Boards
      to the Human Resources line of business. (FY 2014
      Baseline: $57,201 thousand; +0 FTEs)

      2) Information Technology   -8,163
      The $-8,163 decrease reflects the continuation of
      efficiencies that were applied in prior budget
      cycles. It also reflects a reduction of information
      technology devices and contract support. (FY 2014
      Baseline: $148,213 thousand; +0 FTEs)

      3) Financial Management   -2,067
      The program decrease of $-2,067 is primarily driven
      by a reduction of service support contracts no longer

III. <u>**Financial Summary**</u> **($ in thousands)**

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
needed because of the automated functions of the Enterprise Business Accounting Systems (EBAS), in support of the Department's streamlining efforts of its management headquarters. (FY 2014 Baseline: $12,038 thousand; +0 FTEs)		
FY 2015 Budget Request		**610,982**

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

The WHS provides administrative and operational support services to OSD as well as certain defense agencies and joint activities which do not have their own administrative support capability. WHS's objectives are to provide accurate and responsive support in civilian and military personnel services, information technology, facilities operations and management, acquisition and procurement, financial management, and other miscellaneous activities. Additionally WHS strives to ensure compliance with the 2007 National Security Presidential Directive (NSPD)-51 and Homeland Security Presidential Directive (HSPD)-20 risk management principles for 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.

IV. <u>Performance Criteria and Evaluation Summary</u>:

The following identifies some of the more significant indicators for WHS Operations and Maintenance:

	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>
1) <u>Personnel and Personnel Security</u>			
Civilian Personnel serviced by the WHS Human Resources Directorate	6,830	7,675	7,600
Personnel Security Administration and Security Clearances (amount processed)	17,800	20,000	19,500
Military Personnel receiving personnel security and human resource services for OSD, WHS and WHS-Serviced organizations	2,314	2,600	2,550
Civilian and military personnel receiving training and developmental services for OSD, WHS and WHS-Serviced organizations	3,725	4,185	4,050
2) <u>Information Technology Support</u>			
IT Seats (Networked Personal Computers, Stand Alone Computers, Laptops)	22,313	22,692	21,557
Communications			
Number of Lines	23,924	24,331	23,114
Number of Instruments	23,924	24,331	23,114
Personnel Serviced	12,045	12,250	11,638

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IV. <u>Performance Criteria and Evaluation Summary</u>:

	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>
3) <u>Facilities and Operational Services</u>			
Space Managed (square feet in 000)			
OSD/WHS Pentagon Assigned Space	1,068	1,104	1,147
Other Leased Space	7,860	6,611	6,494
4) <u>Acquisition and Procurement Support</u>			
Total Contract Actions Processed	3,000	3,100	2,697
Total Obligations Processed ($000)	$1,195,950	$2,060,000	$1,792,200
5) <u>Program, Budget and Accounting</u>			
Program/Budget Coverage (Approp/Funds)	14	15	15
Installation Accounting (Allotments Processed)	13	14	14
Direct Program Transactions Processed	2,124	2,400	2,500
Reimbursable Program Transactions Processed	44,250	50,000	52,500
Agency Accounting Reports	1,531	1,730	1,817
6) <u>Mandatory Declassification Program Mgmt</u>			
Systematic Declassification – Pages Reviewed	77,000	79,000	86,900
Mandatory Declassification Review Cases	6,900	7,100	7,810

Exhibit OP-5, Operation and Maintenance
Detail

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

	<u>**FY 2013**</u>	<u>**FY 2014**</u>	<u>**FY 2015**</u>
7) <u>DoD Consolidated Adjudication Facility</u>			
DoD Civilian, Military, & Contractor personnel serviced by the DoD CAF (Population)		2,350,000	3,554,414
Personnel security clearance, sensitive position, suitability, and HSPD-12 determinations (amount processed per annum)		752,000	1,149,424

Note: DoD CAF commences in FY 2014; the FY 13 column reflects the revised estimates for FY 13.

Washington Headquarters Service
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V. **Personnel Summary**	FY 2013	FY 2014	FY 2015	Change FY 2013/ FY 2014	Change FY 2014/ FY 2015
Active Military End Strength (E/S) (Total)	150	196	190	46	-6
Officer	34	55	53	21	-2
Enlisted	116	141	137	25	-4
Reservists on Full Time Active Duty (E/S)	1	1	1	0	0
Enlisted	1	1	1	0	0
Civilian End Strength (Total)	788	1,389	1,467	601	78
U.S. Direct Hire	788	1,389	1,467	601	78
Total Direct Hire	788	1,389	1,467	601	78
Memo: Reimbursable Civilians Included	71	60	51	-11	-9
Active Military Average Strength (A/S) (Total)	150	196	190	46	-6
Officer	34	55	53	21	-2
Enlisted	116	141	137	25	-4
Reservists on Full Time Active Duty (A/S) (Total)	1	1	1	0	0
Enlisted	1	1	1	0	0
Civilian FTEs (Total)	775	1,386	1,461	611	75
U.S. Direct Hire	775	1,386	1,461	611	75
Total Direct Hire	775	1,386	1,461	611	75
Memo: Reimbursable Civilians Included	69	60	51	-9	-9
Average Annual Civilian Salary ($ in thousands)	141.1	132.3	134.4	-8.8	2.1
Contractor FTEs (Total)	713	885	691	172	-194

Exhibit OP-5, Operation and Maintenance
Detail

WHS-1099

FY 2014-2015 (+75 FTEs): Net +84 Direct FTEs - Primarily to support the DoD CAF, to ensure the DoD CAF is functioning at the capacity needed to meet the Congressionally mandated adjudication timeliness requirements in the 2004 Intelligence and Terrorism Reform Act (IRTPA). Ensures that operational readiness of the service components and other customers is not negatively affected by delays in adjudication processing or increase the Department's vulnerability to insider threats. Also includes the additive mission of the DoD CAF to increase capacity to adjudicate adverse information for the purpose of determining security eligibility in support of continuous evaluation; in part due to the Department's efforts to improve the security clearance process and reduce insider threats. Additionally, increase is associated with computer network defense and perimeter protection functions that are needed to defend and protect OSD's information assets from foreign and domestic enemies who consider OSD a high value cyber warfare target.

Net -9 Reimbursable FTEs: Reflects the ramping down of the Task Force Business Stability Operations (TFBSO).

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VI. OP 32 Line Items as Applicable (Dollars in thousands):

	FY 2013	Change FY 2013/FY 2014		FY 2014	Change FY 2014/FY 2015		FY 2015
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	99,375	745	75,169	175,289	1,753	12,282	189,324
107 Voluntary Sep Incentives	224	0	-36	188	0	8	196
199 Total Civ Compensation	**99,599**	**745**	**75,133**	**175,477**	**1,753**	**12,290**	**189,520**
308 Travel of Persons	1,124	21	1,395	2,540	46	-79	2,507
399 Total Travel	**1,124**	**21**	**1,395**	**2,540**	**46**	**-79**	**2,507**
672 PRMRF Purchases	103,382	5,200	-1,113	107,469	20,097	4,625	132,191
680 Building Maint Fund Purch	32,926	-1,156	1,597	33,367	260	23,904	57,531
696 DFAS Financial Operation (Other Defense Agencies)	2,730	355	1,660	4,745	84	175	5,004
699 Total DWCF Purchases	**139,038**	**4,399**	**2,144**	**145,581**	**20,441**	**28,704**	**194,726**
912 Rental Payments to GSA (SLUC)	32,154	611	-7,223	25,542	460	-26,002	0
913 Purchased Utilities (Non-Fund)	1,813	34	1,760	3,607	65	-1,103	2,569
914 Purchased Communications (Non-Fund)	16,799	319	6,219	23,337	420	-572	23,185
915 Rents (Non-GSA)	223	4	43	270	5	-271	4
917 Postal Services (U.S.P.S)	25	0	27	52	1	-53	0
920 Supplies & Materials (Non-Fund)	16,047	305	1,171	17,523	315	-575	17,263
921 Printing & Reproduction	1,208	23	190	1,421	26	-1,416	31
922 Equipment Maintenance By Contract	4,523	86	4,872	9,481	171	-3,606	6,046
923 Facilities Sust, Rest, & Mod by Contract	775	15	683	1,473	27	172	1,672
925 Equipment Purchases (Non-Fund)	3,222	61	2,262	5,545	100	-1,968	3,677
932 Mgt Prof Support Svcs	16,238	309	13,843	30,390	547	95	31,032
933 Studies, Analysis & Eval	1,945	37	2,614	4,596	83	-1,819	2,860
934 Engineering & Tech Svcs	899	17	134	1,050	19	-647	422
957 Other Costs (Land and Structures)	0	0	600	600	11	-611	0
959 Other Costs (Insurance Claims/Indmnties)	30	1	1	32	1	-33	0
960 Other Costs (Interest and	7	0	-7	0	0	0	0

Exhibit OP-5, Operation and Maintenance
Detail

Washington Headquarters Service
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

OP 32 Line	FY 2013 Actual	Change FY 2013/FY 2014 Price	Program	FY 2014 Estimate	Change FY 2014/FY 2015 Price	Program	FY 2015 Estimate
Dividends)							
987 Other Intra-Govt Purch	42,015	798	-883	41,930	755	-5,261	37,424
989 Other Services	99,025	1,881	-81,190	19,716	355	-331	19,740
990 IT Contract Support Services	0	0	78,339	78,339	1,410	-1,445	78,304
999 Total Other Purchases	**236,948**	**4,501**	**23,455**	**264,904**	**4,771**	**-45,446**	**224,229**
Total	**476,709**	**9,666**	**102,127**	**588,502**	**27,011**	**-4,531**	**610,982**

* The FY 2013 Actual column **includes** $0 thousand of FY 2013 OCO Appropriations funding(PL 113-6).
* The FY 2014 Estimate column **excludes** $2,784 thousand of FY 2014 Overseas Contingency Operations Appropriations funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

Exhibit OP-5, Operation and Maintenance
Detail

WHS-1102

OFFICE OF THE SECRETARY OF DEFENSE

FISCAL YEAR (FY) 2015 BUDGET ESTIMATES

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Office of the Under Secretary of Defense-Comptroller
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United States Court of Appeals for the Armed Forces

March 2014

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United States Court of Appeals for the Armed Forces
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
   U.S. Court of Appeals for the Armed Forces, Defense

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
CAAF	10,528	121	2,957	13,606	181	-64	13,723

I.   Description of Operations Financed: The United States Courts of Appeals for the Armed Forces (USCAAF) appropriation provides for the salaries of five civilian judges and a staff of 54 other civilian positions. It finances all customary expenses required to operate a government activity, such as salaries, benefits, travel costs, rent, communications services, purchase of equipment, contractual information technology support and security services, and the expense of printing opinions and decisions of the USCAAF.

The USCAAF is an Article I Court established by the Uniform Code of Military Justice (UCMJ) (10 USC 941). The Court exercises appellate jurisdiction over cases arising under the Uniform Code of Military Justice, on a broad range of legal issues. Decisions by the Court are subject to direct review by the Supreme Court of the United States.

II. Force Structure Summary:
N/A

United States Court of Appeals for the Armed Forces
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

III. <u>Financial Summary</u> ($ in thousands)

			FY 2014					
			Congressional Action					
A. <u>BA Subactivities</u>	FY 2013 <u>Actual</u>	Budget <u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	Current <u>Estimate</u>	FY 2015 <u>Estimate</u>
CAAF	10,528	13,606	0	0.0	13,606	13,606	13,723
Total	**10,528**	**13,606**	**0**	**0.0**	**13,606**	**13,606**	**13,723**

United States Court of Appeals for the Armed Forces
Operation and Maintenance, Defense-Wide
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III. <u>Financial Summary</u> ($ in thousands)

B. <u>Reconciliation Summary</u>	Change <u>FY 2014/FY 2014</u>	Change <u>FY 2014/FY 2015</u>
Baseline Funding	**13,606**	**13,606**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**13,606**	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	**13,606**	
Supplemental		
Reprogrammings		
Price Changes		181
Functional Transfers		
Program Changes		-64
Current Estimate	**13,606**	**13,723**
Less: Wartime Supplemental		
Normalized Current Estimate	**13,606**	

CAAF-1111

III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 President's Budget Request (Amended, if applicable)		**13,606**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2014 Appropriated Amount		**13,606**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**13,606**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**13,606**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2014 Normalized Current Estimate		**13,606**
6. Price Change		181
7. Functional Transfers		
8. Program Increases		606
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
1) GSA rental Payments	606	
increase in GSA Rent Costs to include an increase in GSA telephone costs. (FY 2014 Baseline: $1,941 thousand)		
9. Program Decreases		-670
a. Annualization of FY 2014 Program Decreases		
b. One-Time FY 2014 Increases		
c. Program Decreases in FY 2015		
1) Other Intragovernmental Purchases	-649	

United States Court of Appeals for the Armed Forces
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III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Reductions are from decreases in Utilities and Other Intra-Governmental Purchases (FY 2014 Baseline: $3,340 thousand; +0 FTEs)		
2) Workforce composition change	-21	
Workforce composition Change (FY 2014 Baseline: $7,859 thousand; +59 FTEs)		
FY 2015 Budget Request		**13,723**

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

The Court reviews cases from all of the Armed Forces which, primarily come from the Uniformed Services Courts of Criminal Appeals. The Court addresses cases involving a broad range of legal issues, including constitutional law, criminal law, evidence, administrative law, and national security law. The Court continually meets its goal of deciding each case accepted by reviewing authorities, thereby serving its function as defined in the UCMJ (10 USC 941).

United States Court of Appeals for the Armed Forces
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V. **Personnel Summary**	FY 2013	FY 2014	FY 2015	Change FY 2013/ FY 2014	Change FY 2014/ FY 2015
Civilian End Strength (Total)	50	59	59	9	0
U.S. Direct Hire	50	59	59	9	0
Total Direct Hire	50	59	59	9	0
Civilian FTEs (Total)	50	59	59	9	0
U.S. Direct Hire	50	59	59	9	0
Total Direct Hire	50	59	59	9	0
Average Annual Civilian Salary ($ in thousands)	138.2	133.2	134.2	-5.0	1.0
Contractor FTEs (Total)	4	4	4	0	0

United States Court of Appeals for the Armed Forces
Operation and Maintenance, Defense-Wide
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VI. <u>OP 32 Line Items as Applicable (Dollars in thousands)</u>:

OP 32 Line	FY 2013 Actual	Change FY 2013/FY 2014 Price	Change FY 2013/FY 2014 Program	FY 2014 Estimate	Change FY 2014/FY 2015 Price	Change FY 2014/FY 2015 Program	FY 2015 Estimate
101 Exec, Gen'l & Spec Scheds	6,910	52	897	7,859	79	-21	7,917
199 Total Civ Compensation	**6,910**	**52**	**897**	**7,859**	**79**	**-21**	**7,917**
308 Travel of Persons	47	1	17	65	1	0	66
399 Total Travel	**47**	**1**	**17**	**65**	**1**	**0**	**66**
680 Building Maint Fund Purch	0	0	26	26	0	-26	0
696 DFAS Financial Operation (Other Defense Agencies)	0	0	17	17	0	0	17
699 Total DWCF Purchases	**0**	**0**	**43**	**43**	**0**	**-26**	**17**
912 Rental Payments to GSA (SLUC)	940	18	526	1,484	27	605	2,116
913 Purchased Utilities (Non-Fund)	0	0	231	231	4	-73	162
914 Purchased Communications (Non-Fund)	47	1	8	56	1	0	57
917 Postal Services (U.S.P.S)	4	0	-1	3	0	0	3
920 Supplies & Materials (Non-Fund)	318	6	1	325	6	0	331
923 Facilities Sust, Rest, & Mod by Contract	448	9	-457	0	0	0	0
960 Other Costs (Interest and Dividends)	1	0	-1	0	0	0	0
987 Other Intra-Govt Purch	0	0	3,083	3,083	55	-550	2,588
989 Other Services	1,813	34	-1,390	457	8	1	466
999 Total Other Purchases	**3,571**	**68**	**2,000**	**5,639**	**101**	**-17**	**5,723**
Total	**10,528**	**121**	**2,957**	**13,606**	**181**	**-64**	**13,723**

Fiscal Year 2015 Budget Estimates

Cooperative Threat Reduction Program

March 2014

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Defense Threat Reduction Agency
Cooperative Threat Reduction Program
Fiscal Year (FY) 2015 Budget Estimates

<u>**Cooperative Threat Reduction**</u>: ($ in Thousands):

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
CTR	446,235	8,430	45,790	500,455	8,738	-144,085	365,108

I. <u>Description of Operations Financed</u>:

The Cooperative Threat Reduction (CTR) Program's overarching mission is to partner with willing countries to reduce the threat from weapons of mass destruction (WMD) and related materials, technologies, facilities, and expertise. The CTR Program focuses on eliminating, securing, and consolidating WMD, related materials, and associated delivery systems and infrastructure at their source in partner countries. The CTR program also focuses on building partner capacity to prevent the proliferation of WMD materials in transit across international borders. The CTR Program contributes to the Department of Defense's (DoD) efforts by:

- Supporting a layered defense approach to countering weapons of mass destruction;

- Building strategic relationships with key international partners that enhance threat reduction on a global scale; and

- Supporting the resilience of the global nonproliferation framework by building partner capacities to enforce the tenets of that framework.

Defense Threat Reduction Agency
Cooperative Threat Reduction Program
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I.   Description of Operations Financed (cont.)

The CTR Programs objectives are:

- Objective 1: Reverse WMD programs by dismantling and destroying stockpiles of nuclear, chemical, or biological weapons, equipment, or means of delivery that partner countries own, possess, or that is in their control.

- Objective 2: Account for, secure and safeguard nuclear, chemical and biological materials, equipment or expertise, which, if vulnerable to theft or diversion, could result in WMD threats.

- Objective 3: Prevent and detect acquisition, proliferation, and use of nuclear, chemical or biological weapons, equipment, or means of delivery and knowledge.

The CTR Program is currently authorized to operate in the Former Soviet Union (FSU), Afghanistan, Africa, China, India, Pakistan, Iraq, Southeast Asia, Libya, and the Middle East as well as world-wide for the transport of nuclear weapons and nuclear weapons components and the disposition of interdicted WMD and WMD-related materials.

I.   <u>Description of Operations Financed (cont.)</u>

The CTR Program areas and related assistance are:

	$ in thousands		
	FY 2013 **Actuals**	**FY 2014** **Estimate**	**FY 2015** **Estimate**
A. Strategic Offensive Arms Elimination	14,771	5,700	1,000

The potential proliferation of WMD, delivery systems, and related technologies is a serious threat to U.S. and international security. The Strategic Offensive Arms Elimination (SOAE) program eliminates WMD delivery systems and associated infrastructure. This program supports destruction of strategic weapons delivery systems and associated infrastructure in Russia and Ukraine. The CTR program provides equipment and services to destroy or dismantle Intercontinental-range Ballistic Missile (ICBM), ICBM silo launchers, road-mobile launchers, Submarine-Launched Ballistic Missile (SLBM), SLBM launchers, nuclear reactor cores of strategic SSBNs, and WMD infrastructure. This work is conducted under the Multilateral Nuclear Environmental Program (MNEP) in the Russian Federation (RF). The bilateral protocol between the U.S. and the RF signed in June 2013 adopted select provisions of the MNEP to replace the expired U.S.-Russia CTR Umbrella Agreement. In Ukraine, DoD provides assistance with the storage and elimination of solid rocket motors (SRM) from dismantled SS-24 ICBMs. This includes the provision of selected

I.   Description of Operations Financed (cont.)

maintenance, consumables, and technical assistance to ensure the proper operation of the elimination facility, which Ukraine intends to use to remove solid propellant through water washout and subsequently incinerate the SRM cases. SOAE maintains readiness to respond to any WMD delivery systems elimination in other countries.

	$ in thousands		
	FY 2013	FY 2014	FY 2015
	Actuals	**Estimate**	**Estimate**
B. Chemical Weapons Destruction	69,030	83,000	15,720

The Chemical Weapons Destruction (CWD) program works with partner nations to reduce the threat from chemical weapons (CW) by securing and destroying CW stockpiles and eliminating chemical agent research capabilities and production facilities. The CWD program is assisting the government of Libya in meeting its commitment to the Organization for the Prohibition of Chemical Weapons (OPCW) to destroy its chemical weapons stockpile. The CWD program is also providing safety and security improvements to the Ruwagha Chemical Weapons Storage Facility (CWSF) in the form of physical upgrades, and ongoing destruction operations. The CTR program is partnering with the Libyan National Authority for the Chemical Weapons Convention and the German Federal Foreign Office on these efforts. The CTR program is the primary source of funding for destruction and external security in assisting the OPCW with respect to destroying Syrian chemical weapons. Contingency planning continues in order to be prepared to support CW nonproliferation and elimination activities elsewhere.

I.   **Description of Operations Financed (cont.)**

	$ in thousands		
	FY 2013	**FY 2014**	**FY 2015**
	Actuals	**Estimate**	**Estimate**
C. Global Nuclear Security	39,313	19,400	20,703

The Global Nuclear Security (GNS) program consolidates ongoing efforts to secure nuclear weapons and materials in the FSU and new initiatives to secure nuclear materials across the globe in support of the President's Global Nuclear Lockdown Initiative. This program will augment security enhancements identified for Russia and expand nuclear security cooperation to new countries and regions, consistent with legislation and in coordination with the efforts of other United States Government (USG) Department and international partners. This program also helps establish Centers of Excellence and conduct technical exchanges with partner countries to enhance training capabilities, consistent with international best practices related to nuclear security, material control, inventory management, transportation security, emergency response capabilities, and other activities important to improving nuclear security.

I.   <u>Description of Operations Financed (cont.)</u>

The GNS program transitioned remaining responsibility for safe and secure warhead transportation and physical security sustainment to the RF Ministry of Defense (MOD) in June 2013. The GNS program plans to continue to work with Russia to improve nuclear security. Technical exchanges with the MOD will continue under a DoD Joint Staff – MOD General Staff Memorandum of Understanding (MOU), while work on nuclear materials security with Rosatom will be conducted under the Multilateral Nuclear Environmental Program in the Russian Federation (MNEPR). Outside Russia and the FSU, the GNS program works closely with Department of Energy (DoE) and partner countries under various agreements and MOUs in accordance with existing authorities and determinations.

	$ in thousands		
	FY 2013	**FY 2014**	**FY 2015**
	Actuals	**Estimate**	**Estimate**
D. Cooperative Biological Engagement (CBE):	211,014	260,000	256,762

The Cooperative Biological Engagement Program (CBEP) supports the "National Strategy for Countering Biological Threats (Presidential Policy Directive-2, signed by the President on November 23, 2009)," which seeks to prevent terrorists or non-state actors from accessing biological material of security concern or expertise that could contribute to a biological weapons capability. The Program builds upon the indigenous capacities of regions and partner countries to safely and rapidly detect and report dangerous infections, enhances biorisk management, consolidates and secures pathogens of security concern, and establishes and enhances international research partnerships. The program builds regional and bilateral partnerships to mitigate biological risks and initiate

I.   Description of Operations Financed (cont.)

timely and effective measures to contain trans-border disease threats. The program trains partner country experts in current best practices across clinical, epidemiology, laboratory, veterinary, and environmental vector surveillance disciplines to detect, diagnose, report, and predict new and emerging disease threats rapidly and effectively. The program supports training and exercises for National response teams thereby enhancing response to and identification of the cause of outbreaks and subsequently reporting the findings to appropriate international bodies such as the World Health Organization (WHO).

CBEP strategic policy objectives are to:

1) Dismantle, destroy, and prevent the sale, theft, diversion, or use of stockpiles of biological weapons, means of delivery, and biological weapons related equipment, technology, and infrastructure.

2) Enhance partner country/region's capability to identify, consolidate, and secure collections of pathogens and diseases of security concern in order to prevent the sale, theft, diversion, or accidental release of such pathogens and diseases.

3) Enhance partner county/region's capability to rapidly and accurately survey, detect, diagnose, and report biological terrorism and outbreaks of pathogens and diseases of security concern in accordance with international reporting requirements.

I.   <u>Description of Operations Financed (cont.)</u>

	$ in thousands		
	FY 2013	**FY 2014**	**FY 2015**
	Actuals	**Estimate**	**Estimate**
E. Proliferation Prevention (PP):	87,287	110,421	40,704

The Proliferation Prevention Program (PPP) builds partner countries' capacity to
interdict illicit trafficking of WMD, and related components and technology. The program
assists Armenia, Moldova, Georgia, Ukraine, Middle East and Southeast Asia to develop
self-sustaining, multi-agency capabilities to prevent the proliferation of WMD materials,
components, and technologies across their borders. The funds are used to develop our
partners' capacity in non-proliferation and counter-proliferation, border security and
interdiction, disposition, and other areas related to chemical, biological, radiological,
and nuclear (CBRN) identification, security, and consequence incident response. The funds
provide for equipment, training, and related assistance. Projects are executed
incrementally and do not proceed until successful implementation of a previous stage to
provide flexibility and management control while minimizing program risk. Projects are
also designed and executed with the long-term sustainment of U.S.-provided equipment in
mind to ensure that each partner country has the capability and resources to sustain
project equipment upon project completion. This program complements ongoing United
States Government (USG) and international counter-proliferation assistance provided by
the DoE Second Line of Defense Program, the Department of State (DoS) Export Control and
Related Border Security Program, and the DoD's International Counterproliferation
Program. The Program also complements the assistance provided by other USG and
international partners that enhance counter-smuggling capacities, enhance border

I. <u>Description of Operations Financed (cont.)</u>

security, and increase maritime domain awareness and interoperability. Projects are leveraged with other U.S. and international programs to avoid duplication of effort. Beginning in FY 2013, the Proliferation Prevention Program began expansion outside of the FSU to Southeast Asia and the Middle East. In FY 2014, Proliferation Prevention will continue expansion activities in the Southeast Asia region on a bilateral and regional basis and expand work with partners in the Middle East.

	$ in thousands		
	FY 2013 <u>Actuals</u>	FY 2014 <u>Estimate</u>	FY 2015 <u>Estimate</u>
F. Threat Reduction Engagement	2,775	1,500	2,375

The Threat Reduction Engagement Program (TREP) supports activities that are linked to the advancement of the CTR program efforts. The CTR program issued new policy and program guidance in July 2012 and encourages proposals from Combatant Commands with a specific focus on bio-engagement and proliferation prevention in Sub-Saharan Africa, Pakistan, Afghanistan, and Iraq. The program also encourages proposals on bio-engagement, proliferation prevention, and nuclear security in Southeast Asia. The CTR Program is also working with interagency partners to ensure that TREP-funded activities complement and leverage other USG engagements with partner countries' respective Areas of Responsibility (AORs). New guidance now allows non-military/defense personnel participation so long as their participation or attendance directly supports the execution of approved TREP events.

I.   <u>Description of Operations Financed (cont.)</u>

	$ in thousands		
	FY 2013	**FY 2014**	**FY 2015**
	<u>Actuals</u>	**<u>Estimate</u>**	**<u>Estimate</u>**
G. Other Assessments/Administrative Costs	22,045	20,434	27,844

The Other Assessments/Administrative Costs (OAAC) contributes to the overall implementation of the CTR Program in areas not unique to established projects; for example, negotiations on an implementing agreement or operational support for nine overseas Embassy offices: Africa, Armenia, Azerbaijan, Georgia, Kazakhstan, Russia, Southeast Asia, Ukraine and Uzbekistan. This program also supports required audits and examinations (A&Es) of CTR mission efforts and overall program management and administration.

II. <u>Force Structure Summary</u>:
A.   <u>Strategic Offensive Arms Elimination</u>:
The Strategic Offensive Arms Elimination (SOAE) program supports destruction of strategic weapons delivery systems and associated infrastructure in Russia and Ukraine. The CTR program provides equipment and services to destroy or dismantle ICBMs, ICBM silo launchers, road-mobile launchers, SLBMs, SLBM launchers, nuclear reactor cores of strategic SSBNs, and WMD infrastructure.

<u>SOAE – Russia</u>
DoD plans to transition all elimination activities for SS-25 road-mobile launchers and SS-25 ICBMs, SS-18 and SS-19 silos and ICBMs, SS-N-18 SLBMs, and SLBM launchers to Russia by the middle of FY 2014.

Defense Threat Reduction Agency
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II. <u>Force Structure Summary (cont.)</u>

<u>SS-24 Missile Disassembly, Storage, and Elimination – Ukraine</u>
The project provides for preventive and corrective maintenance of the Empty Motor Case (EMC) elimination Facility. The facility permits safe, ecologically sound incineration of residual propellant and EMCs. DoD will also support a controlled environment for storage of the remaining SRMs and movement of the SRMs within and between storage areas.

B. <u>Chemical Weapons Destruction:</u>
The Chemical Weapons Destruction (CWD) program reduces the threat from chemical weapons (CW) by securing and destroying CW stockpiles and eliminating chemical agent research capabilities and production facilities.

<u>Chemical Weapons Destruction Technical Support – Russia</u>
This project provided Russia with technical advice, repair parts procurement, and other assistance to support chemical agent destruction at the Shchuch'ye and Kizner CWDFs until June 2013.

<u>Chemical Weapons Destruction – Libya</u>
The project is providing safety and security improvements at the Ruwagha CWSF, to include safety and physical security Concept of Operations (CONOPS) planning advice, equipment upgrades, equipment operation and maintenance training, and other enhancements to improve existing capabilities. The United States is assisting Libya in destroying its CW munition stockpile.

II. <u>Force Structure Summary (cont.)</u>

<u>Chemical Weapons Destruction – Middle East</u>
This project is new and supports a request from the OPCW for technical and resource support to destroy chemical agent declared by Syria in late 2013.

<u>Chemical Weapons Destruction – Syria</u>
This project provides for the provision of shipping containers and material handling equipment to support Syrian Chemical Weapons destruction, logistics support, mobilization and modification of the Motor Vessel (MV) CAPE RAY, and installation of the Field Deployable Hydrolysis System (FDHS) aboard MV CAPE RAY, to conduct chemical weapons elimination at sea using the FDHS.

C. <u>Global Nuclear Security</u>:
The Global Nuclear Security (GNS) program consolidates ongoing efforts to secure nuclear weapons and materials in the FSU and new initiatives to secure nuclear materials across the globe in support of the President's Global Nuclear Lockdown Initiative.

<u>Global Nuclear Security - Russia</u>
This project provides assistance and technical expertise to improve physical security and to securely transport spent naval fuel that is potentially vulnerable and meets the International Atomic Energy Association (IAEA) definition for weapons-usable material.

This project provided comprehensive physical security enhancements and the ability to sustain those enhancements at Russian nuclear weapons storage sites. The DoD assisted the Russian Ministry of Defense (MOD) in sustaining this installed equipment and infrastructure during a transition period while the MOD builds the capacity to assume

II. <u>Force Structure Summary (cont.)</u>

full responsibility. Sustainment and operational control of the DoD efforts were transferred to the Russian government in June 2013

<u>Nuclear Security Centers of Excellence</u>
This project helps to establish Centers of Excellence with partner countries to enhance training capability, consistent with international best practices, for nuclear security, material control, inventory management, transport security, and other activities important to improving nuclear material security. The project will facilitate training course development and delivery, and will provide equipment to enhance nuclear security, material control, and inventory management.

D. <u>Cooperative Biological Engagement</u>:
This program builds upon the indigenous capacities of regions and partner countries to safely and accurately diagnose and rapidly report dangerous infections, and establishes and enhances international research partnerships. The program is regionally organized and implements in cooperation with Centers for Disease Control and Prevention, Agency for International Development and partner countries. Projects are ongoing in: Former Soviet Union, Africa, Middle East, Southeast Asia, Afghanistan, India, and Pakistan. To fill gaps in many countries International Health Regulations (IHR) diagnostic and reporting as well as biorisk management capabilities, the program is initiating work with additional high priority countries. Additional details on planned project activities are provided in Section IV.

II. Force Structure Summary (cont.)

E. Proliferation Prevention:

The Proliferation Prevention Program (PPP) addresses the vulnerability of partner countries to interdict illicit trafficking of WMD, and related components and technology. The program assists Armenia, Moldova, Georgia, Ukraine, and Southeast Asia to develop self-sustaining, multi-agency capabilities to prevent the proliferation of WMD materials, components, and technologies across their borders.

Green Border Project - Armenia
The project is continuing with a new increment to assist the Armenian Border Guard (ABG) and provide co-sponsorship of cross-border detection and interdiction exercises with Georgia.

Green Border Project – Moldova
The project is improving the capability of the Moldovan Border Police and the Moldovan Customs Services to prevent border-crossing of WMD and related materials. Special emphasis will be put on ensuring the government of Moldova can sustain and build upon these capabilities over the long term.

Georgia
The project includes construction of small boat facilities, allowing decreased response time, in addition to organic boat haul out capability, and several maintenance and training enhancements at key Georgian Coast Guard (GCG) sites.
The project improves the GCG's response time, and interdiction capability, and reduces the operating and maintenance costs of the GCG fleet. These efforts are coordinated with other USG ongoing efforts in country.

II. <u>Force Structure Summary (cont.)</u>

<u>Southeast Asia</u>
The project will enhance the capabilities of partner countries within the Southeast Asia region to detect and interdict WMD and related materials transiting the Strait of Malacca, the South China Sea and in other regional waters; enhance port security; and conduct assessments for future maritime and land border efforts. Initial efforts are focusing on providing maritime domain awareness support to the nascent Philippines Coast Watch Center/System and providing maritime-focused command and control, surveillance and WMD-related training and equipment to Malaysia and Vietnam. The PPP is also supporting other maritime domain awareness and interoperability efforts and is in project design discussions for additional bilateral maritime border security projects with other Southeast Asia partners.

<u>Middle East</u>
The project engages the Hashemite Kingdom of Jordan along the Syrian and Iraqi borders to enhance their WMD proliferation prevention capabilities. Phase 2 of the Jordan Border Security project will enhance the Jordanian Armed Forces (JAF) capabilities to detect, identify, track, and interdict potential illicit traffickers on the Jordan border.

F. <u>Threat Reduction Engagement</u>:
The Threat Reduction Engagement Program (TREP) supports activities that are linked to the advancement of the CTR program efforts. TREP intends to work closely with all the Combatant Commands to identify relationship-building opportunities in their respective AORs, including Regional Combating Weapons of Mass Destruction-2, Symposium on Combating Weapons of Mass Destruction and Terrorism at the Near East South Asia Center for

II. Force Structure Summary (cont.)

Strategic Studies, and the United Arab Emirates Bilateral Chemical, Biological, Radiological, Nuclear, and Low-Yield Explosive Defense Initiative.

G. Other Assessments/Administrative Support:

The Other Assessments/Administrative Costs (OAAC) contributes to the overall implementation of the CTR Program in areas not unique to established projects.

Audits and Examinations (A&Es)

The goal of A&Es is to ensure that the CTR Program's assistance is accounted for and used efficiently and effectively for its intended purpose. In accordance with umbrella and implementing agreements, and other political frameworks, the United States has the right to examine the use of any material, training, or other services provided under these agreements and frameworks during implementation and for a follow-on period.

Program Management/Administration

The project provides program administrative and general support; project development cost estimates; advisory and assistance services; the Defense Threat Reduction Agency infrastructure support to the CTR program; and travel. The project funds permanent full-time Defense Threat Reduction Offices (DTROs) in Africa, Armenia, Azerbaijan, Georgia, Kazakhstan, Russia, Southeast Asia, Ukraine, and Uzbekistan. Additional DTROs may be opened as CTR projects expand into new countries.

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III. <u>Financial Summary</u> ($ in thousands)

A. <u>BA Subactivities</u>	FY 2013 Actual	Budget Request	FY 2014 Congressional Action			Current Estimate	FY 2015 Estimate
			Amount	Percent	Appropriated		
1. Strategic Offensive Arms Elimination	14,771	10,000	-4,300	-43.0	5,700	5,700	1,000
2. Chemical Weapons Destruction	69,030	21,250	61,750	290.6	83,000	83,000	15,720
3. Global Nuclear Security	39,313	86,508	-67,108	-77.6	19,400	19,400	20,703
4. Cooperative Biological Engagement	211,014	306,325	-46,325	-15.1	260,000	260,000	256,762
5. Proliferation Prevention	87,287	73,822	36,599	49.6	110,421	110,421	40,704
6. Threat Reduction Engagement	2,775	2,375	-875	-36.8	1,500	1,500	2,375
7. Other Assessments/ Administrative Support	22,045	28,175	-7,741	-27.5	20,434	20,434	27,844
Total	**446,235**	**528,455**	**-28,000**	**-5.3**	**500,455**	**500,455**	**365,108**

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III. <u>Financial Summary</u> ($ in thousands)

B. **Reconciliation Summary**	Change FY 2014/FY 2014	Change FY 2014/FY 2015
Baseline Funding	528,455	500,455
Congressional Adjustments (Distributed)	-28,000	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	500,455	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	500,455	
Supplemental		
Reprogrammings		
Price Changes		8,738
Functional Transfers		
Program Changes		-144,085
Current Estimate	500,455	365,108
Less: Wartime Supplemental		
Normalized Current Estimate	500,455	

III. <u>**Financial Summary**</u> **($ in thousands)**

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 President's Budget Request (Amended, if applicable)		**528,455**
1. Congressional Adjustments		-28,000
a. Distributed Adjustments		
1) Program Decrease	-28,000	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2014 Appropriated Amount		**500,455**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**500,455**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**500,455**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2014 Normalized Current Estimate		**500,455**
6. Price Change		8,738
7. Functional Transfers		
8. Program Increases		8,844
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
1) Other assessments/Administrative Costs (OA)	7,042	

      The OA funds the Audits and Examinations (A&Es) provided for in the CTR agreements with partner countries, overall program management and organizational costs. The A&E program is a means to ensure the DoD-provided equipment, services, and related training are fully accounted for and used effectively and efficiently for their intended

III. <u>**Financial Summary**</u> **($ in thousands)**

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>Amount</u>	<u>Totals</u>

purpose. The funding increase in FY 2015 reflects the impacts of ramping down the embassy support services required for current and emerging DTRA/CTR offices in partner countries.(FY 2015 Baseline: $20,434 thousand)

2) Global Nuclear Security (GNS)   954

The GNS program supports efforts to transport and secure nuclear materials in the Former Soviet Union (FSU) through consolidation and is prepared to assist with new initiatives to secure nuclear materials across the globe in support of the President's Global Nuclear lockdown initiative. The FY 2015 budget for GNS is base-lined on efforts that have been completed and now operating in Russia. The funding increase in FY 2015 is for new projects that involve GNS engagements outside of Russia that are in the development phase. (FY 2014 Baseline: $20,703 thousand)

3) Threat Reduction Engagemetn (TRE)   848

This program supports relationship-building engagements intended to advance the CTR mission. Engagements will continue with the FSU states, but will also include new geographic areas to support the CTR Program in states outside the FSU, in accordance with existing authorities and determinations. The funding increase in FY 2015 will allow the opportunity to increase engagements with partners in new geographical areas and the Unified Combatant Commands.(FY 2014 Baseline: $1,500 thousand)

9. Program Decreases   -152,929

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III. <u>**Financial Summary**</u> **($ in thousands)**

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>Amount</u>	<u>Totals</u>

a. Annualization of FY 2014 Program Decreases
b. One-Time FY 2014 Increases
c. Program Decreases in FY 2015

   1) Proliferation Prevention (PP)   -71,705

      The Proliferation Prevention Program's funds will address the vulnerability of partner countries to trafficking of WMD and related components and assist them to develop self-sustaining, multi-agency capabilities to prevent the proliferation of WMD materials, components, and technologies across their borders. The funding decrease in FY 2015 represents the anticipated completion of work supporting the Jordan border security surveillance network project. (FY 2014 Baseline: $110,421 thousand)

   2) Chemical Weapons Destruction (CWD)   -68,774

      The CWD Program works with partner nations to reduce the threat from chemical weapons (CW) by eliminating CW stockpiles; chemical agent research, production, and storage facilities; delivery systems; expertise; and related technologies; and securing such assets until they can be destroyed. The funding decrease in FY 2015 is due to the expiration of the Umbrella Agreement between the United States of America (U.S.) and Russia Federation (RF), which ends U.S. assistance to the RF chemical demilitarization program. (FY 2014 Baseline: $83,000 thousand)

   3) Cooperative Biologica Engagement (CBE)   -7,648

      This program counters the threat of state and non-state actors acquiring biological materials and expertise that could be used to develop or deploy a

III. **Financial Summary** ($ in thousands)

C. **Reconciliation of Increases and Decreases**	**Amount**	**Totals**

biological weapon. To counter the evolving threat, CBE will focus on pathogens and diseases of security concern defined as pathogens and toxins contained on the U.S. Select Agent and Toxin List, deliberate biological threats, and other potentially threatening emerging and/or re-emerging diseases. The derease is to fund biological safety and security enhancements, disease detection, diagnosis and reporting enhancements.(FY 2014 Baseline: $260,000 thousand)

4) Strategic Offensive Arms Elimination (SOAE)   -4,802
SOAE provides assistance in the defueling and dismantlement of nuclear ballistic missile submarines and elimination of their submarine launched ballistic missile lauchers. The funding decrease in FY 2015 represents the end of US assistance for land-based strategic launcher and missile elimination in Russia. (FY 2014 Baseline: $5,700 thousand)

FY 2015 Budget Request   **365,108**

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

A.   <u>**Strategic Offensive Arms Elimination (SOAE)**</u>:

FY 2013 funds executed over three years will:

- Complete dismantlement of nuclear reactor cores and launcher sections of 1 Delta III-class SSBN and eliminate 16 SLBM launchers;
- Assist Ukraine by financing 45 empty SRM cases;
- Store Ukraine's remaining SRMs;
- Continue maintenance and repair of SRM storage facilities; and
- Provide logistical, administrative, and advisory support.

FY 2014 funds executed over three years will:

- Support elimination and program activities in the RF;
- Assist Ukraine by financing 20 empty SRM cases;
- Store Ukraine's remaining SRMs and continue maintenance and repair of SRM storage facilities;
- Address WMD delivery system threats in other countries; and
- Provide logistical, administrative, and advisory support.

FY 2015 funds executed over three years will:

- Complete elimination and program activities in Ukraine;
- Be prepared to address WMD delivery system threats in other countries; and
- Provide logistical, administrative, and advisory support.

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IV. <u>**Performance Criteria and Evaluation Summary**</u>:

B. <u>**Chemical Weapons Destruction (CWD)**</u>:

FY 2013 funds executed over three years will:

- Provide physical security and safety improvements for chemical weapons storage and guard force training;
- Assist with Libyan and Syrian chemical weapons elimination operations;
- Prepare U.S. Navy ship for Syria CW destruction project, provide packaging for Syrian CW and dangerous precursors;
- Provide technical and procurement advice and assistance support in other regions to eliminate and improve safety and security of chemical weapons;
- Support contract closeout for projects in Russia; and
- Provide logistical, administrative, and advisory support.

FY 2014 funds executed over three years will:

- Provide physical security and safety improvements for chemical weapons storage and guard force training in Libya;
- Assist with Syrian chemical weapons elimination operations;
- Destroy Syrian CW and dangerous precursors, support the external security of the destruction operation and work with others to dispose of the residual hazardous waste;
- Provide technical and procurement advice and assistance support in other regions to eliminate and improve safety and security of chemical weapons;

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

- Support contract closeout for projects in Russia; and
- Provide logistical, administrative, and advisory support.

FY 2015 funds executed over three years will:

- Provide technical and procurement advice and support in other regions to eliminate and improve safety and security of chemical weapons; and
- Provide logistical, administrative, and advisory support.

C. <u>**Global Nuclear Security (GNS)**</u>:

FY 2013 funds executed over three years will:

- Establish and support technical exchanges with the Russian MOD on nuclear weapons security topics with the goal to enhance and improve security systems, procedures, and best practices;
- Continue support for Nuclear Security Centers of Excellence;
- Provide equipment and training for partner countries to secure vulnerable weapons and useable material or special nuclear material;
- Provide equipment and training to enhance nuclear security capabilities of partner countries to perform key security functions such as secure transportation, inventory management, and emergency response;
- Support shipments of Spent Nuclear Fuel (SNF) and other nuclear material that meets the IAEA criteria as "weapons-usable" to consolidate and facilitate the disposition of the nuclear material; and
- Provide logistical, administrative, and advisory support.

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

   FY 2014 funds executed over three years will:

   - Continue to support technical exchanges with the Russian MOD on nuclear weapons security topics with the goal to enhance and improve security systems, procedures, and best practices;
   - Continue support for Nuclear Security Centers of Excellence;
   - Provide equipment and training for partner countries to secure vulnerable nuclear material;
   - Provide equipment and training to enhance nuclear security capabilities of partner countries to perform key security functions such as secure transportation, inventory management, and emergency response;
   - Support shipments of SNF and other nuclear material that meets the IAEA criteria as "weapons-usable" to consolidate and facilitate the disposition of the nuclear material; and
   - Provide logistical, administrative, and advisory support.

   FY 2015 funds executed over three years will:

   - Continue to support technical exchanges with the Russian MOD on nuclear weapons security topics with the goal to enhance and improve security systems, procedures, and best practices;
   - Continue support for Nuclear Security Centers of Excellence;
   - Provide equipment and training for partner countries to secure vulnerable nuclear material;

IV. <u>Performance Criteria and Evaluation Summary</u>:

- Provide equipment and training to enhance nuclear security capabilities of partner countries to perform key security functions such as secure transportation, inventory management, and emergency response;
- Support shipments of SNF and other nuclear material that meets the IAEA criteria as "weapons-usable" to consolidate and facilitate the disposition of the nuclear material; and
- Provide logistical, administrative, and advisory support.

D. <u>Cooperative Biological Engagement:</u>

FY 2013 funds executed over three years will:

1) Fund biological safety and security (BS&S) enhancements as detailed below:

Former Soviet Union (FSU)

- Continue BS&S upgrades to human and veterinary laboratories in Armenia and Ukraine;
- Complete construction of a Ministry of Health training center in Uzbekistan;
- Continue construction of the CRL in Kazakhstan;
- Continue oversight of Azerbaijan CRL construction and installation of BS&S systems and equipment;
- Continue the programmatic development and country-specific implementation of BS&S Standard Operating Procedures in Armenia, Azerbaijan, Georgia, Kazakhstan, Ukraine and Uzbekistan; and

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IV. <u>**Performance Criteria and Evaluation Summary**</u>:

▪ Continue the provision of Biorisk Management training in Armenia, Azerbaijan, Kazakhstan and Ukraine.

Africa

- ▪ Initiate BS&S upgrades to human and veterinary laboratories in Kenya;
- ▪ Install Pathogen Asset Control System (PACS) at key laboratories and conduct PACS training in South Africa; and
- ▪ Conduct Biorisk Management training in Kenya, Uganda, Tanzania, and South Africa.

Middle East/South Asia (MESA)

- ▪ Initiate laboratory upgrades in Iraq and Afghanistan; and
- ▪ Conduct Biorisk Management training for scientists from Iraq and Afghanistan.
- ▪ Demonstrate electronic reporting system in Iraq

Southeast Asia (SEA)

- ▪ Conduct Biorisk Management workshops in Malaysia; and
- ▪ Install BS&S equipment and conduct associated operation and maintenance training in Lao People's Democratic Republic (PDR), Cambodia and Vietnam.

2) Fund disease detection, diagnosis and reporting enhancements as detailed below:

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IV. <u>**Performance Criteria and Evaluation Summary**</u>:

FSU
- Continue human and veterinary training in epidemiology, laboratory management, and disease diagnosis in Armenia, Azerbaijan, Georgia, Kazakhstan, and Ukraine;
- Continue cooperative biological research activities in Armenia, Azerbaijan, Georgia, Kazakhstan, Russia, and Ukraine;
- Continue transition of sustainment of diagnostic laboratories in Azerbaijan, Georgia, Kazakhstan, and Ukraine; and
- Continue Electronic Integrated Disease Surveillance System (EIDSS) implementation, training and upgrades in Armenia, Azerbaijan, Georgia and Kazakhstan.

Africa
- Conduct training in epidemiology, laboratory management and disease diagnosis in Kenya, Tanzania, and Uganda;
- Install laboratory diagnostic equipment in Kenya, Tanzania, and Uganda as well as conduct associated operation and maintenance training;
- Initiate cooperative biological research activities in Kenya; and
- Continue cooperative biological research activities in West Africa.

MESA
- Install EIDSS and conduct associated training at multiple locations in Baghdad and Iraq;
- Install laboratory diagnostic equipment in Iraq and Afghanistan and conduct associated operation and maintenance training; and

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IV. <u>**Performance Criteria and Evaluation Summary**</u>:

- ▪ Conduct epidemiology training in Iraq and Afghanistan.

SEA
- ▪ Install laboratory diagnostic equipment in Lao PDR, Cambodia, and Vietnam as well as conduct associated operation and maintenance training;
- ▪ Conduct laboratory management training in Cambodia and Vietnam; and
- ▪ Continue laboratory diagnostic training/capacity building activity in Cambodia.

FY 2014 funds executed over three years will:

1) Fund BS&S enhancements as detailed below:

FSU

- ▪ Continue BS&S upgrades to human and veterinary laboratories in Armenia and Ukraine;
- ▪ Continue construction of the CRL in Kazakhstan;
- ▪ Continue oversight on construction of CRL in Azerbaijan and installation of BS&S systems and equipment;
- ▪ Continue the programmatic development and country-specific implementation of BS&S Standard Operating Procedures across the region; and
- ▪ Continue the provision of Biorisk Management training in Armenia, Azerbaijan, Kazakhstan, and Ukraine.

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

Africa

- Continue implementing BS&S upgrades to human and veterinary laboratories in Kenya;
- Initiate BS&S upgrades to human and veterinary laboratories in Uganda and Tanzania;
- Conduct Biorisk Management training in Kenya, Uganda, Tanzania, and South Africa; and
- Initiate gap analysis with Ethiopia.

MESA

- Continue laboratory upgrades in Iraq and Afghanistan;
- Continue Biorisk Management training for scientists from Iraq and Afghanistan; and
- Initiate the development and implementation of BS&S Standard Operating Procedures in Iraq and Afghanistan.

SEA

- Conduct Table Top Exercise and plan for regional outreach workshop with Malaysia on multi-sectorial Biorisk Management;
- Initiate Biorisk Management workshops in Lao PDR, Cambodia, and Vietnam;
- Install BS&S equipment in Lao PDR, Cambodia, and Vietnam;

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

- Assist with integrated BS&S design in a Vietnam-built diagnostic lab
- Initiate the development and implementation of BS&S Standard Operating Procedures in Lao PDR, Cambodia, and Vietnam; and
- Initiate gap analysis in Philippines and Indonesia.

2) Fund disease detection, diagnosis and reporting enhancements as detailed below:

FSU
- Continue human and veterinary training in epidemiology, laboratory management, and disease diagnosis in Armenia, Azerbaijan, Kazakhstan, and Ukraine;
- Continue research activities in Armenia, Azerbaijan, Georgia, Kazakhstan, Russia, and Ukraine;
- Continue transition of sustainment of laboratories in Azerbaijan, Georgia, Kazakhstan, and Ukraine; and
- Continue EIDSS implementation, training and upgrades in Armenia, Azerbaijan, Georgia, and Kazakhstan.

Africa
- Conduct training in epidemiology, laboratory management and disease diagnosis in Kenya, Tanzania, and Uganda;
- Continue laboratory equipment and facility upgrades in Kenya, Tanzania, and Uganda;
- Initiate research activities in Uganda, Tanzania, and South Africa; and
- Continue research activities in Kenya and West Africa.

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

MESA
- Continue installation of EIDSS and conduct training in Baghdad and Iraq;
- Continue installation of laboratory equipment in Iraq and Afghanistan and assess needs in Jordan;
- Conduct laboratory diagnostic training in Iraq; and
- Continue epidemiology training in Iraq and Afghanistan.

SEA
- Continue installation of laboratory equipment in Lao PDR, Cambodia, and Vietnam;
- Continue laboratory management training in Cambodia and Vietnam;
- Continue laboratory diagnostic training/capacity building activity in Cambodia;
- Initiate EIDSS and PACCS demonstration in Vietnam;
- Initiate gap analysis in Philippines; and
- Initiate research activity in Thailand and Vietnam.

FY 2015 funds executed over three years will:

1) Fund BS&S enhancements as detailed below:

FSU

- Continue BS&S upgrades to human and veterinary laboratories in Armenia and Ukraine;

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

- Complete construction of the CRL in Kazakhstan;
- Continue oversight on construction of CRL in Azerbaijan and installation of BS&S systems and equipment;
- Continue the development and implementation of BS&S Standard Operating Procedures across the region; and
- Continue the provision of Biorisk Management training in Armenia, Azerbaijan, Kazakhstan, and Ukraine.

Africa

- Complete BS&S upgrades to human and veterinary laboratories in Kenya, Uganda, and Tanzania;
- Initiate BS&S upgrades to human and veterinary laboratories in up to three new countries; and
- Conduct Biorisk Management training in Kenya, Uganda, Tanzania, and up to three new countries.

MESA

- Continue laboratory upgrades in Iraq and Afghanistan;
- Continue Biorisk Management training in Iraq and Afghanistan; and
- Continue the development and implementation of BS&S Standard Operating Procedures in Iraq and Afghanistan.

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

SEA

- Conduct Biorisk Management workshops in Philippines and Indonesia and fill identified gaps;
- Continue Biorisk Management workshops in Lao PDR, Cambodia, and Vietnam; and
- Initiate the development and implementation of BS&S Standard Operating Procedures in Lao PDR, Cambodia, and Vietnam.

2) Fund disease detection, diagnosis and reporting enhancements as detailed below:

FSU
- Continue human and veterinary training in epidemiology, laboratory management, and disease diagnosis in Armenia, Azerbaijan, Kazakhstan, and Ukraine;
- Continue research activities in Armenia, Azerbaijan, Georgia, Kazakhstan, Russia, and Ukraine; and
- Continue transition of sustainment of laboratories in Azerbaijan, Georgia, Kazakhstan, and Ukraine; and
- Complete EIDSS implementation, training and upgrades in Armenia, Azerbaijan, Georgia, and Kazakhstan.

Africa
- Conduct training in epidemiology, laboratory management and disease diagnosis in Kenya, Tanzania, Uganda, and up to three new countries;
- Install laboratory equipment in up to three new countries; and

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

- Continue research activities in Kenya, Tanzania, South Africa, Uganda, and West Africa.

MESA
- Continue installation of laboratory equipment in Iraq and Afghanistan;
- Fill gaps in diagnostics and reporting in Jordan
- Continue epidemiology training in Iraq and Afghanistan;
- Continue EIDSS and PACS installation and operator training; and
- Continue diagnostic training in Iraq.

SEA
- Continue installation of laboratory equipment in Lao PDR, Cambodia, and Vietnam;
- Install laboratory equipment in Philippines and Indonesia;
- Initiate lab management training in Philippines and Indonesia;
- Introduce EIDSS and PACS to human and vet ministries in Philippines;
- Continue laboratory management training in Cambodia and Vietnam;
- Conduct laboratory management training in Lao PDR;
- Complete laboratory diagnostic training/capacity building activity in Cambodia; and
- Continue research activity in Thailand and Vietnam.

IV. <u>Performance Criteria and Evaluation Summary</u>:

E. <u>Proliferation Prevention (PP)</u>:

FY 2013 funds executed over three years will:

- Armenia: Continue improvements to Armenian Border Guard command and control, communications, surveillance, WMD detection and interdiction capabilities, and sustainment along the Georgian green border;
- Southeast Asia: Continue to increase WMD Proliferation Prevention command and control, communications, surveillance, detection and interdiction capabilities, and sustainment in the Philippines, the South China Sea, and in other regional waters; continue project assessments;
- Middle East: Begin engagement in the Hashemite Kingdom of Jordan along the Syrian green border to enhance WMD Proliferation Prevention detection and interdiction capabilities in order to prevent the illicit flow of WMD and related components and to ensure resilience in the event of a WMD incident and assess potential similar engagements in Turkey, Iraq, and Lebanon if the security situation allows;
- Support WMD Proliferation Prevention projects and activities in regions and countries in accordance with authorities and determinations; and
- Provide logistical, administrative, and advisory support.

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IV. <u>**Performance Criteria and Evaluation Summary**</u>:

FY 2014 funds executed over three years will:

- Armenia: Further continue improvements to Armenian border guard command and control, communications, surveillance, WMD detection and interdiction capabilities, and sustainment along the Georgian green border;
- Moldova: Continue to enhance WMD Proliferation Prevention capabilities by filling equipment and training gaps identified by concept of operations development activities and operational exercises, and enhance capabilities for safe transportation and disposition of interdicted materials;
- Georgia: Complete improvements to Georgian Coast Guard supply chain management, logistics planning, vessel maintenance capabilities, and tactical infrastructure to improve WMD detection and interdiction capabilities on the Black Sea;
- Cambodia: Work with DOE to strengthen WMD detection and interdiction capabilities at key points of entry through equipment, training, and exercises;
- Philippines: Continue to increase WMD and maritime security communications, surveillance, detection and interdiction capabilities, and sustainment through the implementation of the National Coast Watch System and development of a concept of operations to aid in command and control and interagency coordination;
- Vietnam: Begin engagement to enhance the maritime security and law enforcement equipment with training and infrastructure support capabilities;
- Southeast Asia: Begin engagements in other littoral Southeast Asia countries to enhance national maritime security and WMD detection capabilities as well as bolster regional proliferation prevention awareness and capabilities;

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IV. <u>**Performance Criteria and Evaluation Summary**</u>:

- Middle East: Continue engagement in the Hashemite Kingdom of Jordan along the Syrian and Iraqi green borders to enhance WMD Proliferation Prevention detection and interdiction capabilities in order to prevent the illicit flow of WMD and related components and to ensure resilience in the event of a WMD incident and continue similar engagements with Turkey, Iraq and Lebanon;
- Support WMD Proliferation Prevention projects and activities in regions and countries in accordance with authorities and determinations; and
- Provide logistical, administrative, and advisory support.

FY 2015 funds executed over three years will:

- Armenia: Complete improvements to Armenian Border Guard command and control, communications, surveillance, WMD detection and interdiction capabilities, and sustainment along the Georgian green border;
- Moldova: Complete enhancements to WMD Proliferation Prevention capabilities by filling equipment and training gaps identified by concept of operations development activities and operational exercises, and enhance capabilities for safe transportation and disposition of interdicted materials;
- Philippines: Complete improvements to increase WMD and maritime security communications, surveillance, detection and interdiction capabilities, and sustainment through the implementation of the National Coast Watch System and development of a concept of operations to aid in command and control and interagency coordination;
- Vietnam: Complete improvements to enhance the maritime security and law enforcement equipment and infrastructure support capabilities;

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

- Southeast Asia: Continue engagements in other littoral Southeast Asia countries to enhance national maritime security and WMD detection capabilities as well as bolster regional proliferation prevention awareness and capabilities;
- Middle East: Complete detection and interdiction upgrades in order to prevent the illicit flow of WMD and related components with the Hashemite Kingdom of Jordan along the Syrian and Iraqi green borders Continue training and exercises with Turkey, Iraq and Lebanon to ensure resilience in the event of a WMD incident;
- Support WMD Proliferation Prevention projects and activities in regions and countries in accordance with authorities and determinations; and
- Provide logistical, administrative, and advisory support.

F. <u>**Threat Reduction Engagement (TRE)**</u>:

- FY 2013 through FY 2015 funds will continue to support specific relationship-building opportunities with existing FSU countries while shifting towards engagements and expansion of CTR Program areas with partners in new geographical areas including cooperation and coordination with cognizant Unified Combatant Commands (UCCs) to advance CTR Program goals.

CTR-1158

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

G.   <u>**Other Assessments/Administrative Support (OA)**</u>:

FY 2013 through FY 2015 funds support approximately 8-12 Audits and Examinations per year, provide agency support services, contractor administrative and advisory support, and provide U.S. Embassy support for current and emerging DTRA/CTR offices in partner countries.

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V. <u>**Personnel Summary**</u>	<u>**FY 2013**</u>	<u>**FY 2014**</u>	<u>**FY 2015**</u>	**Change** <u>**FY 2013/**</u> <u>**FY 2014**</u>	**Change** <u>**FY 2014/**</u> <u>**FY 2015**</u>
<u>Contractor FTEs (Total)</u>	<u>856</u>	<u>1,052</u>	<u>643</u>	<u>196</u>	<u>-409</u>

The decrease in contractors FTEs for FY 2015 represents the end of US assistance for land-based strategic launcher and missile eliminations in Russia; and the anticipated completion of program assistance to destroy Libyan and Syrian chemical weapons. This effort is in coordination with the OPCW and other foreign governmental entities. Decreases are also a result of the completion of EIDSS implementation in FSU designated countries; and anticipated completion of work supporting the Jordan border security surveillance network project.

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VI. <u>OP 32 Line Items as Applicable (Dollars in thousands)</u>:

	FY 2013	Change FY 2013/FY 2014		FY 2014	Change FY 2014/FY 2015		FY 2015
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
308 Travel of Persons	5,760	109	-1,575	4,294	77	-1,014	3,357
399 Total Travel	**5,760**	**109**	**-1,575**	**4,294**	**77**	**-1,014**	**3,357**
932 Mgt Prof Support Svcs	6,618	126	433	7,177	129	2,113	9,419
934 Engineering & Tech Svcs	20,490	389	4,270	25,149	453	-8,769	16,833
985 Research & Development, Contracts	2,500	0	12,500	15,000	0	918	15,918
987 Other Intra-Govt Purch	97,800	1,858	-24,078	75,580	1,360	22,060	99,000
989 Other Services	308,364	5,859	54,032	368,255	6,629	-163,043	211,841
990 IT Contract Support Services	4,703	89	208	5,000	90	3,650	8,740
999 Total Other Purchases	**440,475**	**8,321**	**47,365**	**496,161**	**8,661**	**-143,071**	**361,751**
Total	**446,235**	**8,430**	**45,790**	**500,455**	**8,738**	**-144,085**	**365,108**

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Fiscal Year 2015 Budget Estimates

Department of Defense
Acquisition Workforce Development Fund (DAWDF)

March 2014

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Department of Defense Acquisition Workforce Development Fund
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
Budget Activity 1: Acquisition Workforce Development Fund

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
DAWDF	535,444	6,878	14,028	556,350	8,143	35,507	600,000

*FY 2013 Actual obligations include: FY 2013, $48.110 million, FY 2012/2014, $463.585 million, and FY 2011/2013, 23.748 million.

*FY 2014 and FY 2015 columns represent planned obligations from all availabe appropriation during the respective fiscal year.

*10 U.S.C. 1705 para.3 D (6)**Duration of availability.—** Amounts credited to the Fund in accordance with subsection (d)(2), transferred to the Fund pursuant to subsection (d)(3), appropriated to the Fund, or deposited to the Fund shall remain available for obligation in the fiscal year for which credited, transferred, appropriated, or deposited and the two succeeding fiscal years.

I.   Description of Operations Financed:

$1,000s	FY 2013 Actuals	FY 2014 Appropriated	FY 2015 Request
Appropriated or Requested	48,643	51,031	212,875
Remittance Amount	355,717	588,969	347,125
Total Credited to Account [1]	**404,360**	**640,000**	**560,000**
Carried Forward from Prior Year	561,261	428,772	512,422
Total Obligation Authority [2]	**965,621**	**1,068,772**	**1,072,422**
Actual or Planned Obligations [3]	535,444	556,350	600,000

1. Complies with 10 U.S.C. 1705, which authorizes the Secretary of Defense to waive up to 20 percent of the amounts required to be credited to the DAWDF each fiscal year.

2. Equals the sum of: (1) amounts appropriated in the respective fiscal year, (2) the amount of remittance required to be credited to the account in the respective fiscal year, and (3) unobligated balances from prior year remittance amounts carried forward. Prior year balanced carried forward cannot be used to meet the minimum amount required to be credited to the DAWDF in each fiscal year in accordance with 10 U.S.C. 1705.

3. Amounts obligated, or planned to be obligated form all available periods of availability.

Department of Defense Acquisition Workforce Development Fund
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

I.   <u>**Description of Operations Financed (cont.)**</u>

The FY 2015 budget request of $212.875 million for the Defense Acquisition Workforce Development Fund (DAWDF) supports the strategic objectives and continuous improvement of the defense acquisition workforce. The DAWDF will fund the remaining new hires under the original initiative to rebuild workforce capacity from the 1990's downsizing, and help create a sufficiently sized future workforce for mission critical acquisition functions. The funding levels will support acquisition workforce professionalization, training, development, qualifications, and currency. Funded initiatives support the intent of the Defense Acquisition Workforce Improvement Act (DAWIA), the purpose of the 10 U.S.C. 1705 DAWDF, fulfilling strategic workforce planning requirements of 10 U.S.C. 115b, qualification and career path requirements of 10 U.S.C. 1723, and strategic workforce objectives under the DoD Better Buying Power (BBP) initiative, to achieve greater efficiency and productivity in Defense spending. Implementation of the 34 BBP initiatives, are dependent on a qualified and professional acquisition workforce. Continuous improvement and currency of the acquisition workforce throughout the career lifecycle is critical to achieving increased buying power while modernizing and resetting our military force, improving acquisition outcomes, and for ensuring technological superiority for the future.

The DAWDF has supported workforce shaping and quality improvements to include funding approximately 9,000 cumulative hires through FY 2013 for two categories of hiring initiatives: 1) hiring to rebuild workforce capacity for critical functions in response to the 1990's downsizing and to build the future workforce; and 2) limited advance replenishment hiring, limited Highly Qualified Expert (HQE)/limited subject matter expert hiring to mitigate gap challenges and ensure continuity for critical acquisition functions. The DAWDF-funded rebuilding strategy reshaped acquisition workforce year groups from a workforce in which the majority were senior career to a workforce with better balance across the early, mid and senior year groups. The workforce has been

Department of Defense Acquisition Workforce Development Fund
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

I.   <u>**Description of Operations Financed (cont.)**</u>

strategically shaped to support future year group capacity and experience needs into 2020 and 2030.

Following through on the training and development of the recently hired workforce is lead time critical to ensuring the future 2020 – 2030 workforce is ready -- trained, experienced, and qualified -- for leading and successfully accomplishing the next generation of major acquisition responsibilities. Continuous improvement and currency of the acquisition workforce throughout the career lifecycle, although challenging during a tough chapter of declining budgets, is critical to achieving increased buying power while modernizing and resetting our military force, improving acquisition outcomes, ensuring acquisition readiness to meet national security strategy changes, to meet contingency operations and operational contracting support, and for ensuring technological superiority to maintain the warfighter's decisive edge.

Central to the successful training, education, certification and currency of the acquisition workforce is the Defense Acquisition University (DAU). In FY 2013, DAWDF funding continued to support improvements to training capacity. DAU expanded capacity to approximately 61,000 classroom seats and distance learning capacity that can support over 160,000 students. Also, the DAWDF was used by DAU to continue enhancements to training curriculum, to include changes in DAU's learning assets to emphasize achieving Better Buying Power, improved business acumen and other workforce capability priorities. Components also continued to provide targeted technical, business and professional training and development for their acquisition workforce professionals.

Title 10 U.S.C. 1705 Defense Acquisition Workforce Development Fund (DAWDF) supports creating and sustaining a right-sized, right-shaped, right-skilled, current and qualified

I.   Description of Operations Financed (cont.)

acquisition workforce. The law, as revised by the FY 2013 NDAA, requires $700 million in credits to the fund for FY 2015. The credits are a combination of appropriated DAWDF funding and remittances to resource the fund from the military services and defense agencies. The law further states the Secretary of Defense may reduce an amount (the floor) for a fiscal year if the amounts are greater than is reasonably needed for purposes of the fund for a fiscal year, but may not reduce the amount for a fiscal year to an amount that is less than 80 percent of the amount specified in the law. DoD has consistently used the floor amount since FY 2011.

Department of Defense Acquisition Workforce Development Fund
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

I.   <u>Description of Operations Financed (cont.)</u>

RECRUITING AND HIRING
($ in Millions)

FY 2013	FY 2014	FY 2015
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
$286.3	$234.8	$190.5

Recruiting and Hiring:
The DAWDF has supported workforce shaping of mission critical functions consistent with
strategy to include funding approximately 9,000 cumulative hires through FY 2013. These
hires added engineering, contracting and other critical function capacity as part of
rebuilding the workforce from the 1990's downsizing and building the future workforce.
The hiring also included limited advance replenishment hiring and limited Highly
Qualified Expert (HQE) subject matter expert hiring to mitigate gap challenges and ensure
continuity for critical acquisition functions. A key outcome of the DAWDF-funded
rebuilding strategy is the reshaping and improvement of acquisition workforce year
groups. Workforce year groups, as measured by Years to Retirement Eligibility, reflect
better balance across the early, mid and senior career year groups. The workforce has
been strategically shaped to future year group capacity and experience levels into 2020
and 2030. In addition, the initiative outcomes also mitigate the risk of extensive
experience loss through the retirement losses of its senior career workforce.
Approximately 50 percent of Defense Acquisition Workforce civilians are or will become
eligible for full retirement over the next 10 years. Fifteen percent of acquisition
workforce civilians are currently eligible for full retirement, 18 percent will become
eligible in five years, and 17 percent will become eligible in 6-10 years. DoD has

Department of Defense Acquisition Workforce Development Fund
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

I.   <u>**Description of Operations Financed (cont.)**</u>

completed approximately 90% of the hiring towards the original DAWDF-funded rebuilding
objective. DoD will continue a limited hiring capability for HQEs, subject matter
experts and replenishment hiring as a tool to mitigate experience shortfalls, provide
coaching, ensure knowledge transfer, and support continuity for critical positions.

TRAINING AND DEVELOPMENT
($ in Millions)

FY 2013	FY 2014	FY 2015
Actuals	Estimate	Estimate
$197.0	$254.0	$323.4

Training and Development: The Department will implement more rigorous qualification,
currency and recertification requirements, to enable all who contribute to acquisition
results to be fully trained and qualified for success. This supports DoD's Better Buying
Power objectives and 10 U.S.C. 1723 qualification and career path requirements. Also,
DoD will demonstrate a strong commitment to the newly hired early career workforce and
mid-career workforce. Components will use the DAWDF for on-the-job and other targeted
professional, technical and leadership training and development. DoD will use the DAWDF
for continued enhancements to DAU's training to include training on requirements, small
business utilization, and the acquisition of services. DAU will also use the DAWDF to
deploy an enterprise training information system and improve other training resources for
the workforce. Even with recent capacity improvements, the aggregate of demand for
training still exceeds DAU's capacity. Therefore, DAU will also use the DAWDF to
continue training capacity improvements. In addition, DoD will use the DAWDF to support
improved training and exercises to improve readiness for improved expeditionary
contracting and Operational Contractor Support.

Department of Defense Acquisition Workforce Development Fund
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

I.   **Description of Operations Financed (cont.)**

RECOGNITION, RETENTION and WORKFORCE DEVELOPMENT
($ in Millions)

FY 2013	FY 2014	FY 2015
Actuals	Estimate	Estimate
$52.3	$67.6	$86.1

Recognition and Retention: DoD's Better Buying Power initiative includes the objective of improving the professionalism of the total acquisition workforce. This includes increasing the recognition of workforce excellence in acquisition management and limited use of funding for retention-type incentives. In combination with the extensive loss of experienced senior career members DoD must retain its recently hired new and future workforce. Less than 10 percent of the DAWDF has been used for incentives such as Student Loan Repayments, Tuition Assistance and rotational assignments. This category of initiatives will continue on a limited basis.

II. **Force Structure Summary**:
Not applicable.

Department of Defense Acquisition Workforce Development Fund
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

III. <u>Financial Summary</u> ($ in thousands)

A. <u>BA Subactivities</u>	FY 2013 <u>Actual</u>	Budget <u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	Current <u>Estimate</u>	FY 2015 <u>Estimate</u>
			FY 2014				
			Congressional Action				
1. Recruiting and Hiring	**286,328**	**234,792**	**0**	**0.0**	**234,792**	**234,792**	**190,512**
Recruiting and Hiring	286,328	234,792	0	0.0	234,792	234,792	190,512
2. Training and Development	**196,754**	**253,968**	**0**	**0.0**	**253,968**	**253,968**	**323,416**
Training and Development	196,754	253,968	0	0.0	253,968	253,968	323,416
3. Retention and Recognition	**52,362**	**67,590**	**0**	**0.0**	**67,590**	**67,590**	**86,072**
Retention and Regognition	52,362	67,590	0	0.0	67,590	67,590	86,072
Total	**535,444**	**556,350**	**0**	**0.0**	**556,350**	**556,350**	**600,000**

The FY 2014 President's Budget requested amount was $256,031, which was reduced to $51,031; the remittance of $588,969 = $640,000 @ 80% of $800,000 statutory level 10 U.S.C. 1705.
*FY 2014 and FY 2015 columns represent planned obligations from all availabe appropriation during the respective fiscal year.

Department of Defense Acquisition Workforce Development Fund
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

III. Financial Summary ($ in thousands)

	Change FY 2014/FY 2014	Change FY 2014/FY 2015
B. Reconciliation Summary		
Baseline Funding	**556,350**	**556,350**
Congressional Adjustments (Distributed)	-588,969	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent	83,650	
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**51,031**	
Fact-of-Life Changes (2014 to 2014 Only)	505,319	
Subtotal Baseline Funding	**556,350**	
Supplemental		
Reprogrammings		
Price Changes		8,143
Functional Transfers		
Program Changes		35,507
Current Estimate	**556,350**	**600,000**
Less: Wartime Supplemental		
Normalized Current Estimate	**556,350**	

DAWDF-1173

Department of Defense Acquisition Workforce Development Fund
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 President's Budget Request (Amended, if applicable)		**556,350**
1. Congressional Adjustments		-505,319
a. Distributed Adjustments		
1) Remitance amount required to bring total FY 2014 credits to $640,000 (i.e., 80% of $800,000 level per 10 U.S.C. 1705)	-588,969	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
1) Carried forward to future fiscal years	83,650	
d. General Provisions		
FY 2014 Appropriated Amount		**51,031**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		505,319
a. Functional Transfers		
1) Transfers In		
a) Remitance Amount	588,969	
b. Technical Adjustments		
1) Increases		
2) Decreases		
a) Carried froward to future fiscal year	-83,650	
FY 2014 Baseline Funding		**556,350**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**556,350**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2014 Normalized Current Estimate		**556,350**
6. Price Change		8,143
7. Functional Transfers		
8. Program Increases		82,135
a. Annualization of New FY 2014 Program		

III. <u>**Financial Summary**</u> **($ in thousands)**

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
1) Increase is requirements for Training and Development, and Retention and Rcognition as DAWDF increases initiatives to retain personnle and futher profesionalize the acquisition workforce.	82,135	
9. Program Decreases		-46,628
a. Annualization of FY 2014 Program Decreases		
b. One-Time FY 2014 Increases		
c. Program Decreases in FY 2015		
1) Civilian Compensation related to reduced Recruiting and Hiring activities as DAWDF nears completion of its first objective to rebuild acquisition workforce capacity.	-46,628	
FY 2015 Budget Request		**600,000**

Department of Defense Acquisition Workforce Development Fund
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

Not Applicable.

Department of Defense Acquisition Workforce Development Fund
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

V. <u>Personnel Summary</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	Change <u>FY 2013/</u> <u>FY 2014</u>	Change <u>FY 2014/</u> <u>FY 2015</u>
<u>Civilian End Strength (Total)</u>	<u>4,279</u>	<u>3,614</u>	<u>2,582</u>	<u>-665</u>	<u>-1,032</u>
U.S. Direct Hire	4,279	3,614	2,582	-665	-1,032
Total Direct Hire	4,279	3,614	2,582	-665	-1,032
<u>Civilian FTEs (Total)</u>	<u>4,498</u>	<u>3,279</u>	<u>2,254</u>	<u>-1,219</u>	<u>-1,025</u>
U.S. Direct Hire	4,498	3,279	2,254	-1,219	-1,025
Total Direct Hire	4,498	3,279	2,254	-1,219	-1,025
Average Annual Civilian Salary ($ in thousands)	63.7	71.6	84.5	7.9	12.9

Department of Defense Acquisition Workforce Development Fund
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

VI. OP 32 Line Items as Applicable (Dollars in thousands):

		Change			Change		
	FY 2013	**FY 2013/FY 2014**		**FY 2014**	**FY 2014/FY 2015**		**FY 2015**
OP 32 Line	**Actual**	**Price**	**Program**	**Estimate**	**Price**	**Program**	**Estimate**
101 Exec, Gen'l & Spec Scheds	286,330	2,147	-53,685	234,792	2,348	-46,628	190,512
199 Total Civ Compensation	**286,330**	**2,147**	**-53,685**	**234,792**	**2,348**	**-46,628**	**190,512**
308 Travel of Persons	45,992	874	12,501	59,367	1,069	15,164	75,600
399 Total Travel	**45,992**	**874**	**12,501**	**59,367**	**1,069**	**15,164**	**75,600**
633 DLA Document Services	120	0	35	155	9	33	197
699 Total DWCF Purchases	**120**	**0**	**35**	**155**	**9**	**33**	**197**
912 Rental Payments to GSA (SLUC)	1,623	31	441	2,095	38	535	2,668
915 Rents (Non-GSA)	38	1	11	50	1	12	63
920 Supplies & Materials (Non-Fund)	298	6	81	385	7	98	490
921 Printing & Reproduction	23,215	441	6,311	29,967	539	7,655	38,161
922 Equipment Maintenance By Contract	6,888	131	1,873	8,892	160	2,271	11,323
923 Facilities Sust, Rest, & Mod by Contract	76	1	21	98	2	25	125
925 Equipment Purchases (Non-Fund)	919	17	250	1,186	21	304	1,511
932 Mgt Prof Support Svcs	57,148	1,086	15,519	73,753	1,328	18,840	93,921
957 Other Costs (Land and Structures)	1,301	25	353	1,679	30	429	2,138
987 Other Intra-Govt Purch	68,918	1,309	18,730	88,957	1,601	22,727	113,285
989 Other Services	42,578	809	11,587	54,974	990	14,042	70,006
999 Total Other Purchases	**203,002**	**3,857**	**55,177**	**262,036**	**4,717**	**66,938**	**333,691**
Total	**535,444**	**6,878**	**14,028**	**556,350**	**8,143**	**35,507**	**600,000**

Fiscal Year 2015 Budget Estimates

Defense Security Cooperation Agency (DSCA)

Overseas Humanitarian, Disaster Assistance, and Civic Aid

March 2014

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Overseas Humanitarian, Disaster Assistance, and Civic Aid
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

Operation and Maintenance, Defense-Wide Summary ($ in thousands)

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
OHDACA	111,189	3,172	-4,861	109,500	35	-9,535	100,000

The FY 2013 Actual column includes obligations for the Phillipines "Typhoon Bopha." The budget authority for FY 2012/2013 was $107,662 thousand. The budget authority for FY 2013/2014 was $108,615 thousand.

I. Description of Operations Financed:

The Overseas Humanitarian, Disaster Assistance and Civic Aid (OHDACA), http://www.dsca.mil, appropriation supports the Secretary of Defense (SECDEF) and the Combatant Commanders(COMCDRs)' security cooperation strategies to build indigenous capabilities and cooperative relationships with allies, friends, civil society, and potential partners. The appropriation provides low cost, non-obtrusive and highly effective activities that help partners help themselves, improves access to areas not otherwise available to U.S. Forces, and build collaborative relationships with host nation's civil society. The FY 2015 budget estimate requests a total of $100.0 million to finance the humanitarian assistance and mine action programs as well as foreign disaster relief initiatives.

Humanitarian Assistance (HA) Program: Established in 1986, the HA program is designed to assure friendly nations and allies of our support and provides basic humanitarian aid and services to populations in need. The Department and COMCDRs seek to help avert political and humanitarian crises, promote democratic development and regional stability, and enable countries to begin to recover from conflicts.

The HA projects and activities accomplish these objectives through (1) donation of excess non-lethal DoD property; (2) provision of on-the-ground activities carried out by U.S. military personnel aimed at assuring friendly nations of our support by improving U.S.

I.   Description of Operations Financed (cont.)

military presence in countries; and (3) enabling the COMCDRs to assist countries by improving local crisis response capacity and training in disaster planning and preparedness which minimizes the potential for crises to develop or expand, thereby promoting regional stability and reducing a requirement for large-scale deployment of U.S. military forces at a later date. Such activities include assessment of needs, education support, health-related projects, disaster preparedness and basic infrastructure support.

In non-crisis peacetime settings, the DoD HA programs support the COMCDRs by providing access for the U.S. military in selected countries to promote stability, interoperability, coalition-building, and to mitigate violent extremism.

The DoD, in coordination with the Department of State (DOS), transports non-lethal excess defense property in support of U.S. national security and foreign policy objectives. Funding also provides for distribution of relief supplies, acquisition and shipment of transportation assets to assist in distribution; purchase and provision of relief supplies; refurbishment and restoration of excess DoD non-lethal equipment; storage of excess property; and inspection, packaging and intermediary warehouse storage pending delivery of excess material. The costs of DoD assistance include other smaller scale activities conducted by U.S. forces targeted at relieving suffering and generating long-term positive perceptions of the DoD by host nation civilian and military institutions. These activities include training, construction, and medical, technical, engineering and logistical assistance, as well as transportation and the provision of Humanitarian Daily Rations (HDRs). Among the functions of such activities are surveys and assessments to ensure the appropriate use of DoD excess property for its intended purpose and training local personnel in its operation and maintenance.

I.   <u>**Description of Operations Financed (cont.)**</u>

The COMCDRS' HA activities reflect the priorities of the SECDEF and the Chairman, Joint Chiefs of Staff. They also include support programs that ensure proper administration of humanitarian activities and allow the DoD to anticipate future requirements and understand key issues related to program execution. Activities include civilian-military collaboration and coordination of humanitarian assistance and operations with the U.S. Agency for International Development (USAID), Non-Government Organizations (NGO) and international organizations, as well as host nation civilian and military organizations. These activities provide for timely response to emerging priorities defined by USG principals as important to the bilateral military relations of the United States, to include requests from other agencies that further national security and foreign policy objectives.

For FY 2015, the Department requests $79.2 million to support DoD HA programs and activities. Activities include transportation, excess property, and other targeted assistance for disaster preparedness and mitigation in countries deemed strategically relevant. Current plans call for the CDRs to conduct HA activities as part of their regional security cooperation strategy, and to enhance readiness for crisis response to emergencies in their regions. The list of countries/projects submitted by Combatant Commands (COCOMs)illustrates that each Combatant Commander has more projects requested than funding available. A summary of this information is provided in the table below; however, some variation may be necessary based on environmental requirements during funding execution.

The summary of HA projects requested by COCOM are reflected below:

<u>**$ in Millions**</u>

Overseas Humanitarian, Disaster Assistance, and Civic Aid
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2015 Budget Estimates

I.   <u>Description of Operations Financed (cont.)</u>

<u>Combatant Command</u>	<u>Number of Projects</u>	<u>Estimated FY 2015 Baseline Funding</u>
USAFRICOM	67	21.3
USCENTCOM	33	8.3
USEUCOM	60	15.3
USNORTHCOM	13	8.0
USPACOM	115	41.2
USSOUTHCOM	76	32.6
Total	**364**	**126.7**

<u>**Humanitarian Mine Action (HMA) Program**</u>: The HMA program is a major component of the USG program and supports DoD's security cooperation strategy. Explosive Remnants of War (ERW), landmines, unexploded ordnance, and small arms ammunitions, are the residues of civil wars and internal conflicts on virtually every continent. Increasingly in these conflicts, these explosives deny civilian populations their livelihoods, uproot them from their lands, and promote political instability. Today, explosive remnants of war kill or maim at least 1,000 people monthly – most of them innocent civilians.

The HMA Program is a train-the-trainer program executed by the COMCDRs. The program provides significant training and readiness-enhancing benefits to U.S. forces while contributing to alleviating a highly visible, worldwide problem. The program aids in the development of leadership and organizational skills for host country personnel to sustain their mine action programs after U.S. military trainers have redeployed. The program trains local demining cadres to identify suspected contaminated areas, conduct surveys and assessments, destroy landmines and ERW, and return those cleared areas to productive

I.   Description of Operations Financed (cont.)

use. It also provides supplies, services, and equipment, to a limited degree, to host country mine action centers to help clear contaminated areas impeding the repatriation of internally displaced persons and/or refugees and obstructing the means to lead productive lives.

The HMA program provides access to geographical areas otherwise not readily available to U.S. forces and contributes to unit and individual readiness by providing unique in-country training opportunities that cannot be duplicated in the U.S. The <u>U.S. military or civilian personnel do NOT enter active minefields or remove emplaced landmines</u>. Our military forces hone critical wartime, civil-military, language, cultural, and foreign internal defense skills. Additionally, DoD health services professionals may be included in training missions, which increase their knowledge and ability to deal with blast/trauma wounds, while providing advice and assistance to host nations on immediate and short-term victim assistance issues. Projects provide direct HA while benefiting DoD by providing excellent training opportunities for our soldiers and by expanding U.S. military medical contacts with foreign medical providers. The Humanitarian Mine Action program enhances the deployment and war-fighting skills of our military forces, and is instrumental in promoting regional stability and improving USG and COMCDRs' relations with host nations.

The Humanitarian Demining Training Center (HDTC) established at Fort Leonard Wood, Missouri, is the DoD military center of excellence for the training of deploying U.S. personnel for mine action missions. HDTC also collects information on landmines and ERW in countries approved for participation in the USG HMA program. The HDTC incorporates new demining technologies and techniques in training plans and provides current data on country specific ERW (including unexploded ordnance (UXO), mines, booby traps, and small

I.   <u>**Description of Operations Financed (cont.)**</u>

arms ammunition) in support of training. The HDTC is responsible for expanding current training in mine risk education to include personnel from other USG agencies, NGOs, and international organizations and to develop linkages to those agencies and academic institutions.

Travel and transportation requirements for deploying forces are a major expense of the program. Deployments primarily consist of highly skilled civil affairs personnel, medical, engineers, explosive ordnance disposal (EOD), and other general purpose forces to help host nations establish mine action programs and to train and advise local cadre in managing their sustainment operations.

For FY 2015, the Department is requesting $5.2 million to fund HMA activities previously described. Funding will provide for assessments of newly designated countries, ongoing worldwide training operations, incremental funding of high-priority, emerging operations, and evaluations of current programs to determine if projected "end states" have been met.

Overseas Humanitarian, Disaster Assistance, and Civic Aid
Operation and Maintenance, Defense-Wide
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I.   <u>Description of Operations Financed (cont.)</u>

The HMA training missions projected by Combatant Commands for various Host Nations are identified below.

Combatant **Commands**	**Commands** **Nations**
USAFRICOM	Angola, Burundi, Chad, Kenya, Mozambique, Sudan, Tanzania
USCENTCOM	Kyrgyzstan, Lebanon, Pakistan
USEUCOM	Armenia, Azerbaijan, Bulgaria, Croatia, Estonia, Georgia
USPACOM	Cambodia, Thailand, Mongolia
USSOUTHCOM	Colombia, Ecuador, Peru

<u>**Foreign Disaster Relief**</u>: In times of natural and man-made disasters such as the Pakistan Earthquake (2005), Georgia conflict (2008), Haiti Earthquake (2010), Pakistan Flooding (2010), Japan Earthquake (2011), and Thailand Floods (2012) the U.S. military has and will continue to be called upon to provide aid and assistance because of our unique assets and capabilities. The OHDACA funding allows the COMCDRs to provide immediate life-saving assistance to countries in their region.

The DoD plays a key role by providing effective response when asked by the DOS and USAID. The U.S. military offers exceptional operational reach and can immediately deploy personnel as a stopgap measure to limit the extent of emergencies. The DoD's ability to respond rapidly assists in the containment of crises and limit threats to regional stability by donating and/or transporting relief aid within hours or a few days of a disaster. The DoD is unmatched regarding command and control, logistics, transportation, and communications, and the amount of cargo transported by available air or sealift

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I.   Description of Operations Financed (cont.)

support.   These capabilities would be extremely expensive to develop and maintain in any other government agency.

Emergency response encompasses transportation, logistical support, provisions of Humanitarian Daily Rations (HDRs) (to maintain the health of moderately malnourished recipients until conventional relief programs or resumption of targeted feeding), search and rescue, medical evacuation, and assistance to internally displaced persons and refugees, in the form of both supplies and services.

For FY 2015, the Department is requesting $15 million for Foreign Disaster Relief. Funding will provide transportation, logistical support, communications, and humanitarian assistance supplies as described above for disaster relief efforts.

II. Force Structure Summary:
N/A

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III. <u>Financial Summary</u> ($ in thousands)

A. <u>BA Subactivities</u>	FY 2013 <u>Actual</u>	Budget <u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	Current <u>Estimate</u>	FY 2015 <u>Estimate</u>
			FY 2014				
			Congressional Action				
1. Operational Forces	**111,189**	**109,500**	**0**	**0.0**	**109,500**	**109,500**	**100,000**
Foreign Disaster Relief	541	20,000	0	0.0	20,000	20,000	15,000
Humanitarian Assistance	105,017	83,762	0	0.0	83,762	83,762	79,159
Humanitarian Mine Action Program	5,631	5,738	0	0.0	5,738	5,738	5,841
Total	**111,189**	**109,500**	**0**	**0.0**	**109,500**	**109,500**	**100,000**

The FY 2013 Actual column includes obligations for the Phillipines "Typhoon Bopha." The budget authority for FY 2012/2013 was $107,662 thousand. The budget authority for FY 2013/2014 was $108,615 thousand.

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III. <u>Financial Summary</u> ($ in thousands)

B. <u>Reconciliation Summary</u>	Change <u>FY 2014/FY 2014</u>	Change <u>FY 2014/FY 2015</u>
Baseline Funding	**109,500**	**109,500**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**109,500**	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	**109,500**	
Supplemental		
Reprogrammings		
Price Changes		35
Functional Transfers		
Program Changes		-9,535
Current Estimate	**109,500**	**100,000**
Less: Wartime Supplemental		
Normalized Current Estimate	**109,500**	

III. <u>**Financial Summary**</u> **($ in thousands)**

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 President's Budget Request (Amended, if applicable)		**109,500**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2014 Appropriated Amount		**109,500**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**109,500**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**109,500**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2014 Normalized Current Estimate		**109,500**
6. Price Change		35
7. Functional Transfers		
8. Program Increases		
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
9. Program Decreases		-9,535
a. Annualization of FY 2014 Program Decreases		
b. One-Time FY 2014 Increases		
c. Program Decreases in FY 2015		
1) Foreign Disaster Relief	-5,000	
Funding reduced due to an enhanced focus on disaster preparedness resulting in DoD responding to a lower number of disaster responses. (FY 2014 Baseline: $20,000 thousand)		

III. <u>**Financial Summary**</u> **($ in thousands)**

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
2) Humanitarian Assistance Reduction in humanitarian aid and service projects will be commensurate with funding levels and COCOM priorities. (FY 2014 Baseline: $83,762 thousand; +0 FTEs)	-4,535	
FY 2015 Budget Request		100,000

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IV. <u>**Performance Criteria and Evaluation Summary**</u>:

Humanitarian projects and support of foreign disaster relief and emergency crises, additional and immediate requirements emerge during the execution year. Accordingly, performance criteria are difficult to summarize. Useful measures are the amount of actual obligations reported, planned obligations, and the number of projects and training missions planned and identified in the descriptions of the operations financed for each sub-activity above.

Programs	FY 2013 Actuals	FY 2014 Estimate	FY 2015 Estimate
Humanitarian Assistance Program	105,017	83,762	79,159
Humanitarian Mine Action Program	5,631	5,738	5,841
Foreign Disaster Relief	541	20,000	15,000
Total	**111,189**	**109,500**	**100,000**

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V. <u>Personnel Summary</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	Change <u>FY 2013/</u> <u>FY 2014</u>	Change <u>FY 2014/</u> <u>FY 2015</u>
<u>Contractor FTEs (Total)</u>	<u>20</u>	<u>20</u>	<u>20</u>	<u>0</u>	<u>0</u>

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VI. OP 32 Line Items as Applicable (Dollars in thousands):

OP 32 Line	FY 2013 Actual	Change FY 2013/FY 2014 Price	Change FY 2013/FY 2014 Program	FY 2014 Estimate	Change FY 2014/FY 2015 Price	Change FY 2014/FY 2015 Program	FY 2015 Estimate
308 Travel of Persons	5,553	106	-2,654	3,005	54	-108	2,951
399 Total Travel	**5,553**	**106**	**-2,654**	**3,005**	**54**	**-108**	**2,951**
423 DLA Mat Supply Chain (Subsistence)	713	-1	-712	0	0	0	0
499 Total Supplies & Materials	**713**	**-1**	**-712**	**0**	**0**	**0**	**0**
705 AMC Channel Cargo	0	0	7,000	7,000	126	-2,000	5,126
719 SDDC Cargo Ops-Port hndlg	2,896	1,129	4,010	8,035	-1,792	-208	6,035
771 Commercial Transport	8	0	-8	0	0	0	0
799 Total Transportation	**2,904**	**1,129**	**11,002**	**15,035**	**-1,666**	**-2,208**	**11,161**
914 Purchased Communications (Non-Fund)	41	1	0	42	1	0	43
920 Supplies & Materials (Non-Fund)	5,064	96	0	5,160	93	0	5,253
925 Equipment Purchases (Non-Fund)	469	9	0	478	9	0	487
932 Mgt Prof Support Svcs	109	2	0	111	2	0	113
957 Other Costs (Land and Structures)	47,110	895	-6,349	41,656	750	0	42,406
987 Other Intra-Govt Purch	34,437	654	-5,371	29,720	535	-7,219	23,036
989 Other Services	14,789	281	-777	14,293	257	0	14,550
999 Total Other Purchases	**102,019**	**1,938**	**-12,497**	**91,460**	**1,647**	**-7,219**	**85,888**
Total	**111,189**	**3,172**	**-4,861**	**109,500**	**35**	**-9,535**	**100,000**

The FY 2013 Actual column includes obligations for the Phillipines "Typhoon Bopha." The budget authority for FY 2012/2013 was $107,662 thousand. The budget authority for FY 2013/2014 was $108,615 thousand.

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Office of Inspector General (OIG)

March 2014

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Office of Inspector General
Operation and Maintenance, Defense-Wide
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Operation and Maintenance, Defense-Wide Summary ($ in thousands)
Budget Activity (BA) 01: Office of Inspector General (OIG)

	FY 2013 Actual	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
OIG	318,871	3,391	-6,262	316,000	3,675	-7,845	311,830

* The FY 2013 Actual column **includes** $8,097 thousand of FY 2013 OCO Appropriations funding (PL 113-6).
* The FY 2014 Estimate column **excludes** $10,766 thousand of FY 2014 Overseas Contingency Operations Appropriations funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

I. **Description of Operations Financed**: The Office of Inspector General (OIG) audits, investigates, inspects, and evaluates the programs and operations of the Department of Defense (DoD) and, as a result, recommends policies and process improvements that promote economy, efficiency, and effectiveness in DoD programs and operations. The Inspector General is the only DoD official authorized to issue opinions on the financial statements of the DoD. In FY 2013 the OIG achieved $2.768 billion in savings and $2.073 billion in recovery.

The Inspector General:

1) is the principal adviser to the Secretary of Defense (SecDef) for matters relating to the prevention and detection of fraud, waste, and abuse in the DoD programs and operations

2) provides policy direction for audits and investigations relating to fraud, waste, and abuse and program effectiveness

3) investigates fraud, waste, and abuse uncovered as a result of other contract and internal audits, as the Inspector General considers appropriate

4) develops policy, monitors, and evaluates program performance, and provides guidance with respect to all Department activities relating to criminal investigation programs;

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I.   <u>Description of Operations Financed (cont.)</u>

5) monitors and evaluate the adherence of DoD auditors to internal audit, contract audit, and internal review principles, policies, and procedures

6) develops policy, evaluates program performance, and monitors actions of audits conducted by the Comptroller General of the United States;

7) requests assistance as needed from other audit, inspection, and investigative units of the DoD (including Military Departments) and

8) gives particular regard to the activities of the internal audit, inspection, and investigative units of the Military Departments with a view toward avoiding duplication and ensuring effective coordination and cooperation.

The aggregate budget request for the operations of the DoD OIG is $311.8 million. The portion of this amount needed for OIG training is $3.516 million, and the amount needed to support the Council of Inspectors General on Integrity and Efficiency (CIGIE) is $423 thousand.

Narrative Explanation of Changes:

FY 2014 to FY 2015: The FY 2015 request ($311.8 million) reflects a decrease from FY 2014 ($316.0 million) of $4.2 million in Management and Professional Services.

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I. Description of Operations Financed (cont.)

Auditing: ODIG-AUD, by conducting independent, objective audits on all facets of DoD operations, assists DoD in supporting the fundamental imperatives of the DoD as identified in the Quadrennial Defense Review (QDR). These imperatives are to continue to transform the Department's war fighting capabilities and to implement enterprise-wide changes to ensure that organizational structures, processes, and procedures support DoD's strategic direction. The ODIG-AUD conducts oversight efforts that benefit DoD by addressing critical life and safety issues; improving operations, financial accountability, strengthening internal controls; identifying fraud, waste and abuse, assuring compliance with statute or regulations; improving national security, and identifying potential monetary benefits.

ODIG-AUD is composed of four directorates: Acquisition, Parts and Inventory; Contract Management and Payment; Readiness and Cyber Operations; and Financial Management and Reporting. Audit topics are determined by law, requests from the SECDEF and other DoD leadership, Defense Hotline allegations, congressional requests, and DOD IG risk analyses of DoD programs. Audits topics include contract management, including contract pricing of spare parts, services contracts, improper payments, and contractor overhead costs; management and execution of Afghanistan National Security Forces (ANSF) funds; major weapons systems acquisitions; financial management; business systems modernization; cyber operations; health care; and joint warfighting and readiness.

- The Acquisition, Parts, and Inventory (API) Directorate plans and performs audits in the areas of weapons system acquisition; information technology acquisition; performance based logistics contracting; procurement for spare parts; and competitive

I. <u>Description of Operations Financed (cont.)</u>

sourcing; research, development, test and evaluation systems; and construction and sustainment.

* <u>The Contract Management and Payment (CMP) Directorate</u> plans and performs audits in the areas of government charge cards, improper payments, transportation payments, contract payments, and healthcare payments, contract administration, contract pricing.

* <u>The Readiness and Cyber Operations (RCO) Directorate</u> plans and performs audits in the areas of defense critical infrastructure, cyber operations, global logistics, the military health system, force management and readiness. This includes issues that span all of the Combatant Commands to ensure the warfighter is equipped, and trained for the mission.

* <u>The Financial Management and Reporting (FMR) Directorate</u> plans and performs audits of finance and accounting systems, functions, and activities established to carry out DoD fiscal responsibilities. Specifically, it is focused on the audit readiness efforts of the Department, and conducting the financial statement audits.

<u>Investigations</u>: The Office of the Deputy Inspector General for Investigations (ODIG-INV) contains the Defense Criminal Investigative Service (DCIS). DCIS traditional areas of concentration are fraud investigations (e.g., procurement and acquisition, defective, substituted, and counterfeit products); healthcare; public corruption (e.g., bribery, kickbacks, and theft); technology protection investigations (illegal transfer, theft, or diversion of DoD technologies and U.S. Munitions List items to forbidden nations and persons) and cybercrimes.

DCIS works with U.S. Immigration and Customs Enforcement (ICE) to stem the illegal diversion of DoD technology, weapon systems, and equipment through an intensive criminal

I.   <u>**Description of Operations Financed (cont.)**</u>

investigative effort and awareness training that includes tailored briefings designed to encourage DoD and contractor employees to report crimes affecting DoD programs. Part of

DCIS' criminal investigative effort includes the use of undercover operations. The scope of these undercover operations continues to target crimes with significant impact on the DoD's war fighting capabilities, which include the theft of critical technology, unlawful access to sensitive computer networks, and the substitution of counterfeit, substandard or defective material for use on major DoD weapons systems. The use of undercover operations to address these types of crimes have proven to be very productive and are in direct support of protecting DoD's technological edge over its adversaries as well as the Global Information Grid.

DCIS is an active member of the Council of Inspectors General on Integrity and Efficiency (CIGIE) and is a mainstay on the Department of Justice National Procurement Fraud Task Force (NPFTF). The NPFTF was created in October 2006 to promote the prevention, early detection, and prosecution of procurement fraud. The NPFTF Force includes the FBI, the Department of Justice Inspector General and other federal Inspectors General, defense investigative agencies, federal prosecutors from United States Attorney's offices across the country, as well as the Criminal, Civil, Antitrust and Tax Divisions of the Department of Justice. DCIS also remains a key member of the Department of Justice International Contract Corruption Task Force (ICCTF), whose mission is to deploy criminal investigative and intelligence assets worldwide to detect, investigate, and prosecute corruption and contract fraud resulting primarily from Overseas Contingency Operations (OCO). The mission of ICCTF is to integrate the full spectrum of investigative, intelligence, audit and prosecutorial resources to combat contract fraud and public corruption related to U.S. government spending, with an emphasis on Southwest Asia operations.

I.   <u>**Description of Operations Financed (cont.)**</u>

<u>**ADMINISTRATIVE INVESTIGATIONS**</u>: The Office of the Deputy Inspector General for Administrative Investigations (ODIG-AI) promotes public confidence in the integrity and accountability of DoD leadership by investigating, and performing oversight reviews of investigations conducted by the Service Inspectors General, into allegations of senior official misconduct, whistleblower reprisal, improper mental health referrals, and restriction of military members from contacting an Inspector General or Member of Congress. The ODIG-AI is committed to being the model oversight agency for administrative investigations in the Federal Government.

The ODIG-AI is comprised of two directorates: Whistleblower Reprisal Investigations (WRI) and Investigations of Senior Officials (ISO).

The WRI Directorate is overall responsible for the DoD Whistleblower Protection Program, which encourages personnel to report fraud, waste, and abuse to appropriate authorities; provides mechanisms for addressing complaints of reprisal; and recommends remedies for whistleblowers who encounter reprisal, consistent with applicable laws, regulations, and policies.

WRI has statutory responsibility to investigate complaints of reprisal for making disclosures protected by three Federal Statutes under Title 10 of the United States Code: 1) 10 U.S.C. 1034 for members of the Armed Services, 2) 10 U.S.C. 1587 for DoD non-appropriated fund employees, 3) 10 U.S.C. 2409 for DoD contractor employees. As noted further, WRI has responsibility under Presidential Policy Directive 19: Protecting Whistleblowers with Access to Classified Information, for investigating complaints filed under Parts A and B or reviews and approves the results of investigations by specific DoD components.

I.   <u>Description of Operations Financed (cont.)</u>

In addition, pursuant to section 7(c) of the Inspector General Act of 1978 (IG Act), WRI also has authority to protect appropriated fund whistleblowers consistent with provisions under 5 U.S.C. 2302 which identifies reprisal as a prohibited personnel practice. Although the Office of Special Counsel (OSC) is the primary government agency protecting appropriated fund federal employees and applicants from prohibited personnel practices, especially reprisal for whistleblowing, through WRI, DoD IG provides parallel -- and sometimes crucially greater -- protections to DoD civilian appropriated-fund employees. That is, because members of the intelligence community cannot avail themselves of OSC and MSPB protection, WRI has been the only recourse for members of the Defense intelligence community who believe they have been retaliated against, especially if retaliation takes the form of suspension, revocation, or denial of security clearance

The ISO Directorate has the primary mission of investigating, and performing oversight reviews of investigations conducted by the Service IGs, into allegations of misconduct against general/flag officers, members of the Senior Executive Service, and Presidential Appointees. ISO evaluates the impact of these investigations on public confidence in DoD leaders and ultimately on national security.

Additionally, as part of its responsibility to fully inform the President and Senate of adverse information concerning senior officials being nominated for promotion, reassignment, or other action, the ISO Directorate conducts over 11,000 name checks annually on DoD senior officials. The Senate Armed Services Committee relies exclusively on checks completed by ISO before confirming military officer promotions.

I.   <u>Description of Operations Financed (cont.)</u>

<u>**Policy and Oversight**</u>: The Office of the Deputy Inspector General for Policy and Oversight (ODIG-P&O) provides policy, guidance, and oversight for audit, investigations, and hotline activities within the DoD. ODIG-P&O also provides analysis and comments on all proposed draft DoD policy issuances, conducts technical assessments of DoD programs, and provides engineering support for other DOD IG assessments.

•   <u>Audit Policy and Oversight Directorate (APO)</u> provides audit policy direction, guidance, and oversight for the Office of the Deputy Inspector General for Audit, the Military Departments' audit organizations, the Defense Contract Audit Agency (DCAA), other Defense audit organizations and public accounting firms under the Single Audit Act. APO provides guidance and oversight for more than 8,200 DoD auditors in 21 DoD audit organizations and 22 single audit cognizant organizations. APO is also is responsible for conducting or overseeing the peer reviews of 19 DoD audit organizations. DoD auditors comprises approximately 60 percent of all federal auditors.

•   <u>Investigative Policy and Oversight Directorate (IPO)</u> evaluates the performance of and develops policy for the DoD criminal investigative and law enforcement community (48,000 law enforcement and security personnel/3,600 special agents), manages the DoD Subpoena program and the DoD Contractor Disclosure program. The Contractor Disclosure program requires DoD contractors to notify the DoD IG when a Federal criminal law was violated or a violation of the False Claims Act occurred, and will include newly required reporting of electronic counterfeit parts when the Federal Acquisition Regulation Final Rule is published. Over the past few years, IPO evaluated systemic processes including data collection and analysis to determine the effectiveness of management control systems related to sexual assault and other violent crime investigations. This includes reviewing sexual assault and other violent crime investigative policies and related programs, and to determine compliance with federal law, DoD, and Military Service investigative standards.

I.   **Description of Operations Financed (cont.)**

- **Technical Assessment Directorate (TAD)** conducts expert, independent technical engineering assessments to affect improvements in defense system acquisition, operation, and sustainment by proactively addressing issues of concern to Congress, DoD, and the public. Additionally, TAD provides a variety of engineering support functions for the DOD IG audit, investigative, and evaluation organization and to other DoD organizations, as needed.

Intelligence and Special Program Assessments: The Office of the Deputy Inspector General for Intelligence and Special Program Assessments (ODIG-ISPA) conducts audits, evaluations, inspections, and administrative investigations, to include monitoring, and reviewing various programs, policies, procedures, and functions of the DoD Intelligence, Counterintelligence, Security, Nuclear Enterprises, and Special Access Programs (SAPs) of the DoD. The ODIG-ISPA is the primary advisor to the DoD IG on all of these functional areas and related matters. The ODIG-ISPA audits, reviews, and evaluates topics determined by law, requests from the Secretary of Defense (SecDef) and other DoD leadership, Hotline allegations, congressional requests, and analyses of risk in DoD Intelligence, Counterintelligence, Security, and Nuclear Enterprises. The ODIG-ISPA also works closely with other Federal agency and organization Inspectors General, such as the Central Intelligence Agency, Office of the Director National Intelligence, and Department of Justice, coordinating and collaborating on projects to ensure proper operation, performance, and results for national-level activities affecting the enterprises within ODIG-ISPA oversight purview.

I.   <u>Description of Operations Financed (cont.)</u>

The DIG ISPA chairs the Joint Intelligence Oversight Coordination Group, which promotes and improves information sharing among DoD Auditors and Inspectors General. It also enables each Inspector General to carry out the duties and responsibilities established under the Inspector General Act of 1978, as amended, to avoid duplication and ensure effective coordination and cooperation. ODIG-ISPA also collaborates with the Office of the Director National Intelligence Inspector General's Intelligence Community Inspectors General) Forum, to enhance the collective partnerships of each of the group's members and to continue to foster increased collaboration, coordination, and information sharing.

Due to the importance of ODIG-ISPA's mission areas, ODIG-ISPA frequently receives Congressional requests and taskings for audits and evaluations. These requests are balanced against other stakeholder priorities and ODIG-ISPA resource constraints. Conducting these requests often require adjustments to the annual plan, resulting in some projects being moved to later periods in the fiscal year or pushed into the next fiscal year. As legacy projects are completed, the FY 2014 annual plan will support focus areas through new FY 2015 projects.

Special Plans and Operations (SPO): The Office for Special Plans and Operations (SPO) facilitates informed decision-making by senior leaders of the DoD, U.S. Congress and other Government organizations by providing timely, high-value assessment reports on strategic challenges. Its work complements the efforts of the other DoD DOD IG components.

SPO is staffed with a core combination of civilian and military personnel who must be deployable to overseas contingency operations including the Southwest Asia theater of operations.

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I. <u>Description of Operations Financed (cont.)</u>

<u>The Office of Communications and Congressional Liaison (OCCL):</u> supports the entire DOD IG by providing internal communications support for the DOD IG and serving as the primary point of contact for external communications between the DOD IG, the public, Congress, and the news media.

Specific areas of OCCL's responsibility include the DoD Hotline, Freedom of Information and Privacy Act office, congressional liaison, Government Accountability Office (GAO) Liaison, public affairs, strategic communications, website management, digital and social media, and production of the Semiannual Report to Congress.

The DoD Hotline provides a confidential avenue for individuals to report allegations of wrongdoing pertaining to programs, personnel, and operations that fall under the purview of the Department of Defense, pursuant to the Inspector General Act of 1978. Members of the public and Department of Defense employees (military members, civilian employees, and DoD contractor employees) may file a complaint with the DoD Hotline.

The DoD IG is an active member of the Council of the Inspectors General on Integrity and Efficiency, an independent entity established by the Inspector General Reform Act of 2008 and comprised of the federal inspectors general. The DoD IG is also a member of the CIGIE Executive Council, and chairs the CIGIE Audit Committee which oversees the federal inspectors general audit peer review process.

I.   Description of Operations Financed (cont.)

OCCL also includes a strategic planning office that acts as advisor to the agency for enterprise management of DOD IG-wide programs, plans, and performance metrics.
In addition, OCCL maintains the DOD IG's program to promote whistleblowing and encourage personnel to report fraud, waste, and abuse to appropriate authorities.

The Office of Administration and Management (OA&M) provides mission essential services for Human Capital Management (HCM) and Operational Support. Human Capital Management provides Human Capital Advisory Services, Learning Management, Strategic Workforce Management, and Senior Leader Management. Operational Support includes the Office of Security (OSEC), Administration and Logistics Support Directorate (ALSD), Overseas Contingency Operations (OCO), and Information Systems Directorate (ISD). OA&M supervises and provides mission critical functions in support of the DOD IG's day-to-day operations at the DOD IG headquarters and 74 field offices located throughout the world to include

Hawaii, Germany, Korea, and Southwest Asia (SWA). The OA&M also supports the Warfighter (COCOM's) Inspector General training through the Combatant Command and Joint Inspector General Training and Doctrine development.

The Office of General Counsel (OGC) The IG Act established the position of OIG General Counsel as the chief legal officer of the OIG, appointed by and serving at the discretion of the Inspector General. The General Counsel, assisted by an office staff of legal counsel and administrative support personnel, provides independent, objective and comprehensive advice and legal counsel to the Inspector General and the OIG staff on all matters related to the OIG mission. The scope of OGC advice and legal opinions includes criminal and administrative investigations, procurement and fiscal law, personnel and equal employment advice and agency representation, ethics, international law and

I.   <u>Description of Operations Financed (cont.)</u>

contingency operations, whistleblower protections, and intelligence matters. The OIG General Counsel serves as the OIG Designated Agency Ethics Official (DAEO) and oversees the OIG Ethics Program.

II. <u>Force Structure Summary</u>:
N/A

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III. <u>Financial Summary</u> ($ in thousands)

A. <u>BA Subactivities</u>	FY 2013 Actual	Budget Request	FY 2014 Congressional Action Amount	Percent	Appropriated	Current Estimate	FY 2015 Estimate
Administrative Investigations	11,272	11,051	1,321	11.9	12,372	12,372	12,438
Auditing	80,342	88,735	-6,652	-7.5	82,083	82,083	82,495
CIGIE	225	779	-10	-1.3	769	468	423
Intelligence	7,155	7,395	514	6.0	7,909	7,909	7,949
Investigations	80,478	82,876	1,916	2.3	84,792	84,792	85,211
OCO Funding	8,097	0	0	n/a	0	0	0
Other OIG	100,619	91,342	9,849	10.8	101,191	101,492	96,284
Policy and Oversight	17,640	18,755	-2,295	-12.2	16,460	16,460	16,541
Procurement	1,761	1,000	0	0.0	1,000	1,000	1,000
RDT&E Supplemental	3,112	0	0	n/a	0	0	0
Special Plans and Operations	6,756	7,393	334	4.5	7,727	7,727	7,766
Training	1,414	2,805	-1,108	-39.5	1,697	1,697	1,723
Total	**318,871**	**312,131**	**3,869**	**1.2**	**316,000**	**316,000**	**311,830**

* The FY 2013 Actual column **includes** $8,097 thousand of FY 2013 OCO Appropriations funding (PL 113-6).
* The FY 2014 Estimate column **excludes** $10,766 thousand of FY 2014 Overseas Contingency Operations Appropriations funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

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III. <u>Financial Summary</u> ($ in thousands)

B. <u>Reconciliation Summary</u>	Change FY 2014/FY 2014	Change FY 2014/FY 2015
Baseline Funding	**312,131**	**316,000**
Congressional Adjustments (Distributed)	3,869	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**316,000**	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	**316,000**	
Supplemental	10,766	
Reprogrammings		
Price Changes		3,675
Functional Transfers		
Program Changes		-7,845
Current Estimate	**326,766**	**311,830**
Less: Wartime Supplemental	-10,766	
Normalized Current Estimate	**316,000**	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2014 President's Budget Request (Amended, if applicable)		312,131
1. Congressional Adjustments		3,869
a. Distributed Adjustments		
1) Increased Audit & Investigation Oversight	3,869	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2014 Appropriated Amount		316,000
2. War-Related and Disaster Supplemental Appropriations		10,766
a. OCO Supplemental Funding		
1) FY 2014 Supplemental Budget Request	10,766	
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		326,766
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		326,766
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-10,766
FY 2014 Normalized Current Estimate		316,000
6. Price Change		3,675
7. Functional Transfers		
8. Program Increases		
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases		
c. Program Growth in FY 2015		
9. Program Decreases		-7,845
a. Annualization of FY 2014 Program Decreases		
b. One-Time FY 2014 Increases		
c. Program Decreases in FY 2015		
1) Reduced Advisory & Assistance Contract Costs due to Change in Scope	-5,955	

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III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
2) Reduced Civ Pay due to Change in FTE Mix	-1,194	
3) Other Non Labor Expenses including Travel and GSA Rental Payments	-696	
FY 2015 Budget Request		**311,830**

IV. <u>Performance Criteria and Evaluation Summary</u>:

<u>Auditing</u>:
A prime objective of the DOD IG Strategic Plan and the Audit Strategic Plan is to assess the risks and weaknesses in the Department and recommend the development or strengthening of management practices and controls to ensure the efficient use of resources and promote effective operations. Two key measurements of Audit success are the identification of potential monetary benefits and the concurrence rate on audit recommendations that correct deficiencies. In FY 2013 to date, ODIG-AUD oversight has identified over $23 billion in potential monetary benefits. Audits provided value to the DoD but do not always lend themselves to the identification of specific monetary benefits. Rather, these audits address critical issues such as the quality assurance and testing of equipment and parts, protecting against cyber threats, redistribution and accountability of assets from the field, improvements in contingency contracting practices to reduce the potential for fraud, waste, and abuse, force readiness, and the management and training of the ANSF.

In FY 2013, the Acquisition, Parts and Inventory Directorate (API) oversight identified challenges in contract management, inadequate contractor oversight, inadequate management of spare parts, and improper acquisition weapon systems. Oversight in these areas generally identifies significant monetary benefits. For example, DoD IG identified that DoD may spend about $200 million in Afghanistan Security Forces Funds for spare parts for the G222 medium airlift aircraft which did not meet operational requirements. As a result, DoD canceled the program and saved an additional $830 million in sustainment costs throughout the aircraft's lifecycle. DoD IG also identified improper procurement activities for the CH-53 aircraft which would result in an estimated $22.2 billion to sustain additional planned aircraft. Also, DoD IG identified improvements necessary in Defense Logistics Agency's procurement of spare parts.

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

In FY 2014, API is currently focusing oversight efforts on the complexities associated with acquisition and contract administration, including such areas as weapon system acquisition, requirements duplication, program management evaluation, contract pricing, supply chain management, contracts for services, and equipping and supplying the ANSF.

In FY 2015, API will continue to focus on acquisition and contract administration, including such areas as weapon system acquisition, requirements duplication, program management evaluation, contract pricing, supply chain management, contracts for services, and equipping and supplying the Afghan National Security Forces (ANSF).

In FY 2013, the Contract Management and Payment Directorate (CMP) identified issues with facilities construction and real property maintenance as well as contract payments, improper payments and military health care for active duty. For example, Air Force construction officials did not provide effective oversight of military construction projects in Afghanistan by not developing a formal process to monitor, assess, and document the quality of work performed by contractor personnel for projects valued at $36.9 million. This occurred because they relied completely on the technical expertise of their contractor personnel that resulted in conflicting electrical and fire prevention standards in the contract's Statement of Work and Statement of Requirement used during construction. The deficiencies led to serious increased hazards to the life and safety of coalition forces who occupy two of the four facilities reviewed and contributed to over a6-month delay in government acceptance of one facility. In another example, the Office of the Under Secretary of Defense (Comptroller)/Chief Financial Officer, DoD (USD[C]/CFO) published the FY 2012 Agency Financial Report (AFR) showing that DoD met five of the six requirements of the Improper Payments Elimination and Recovery Act of 2010 (IPERA). However, DoD did not meet the established reduction target for one of its eight payment programs, the

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

Defense Finance and Accounting Service (DFAS) Travel Pay. The USD(C)/CFO set the FY 2012 reduction target at 3.27 percent in the DoD FY 2011 AFR. However, the actual improper payments reported in the DoD FY 2012 AFR for DFAS Travel Pay were 5 percent of total outlays, or $419.3 million. This occurred because authorizing officials' reviews of travel vouchers were not adequate to prevent improper payments. As a result, improper payments increased in travel, and the DoD did not achieve the improper payment reductions intended in IPERA for DFAS Travel Pay or fully comply with IPERA in FY 2012. It was also identified that other challenges remained, including $12.3 billion in outlays that were not reviewed for improper payments but should have been. As a result, the USD(C)/CFO did not provide accurate improper payment estimates.

In FY 2014, CMP continues to focus on audits of contract administration policies, systems, and practices, management of the competitive sourcing (A-76) program, and facilities construction and real property maintenance. Additionally, audits on DoD payments to include contract payments, improper payments, and the Government Purchase Card Program and the military health care for active duty, reserves, retirees, and dependent personnel are planned.

In FY 2015 CMP will focus on contract administration policies, systems, and practices, management of the competitive sourcing (A-76) program, and facilities construction and real property maintenance. Additionally, audits on DoD payments to include contract payments, improper payments, and the Government Purchase Card Program and the military health care for active duty, reserves, retirees, and dependent personnel are planned.

In FY 2013, the Readiness and Cyber Operations (RCO) directorate identified challenges in contract management, inadequate contractor oversight, inadequate management of spare parts, and improper acquisition weapon systems. Oversight in these areas generally

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

identifies significant monetary benefits. For example, DoD IG identified that Defense
Logistics Agency may not be able to collect $282 million in overpayments on premium
transportation for subsistence items support operations in Afghanistan. DoD IG also
identified that the Army had not implemented an effective cyber security program for
commercial mobile devices which left the Army networks more vulnerable to cyber
security attacks and leakage of sensitive data.

In FY 2014, RCO is focusing on its Overseas Contingency Operations (OCO) efforts, the
ODIG-AUD will place particular emphasis on SECDEF and congressional interest items,
dedicating resources to high-risk/high impact areas. The DOD IG will focus its audit
efforts on high-risk areas including large scale, complex logistics, systems,
readiness, training, health care systems, cyber security, and cyber operation auditing
programs. RCO will also continue its presence in Southwest Asia, focusing on the
drawdown of troops and equipment.

In FY 2015 RCO will continue to focus on high-risk areas including large scale, complex
logistics, systems, readiness, training, health care systems, cyber security, and cyber
operation auditing programs. RCO will also continue its presence in Southwest Asia,
focusing on the drawdown of troops and equipment. Specifically, those planned projects
include disposition of equipment, and processing equipment from Afghanistan at multi
modal transfer locations.

In FY 2013, the Financial Management and Reporting Directorate (FMR) again limited its
financial statement audit work based on management representations concerning financial
statement reliability and reorganized the workload of its two directorates that focused
on financial reporting. The reorganization aimed to place more emphasis on audits
related to Department's plan to achieve audit readiness of the General Fund Statement

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

of Budgetary Resources (SBR) by the end of FY 2014 and all DoD financial statements by the end of FY 2017. Coordination with the OSD Financial Improvement and Audit Readiness (FIAR) Office was also conducted on an Audit Services Acquisition Strategy, designed to prepare the Department to undergo a full financial statement audit by congressionally mandated timelines.

The auditors issued disclaimers of opinion on the DoD Agency-wide and Special Purpose FY 2012 financial statements and six of the components' statements that support the Agency-wide statements. The auditors transmitted the independent public accounting firms' unqualified opinion on the Army Corps of Engineers, the Military Retirement Fund, the TRICARE Management Activity's Contract Resource Management financial statements, and a qualified opinion on the DoD Medicare Eligible Retiree Health Care Fund. Because of previously identified challenges in DoD system implementation efforts, we conducted audits on additional DoD business systems modernization efforts that included the enterprise transition plan, Defense Agencies Initiative, and enterprise resource planning systems. Also, in response to a congressional request, we conducted an audit that focused on cost changes, schedule delays, and DoD's compliance with business process reengineering requirements and oversight of the enterprise resource planning systems identified as being necessary for the DoD to produce auditable financial statements.

In FY 2014, FMR is currently working on requirements outlined in P.L. 112-239 and P.L. 111-84, that DoD must validate the DoD SBR and the DoD financial statements as audit ready by September 30, 2014 and September 30, 2017, respectively. DoD had already reported in the November 2011 FIAR Plan update and continued to report in the May 2013 FIAR Plan update that DoD had significantly changed its audit goals to include achieving audit readiness of the General Fund SBR by the end of FY 2014, in addition to

IV. <u>Performance Criteria and Evaluation Summary</u>:

achieving audit readiness of all DoD financial statements by the end of FY 2017. However, in the November 2012 FIAR Plan update, DoD reported that it would limit the scope of first year SBR audits in FY 2015 to audits of schedules containing only current-year appropriation activity (i.e., a Schedule of Budgetary Activity). Additionally, in the May 2013 FIAR Plan update, DoD reported that the initial audits of the General Fund Schedule of Budgetary Activity will not include balances from prior-year activity. Furthermore, DoD will begin audits of the complete SBR only after achieving successful audits of current year appropriation activity. The FIAR Plan is a roadmap to fix internal controls and correct processes necessary for financial statement audit readiness. Through participation in the FIAR governance board and various other meetings, the DOD IG serves in an advisory role to the FIAR Directorate in updating and executing the FIAR plan and FIAR guidance.

In FY 2015 FMR will continue to work with the DoD components to identify deficiencies and recommend corrective actions, focusing on financial statement, system, internal control, compliance, and other financial-related audits, to assist DoD in improving its overall financial management operations and, as a result, prepare auditable financial statements. OSD and Service components identify segments of financial statements that are ready for review, ODIG-AUD will announce audits or attestation engagements, as appropriate.

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

	FY 2013 <u>Actual</u>	FY 2014 <u>Estimate</u>	FY 2015 <u>Estimate</u>
<u>**AUDIT**</u>			
Reports issued	102	105	105
Potential monetary benefits ($ millions)	*	*	*
(* Monetary benefits cannot be estimated)			
Achieved monetary benefits ($ millions)	*	*	*
(*Monetary benefits cannot be estimated at this time)			

<u>**Investigations**</u>:

The Defense Criminal Investigative Service (DCIS) uses several methods to evaluate performance. The most significant are fraud and corruption impacting DoD operations throughout Southwest Asia (SWA), significant procurement and acquisitions fraud, investigations of fraud, waste, and abuse, defective, substituted, or substandard products that compromise safety and mission-readiness, or theft and diversion of critical DoD technologies, systems, and equipment that may be used by adversaries against American warfighters. In addition, DCIS established an evaluation standard that 80 percent of investigations initiated must be in its priority areas of criminal activity. DCIS also monitors indictments, convictions, fines, recoveries, restitution, and the percentage of cases accepted for prosecution to ensure consistency in effort and historical output and the resourceful use of assets.

In FY 2013 the following major fraud investigations requiring extensive efforts by criminal investigative components were conducted; Amgen, Inc. ($751.6 million government recovery), Abbott Laboratories ($500 million government recovery), United Technology Corporation ($466 million government recovery), BAE Systems LLC ($62.2

IV. **Performance Criteria and Evaluation Summary**:

million government recovery), and Boehringer Ingelheim, ($61.5 million government recovery). Fraud investigations often lead to additional undertakings initiated by the DOD IG or directed by Congress, the Office of the Secretary of Defense (OSD), and the Department of Justice (DoJ). The publicity of these major investigations also results in increased crime reporting.

In FY 2014 & FY 2015, DCIS will: (1) continue vigorous investigative support to Overseas Contingency Operations (OCO) as it affects DoD at home and abroad; (2) maintain a high priority on significant procurement/acquisition fraud investigations with emphasis on defective, substituted, and counterfeit products that impact the safety and mission-readiness of our warfighters; (3) continue focus on combating corruption by ferreting out and uncompromisingly investigating major DoD Procurement Fraud, including bribery, corruption, kickbacks, conflicts of interest, major thefts, and health care fraud; (4) continue concentration on investigations, training, and awareness aimed at the illegal transfer of technology, systems, and equipment critical to DoD and dangerous if in the hands of restricted nations and persons; and (5) continue defense against Cyber Crimes and Computer intrusions that impact DoD.

	FY 2013 To Date Through 06-30-2013	FY 2014 Estimate	FY 2015 Estimate
Criminal Indictments and Charges	164	309	318
Criminal Convictions	158	271	285
Fines/penalties/restitutions, etc.* ($ millions)	$2,073.45	$2,594.73	$2,724.47

*Monetary recoveries includes government recoveries only and excludes asset forfeiture

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

<u>**Administrative Investigations:**</u>
In FY 2013, ODIG-AI has implemented an organizational transformation that has included improvements in the organizational structure, functional alignments, business processes and technology. These improvements included: 1) establishing separate teams dedicated to performing oversight; 2) establishing positions dedicated to training, policy, outreach and statistical reporting and analysis; 3) streamlining and standardizing investigation and oversight processes; and 4) developing the next generation case action tracking system (D-CATS).

These improvements have yielded immediate tangible results in improving ODIG-AI as measured by processing a significant increase in complaints received, by retaining more investigations to be conducted by ODIG-AI, and by improving turn-around time for oversight reviews of investigations conducted by the Military Services.

The increase in staffing enabled ODIG-AI to immediately respond to senior official and whistleblower investigations that had the interest of the Secretary of Defense, Members of Congress and the news media. Examples include two investigations that substantiated the misuse of military aircraft and government resources by Combatant Commanders, an investigation that cleared a 4-star general officer of being involved in an improper relationship, and an investigation that substantiated that a contractor employee was terminated in reprisal for making protected disclosures to government personnel.

In FY 2014 and FY 2015 the ODIG-AI will continue to expand its outreach and training efforts. This will be accomplished through additional symposiums and training initiatives aligned with the DoD IG strategic focus areas of senior official accountability and whistleblower protection. Specific areas will include: senior official investigations trends and training efforts aligned with the Secretary of

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IV. <u>Performance Criteria and Evaluation Summary</u>:

Defense and Chairman, JCS review recommendations; and implementation of expanded whistleblower protections directed by: 1) Presidential Policy Directive 19, "Protecting Whistleblowers with Access to Classified Information"; 2) the Whistleblower Protection Enhancement Act of 2012; and 3) the National Defense Authorization Act for FY13, amendment to Title 10, U.S.C. 2409, "Contractor Employees."

ADMINISTRATIVE INVESTIGATIONS (ESTIMATES BASED ON PRIOR YEAR ACTUALS)			
	FY13	**FY14**	**FY15**
INVESTIGATIONS OF SENIOR OFFICIALS (ISO)			
Complaints Received	900	1000	1100
Complaints Closed	700	800	880
Complaints Closed by ISO	400	450	495
Complaints Closed by Service/Defense Agency IGs with Oversight by ISO	300	350	385
WHISTLEBLOWER REPRISAL INVESTIGATIONS (WRI)	**FY13**	**FY14**	**FY15**
Reprisal & Restriction Complaints Received	1100	1300	1430
Reprisal & Restriction Complaints Closed by WRI	400	600	660
Reprisal & Restriction Complaints Closed by Service/Defense Agency IGs with Oversight by WRI	150	200	220
Complaints of Improper Mental Health Evaluation (MHE) Referral Received	50	20	22
Complaints of Improper MHE Referral Closed by WRI	6	0	0
Complaints of Improper MHE Closed by Service/Defense Agency IGs with Oversight by WRI	20	40	44

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

<u>**Policy and Oversight**</u>:
ODIG-P&O operations are evaluated based on outcomes from evaluating significant DoD programs and operations, significance and quality of audit and investigative policies provided, contractor disclosures processed, subpoenas processed, timeliness and quality of technical support provided, positive impact on draft DoD policy issuance coordinations, and follow-up of Defense Contract Audit Agency (DCAA) report recommendations. In FY 2013, ODIG-P&O issued 23 reports, 11 DCAA high-risk review memos, 3 Notices of Concern, processed 600 subpoenas, and provided technical support to 3 DOD IG audit and investigative projects. ODIG-P&O managed the DOD IG's policy coordination process for 350 draft DoD policy issuances in Fiscal Year 13. ODIG-P&O updated and published the following six DoD Issuances:

1. DoDI 7600.06 - Audit of Non-appropriated Fund Instrumentalities and Related Activities, 5 November 2012;
2. DoDI 5505.17 – Collection, Maintenance, Use & Dissemination of Personally Identifiable Information & Criminal Intelligence Concerning US Personas by LE Agencies, 17 December 2012;
3. DoDI 5505.18 - Investigation of Adult Sexual Assault in the Department of Defense, 25 January 2013;
4. DoDI 7050.03 - IG DoD Access to Records & Information, 22 March, 2013;
5. DoDI 5505.08 – Military Criminal Investigative Organizations and Other DoD Law Enforcement Organizations Investigations of Adult, Private, Consensual Sexual Misconduct, 17 April 2013;
6. DoDI 5505.06 – Investigations of Allegations against Senior Officials in the Department of Defense; 6 June 2013.

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

In FY 2013, Audit, Policy and Oversight Directorate (APO) issued five Hotline reports, two external quality control reviews of Defense organizations' audit operations; one monitoring report on DCAA, three single audit quality control reviews and two oversight reviews. APO also issued 3 Notices of Concern and 11 DCAA High Risk Review Memos. APO performed 135 desk reviews of single audit reports covering $3.8 billion in DoD funds and issued 104 memorandums that identified 115 findings and $14.6 million in questioned costs. APO commented on the Directive-Type Memorandum and proposed DoD Instruction on Operation of the DoD Financial Certification Program. APO also provided comments on proposed reforms to cost principles, administrative, and audit requirements for grants and cooperative agreements (OMB-2013-0001). APO administered the peer review program for DoD audit organizations, encompassing oversight of peer reviews of DoD audit organizations (four completed at Defense Contract Management Agency (DCMA), Defense Finance and Accounting Services (DFAS), Marine Corp Non-appropriated Fund Audit Service, National Security Office and three planned). APO provided oversight for 2,318 open and closed contract audit reports with more than $8.2 billion in potential savings. Also, APO issued 80 report recommendations to date and achieved a 90 percent agreement rate for those recommendations. APO participated in 8 working groups, including but not limited to the Procurement Fraud Working Group, Council on the Inspectors General on Efficiency and Integrity Grant Reform Working Group; and National Single Audit Coordinators (NSAC).

In FY 2014, APO is focusing on monitoring and evaluating DCAA audit quality and compliance with Generally Accepted Government Auditing Standards. APO is also focusing on monitoring and evaluating DCMA, including the DCMA eTool system and contracting officers' use of DCAA audit reports; updating the DoD Audit Manual and DoD Instruction 7640.2, "Policy for Follow-up on Contract Audit Reports." APO is focusing on policy and oversight of DoD audit organizations efforts in identifying and detecting fraud,

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

waste, and abuse including in the Contractor Disclosure Program; and internal control and fraud assessments, guidance, and training. APO is performing or overseeing performance of peer reviews of National Reconnaissance Office, Defense Logistics Agency (DLA, and United States Special Operations Command. Additionally, APO is also focusing on performing or overseeing the conduct of at least eight peer reviews, including follow-up work (the Service Audit Agencies including their Special Access Programs, Army National Guard Bureau, **DFAS**, DLA, Defense Information Systems Agency, and Army Internal Review). APO will also focus on at least three Defense Hotlines of DCAA and DCMA audits, reviews, management, and personnel. APO continues to update its IG Fraud website, including adding additional contract audit fraud scenarios, and monitor DCAA fraud referrals and efforts on contractor disclosures. In the Single Audit area, APO is performing at least four single audit quality control reviews, two follow-up reviews, and continues to review all single audit reports for audit findings that require grant/contracting officer follow-up actions. The Single Audit area encompasses $7.7 billion in DoD research and development funds associated with 22 organizations. In the contract audit follow-up area, APO is reviewing contracting officer actions on DCAA contract audit reports. In FY 2012, DCAA issued approximately 4,300 reports, which contained over $13 billion in costs questioned and over $800 million in disallowed costs.

In FY 2015, APO will focus on DCAA and DCMA oversight, peer reviews of DoD audit organizations, fraud related guidance and scenarios to update our fraud website and liaison on the Contractor Disclosure Program including related policy and oversight of DCAA and quality control reviews on 3 or 4 of the 22 single audit cognizant organizations.

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

In FY 2013, Investigative Policy and Oversight Directorate (IPO) produced: DoDI 5505.17 "Collection, Maintenance, Use and Dissemination of Personally Identifiable Information and Law Enforcement Information by DoD Law Enforcement Activities;" DoDI 5505.18, "Investigation of Adult Sexual Assault in the Department of Defense;" DoDI 7050.03, "Office of the Inspector General of the Department of Defense Access to Records and Information;" DoDI 5505.08, "Military Criminal Investigative Organizations and Other DoD Law Enforcement Organizations Investigations of Adult, Private, Consensual Sexual Misconduct."

IPO also collaborated with the Military Criminal Investigative Organizations to address National Defense Authorization Act requirements for evidence retention on sexual assault investigations and the development of special victim capability units. In addition, they participated with various DoD and other government agencies such as the Defense Enterprise-wide Working Group and the DoD Sexual Assault Prevention and Response Office to facilitate the development of criminal investigative policy. The Contractor Disclosure Program processed 225 disclosures submitted by Defense contractors and subcontractors concerning procurement-related crimes with the Department of Justice and Defense investigative, audit, and suspension/debarment authorities and processed 82 Forms 2000 (suspected fraud and irregularity reports) and referred to Defense criminal investigators for additional work. Additionally, IPO completed an evaluation of sexual assault investigation training for military criminal investigators.

The DOD IG Subpoena Program issued 600 subpoenas in FY 2013, a 14% increase over FY 2012 and a 43% increase over FY 2011. IPO also trained 550 criminal investigators and attorneys from other DoD agencies contributing to a 25% increase in subpoenas processed in FY 2012. IPO training was integrated into DoD and military service basic and

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

advanced criminal investigative training courses which allows students to use the
subpoena as an investigative tool with good success. IPO hosted the Federal Law
Enforcement Training Center's Continuing Legal Education Training Program Course for
DoD and other federal agency investigators and attorneys. IPO conducted, initiated or
completed projects evaluating DoD adult sexual assault investigations; sexual assault
training for criminal investigators; DoD compliance with Sexual Offender Registration
and Notification Act; and a project to collect feedback from sexual assault victims on
the DoD services provided following their assault. IPO also completed a project
concerning the compromised Deoxyribonucleic acid (DNA) lab tests and DNA profiles in
almost 500 criminal investigations. IPO also conducted preliminary work on a review of
a death investigation entangled with a rape and perjury investigation.

In FY 2014, IPO is fielding revised investigative policies addressing: (a) DoDI
5525.12, "Implementation of the Law Enforcement Officers Safety Act of 2004," (b) DoDI
7050.05, "Coordination of Remedies for Fraud and Corruption related to Procurement
Activities," and (c) DoDD 5505.09, "Interception of Wire, Electronic, and Oral
Communications for Law Enforcement." The Subpoena Program is seeking a decrease in
subpoena processing time, and is working within our constituent community to improve
and manage the process of DCAA fraud referrals (DCAA Form 2000). IPO expects continued
Congressional interest in complaints about the thoroughness of death investigations and
increased oversight of investigative resources against procurement fraud. To enhance
our work in this area of fraud work, 41% of our investigative workforce has completed
certification as fraud examiners by the Association of Certified Fraud Examiners.

In FY 2015, IPO's work will involve issues as varied as the interviews of sex crime
victims, both children and adults; undercover operations; the impact of victim advocacy
on criminal investigative work, e.g., emergency transfers of sexual assault

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

complainants, etc.; the investigative thoroughness of unsolved serious crimes; child abuse in DoD home based and government daycare in DoD communities, etc.

In FY 2013, Technical Assessment Directorate (TAD) issued five reports (two congressionally required): 1) Assessment of the USAF Aircraft Accident Investigation Board (AIB) Report on the F-22A Mishap of November 16, 2010, dated February 6, 2013; 2) Advanced Combat Helmet Technical Assessment, dated May 29, 2013; 3) Assessment of the DSE Inc. 40mm Grenades; 4) Inspection of Military Construction Compliance with Electrical & Fire Protection Standards in Afghanistan; and 5) Quality Assurance Assessment of the F-35 Lightning II Program.

In addition, TAD provided technical support to three DOD IG projects: 1) Special Plans and Operations (SPO) Armed Forces Retirement Home Inspection; 2) Audit of the Acquisition of the Navy P-8A Poseidon Aircraft; and 3) Navy Enterprise Resource Planning audit.

TAD also initiated three assessments: 1) Assessment of DoD Quality Assurance Oversight for DoD Programs;2) Assurance Policy Review – Spacecraft and Strategic Systems; and 3) the Military Housing Inspections in Japan and Korea.

In FY 2014, TAD is performing technical assessments that address issues of concern to Congress, DoD, and the public, and will give priority to those that affect life, health and safety. TAD is completing ongoing technical assessment projects on the Defense quality oversight for DoD programs, Spacecraft and Strategic systems assurance policy review, and will continue with the inspection of military housing in Japan. In the later part of the year, TAD plans to initiate a follow-on project in Korea once the Military Housing inspection in Japan is completed. TAD is also supporting DOD IG

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

components on their audit/evaluation assist requests. TAD is also conducting analysis
of several ACAT I programs for other potential FY 2014 projects.

FY 2015, TAD plans to perform technical assessments that address issues of concern to
Congress, DoD, and the public, and give priority to those that affect life, health and
safety. In addition, TAD plans to perform annually one major military housing
inspection in CONUS or OCONUS as follow-on inspections to the ones in Japan and Korea
conducted FY14. TAD will also be supporting DOD IG components on their
audit/evaluation assist requests.

	FY 2013	FY 2014	FY 2015
<u>**POLICY and OVERSIGHT**</u>	<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
Audit Oversight Reports	13	14	14
Hotline Completion Reports	1	0	0
DCAA High Risk Memos	11	0	0
Notices of Concern	3	0	0
Investigative Policy and Oversight Reports	4	8	10
Contractor Disclosures Received	225	250	275
Subpoenas Issued	600	691	700
Technical Assessment Reports	5	5	5
Engineering Support to Other Component Projects	3	5	5

IV. <u>Performance Criteria and Evaluation Summary</u>:

<u>Intelligence and Special Program Assessments:</u>

Our project planning process remains critical for focusing our limited resources on the oversight of DoD Intelligence Community programs. The ODIG-ISPA FY 2015 Annual Plan highlights our efforts to identify relevant projects that can be completed ahead of schedule and thereby ensure our secondary goal of issuing more timely reports.

The FY 2013 ODIG-ISPA Annual Plan included ongoing projects as well as emergent external requirements from the SecDef, IG management, and Congress. Throughout our annual planning, and in recognition of impending fiscal constraints as a result of sequestration, we have maintained emphasis on support of the SecDef's Efficiencies Initiative. We developed a strategy that ensures continual situational awareness of the DoD's implementation of this initiative.

As a result of ODIG-ISPA efforts, DoD Directive 5200.43, "Management of the Defense Security Enterprise," was published. It establishes the Defense Security Enterprise Executive Committee and provides direction for a comprehensive DSE policy and oversight framework and governance structure to safeguard personnel, information, operations, resources, technologies, and facilities against harm, loss, or hostile acts and influences.

In FY 2014 and 2015, besides executing the projects remaining from the previous annual plan, ODIG-ISPA personnel will continue to reassess oversight of defense priorities and congressional perspectives to ensure resources provide the best coverage. This will include projects that continue to support Operation Enduring Freedom. The ODIG-ISPA will have to focus reviews on issues that showcase our oversight strength in areas such as cyber security, acquisition, and contracting within the DoD Intelligence community, and intelligence and counterintelligence programs and systems.

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

<u>**Intelligence**</u>:
In FY 2013, our office continued to follow-up on the effectiveness of suspension and debarment programs at the defense intelligence agencies. At the operational level, we evaluated the impact of the Defense Intelligence Enterprise's current intelligence focus on long-term analytic capabilities, along with the protection of sensitive information and operations.

In FY 2014, our main effort is focused on OUSD (Intelligence) programs that the intelligence agencies have responsibility to implement as well as programmatic updates on their progress in implementing various initiatives. FY 2014 areas of emphasis include the following: evaluation of DoD Intelligence Training and Education programs to identify core competencies and best practices; and an evaluation of DoD Unmanned Aerial Vehicle operations.

In FY 2015 the ODIG-ISPA will continue to look at issues throughout the intelligence enterprise, which are identified through our annual planning process. Key issues include increased awareness and utilization of the Intelligence Community Whistleblower Protection Act.

<u>**Counterintelligence:**</u>
In FY 2013, we assessed DoD Processes in Support of the Committee on Foreign Investment in the United States Determinations and Foreign Ownership, Control, or Influence Mitigation. We also launched an assessment of counterintelligence support to in-transit force protection by evaluating the Force Protection Detachment and Force Protection Response Group programs.

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IV. <u>**Performance Criteria and Evaluation Summary**</u>:

In FY 2014, we are assessing Counterintelligence Support to the Defense Critical Infrastructure Program. We are also assessing counterintelligence support to the protection of DoD research, development, and acquisition.

In FY 2015 the ODIG-ISPA will continue to look at issues throughout the counterintelligence enterprise, which are identified through our annual planning process. Key issues include counterintelligence support to cyberspace.

<u>**Security**</u>:
In FY 2013, ODIG-ISPA led efforts on Public Law 111-258, "The Reducing Over-Classification Act." ODIG-ISPA was asked by the Council of Inspectors General on Integrity and Efficiency to lead the federal government effort on this congressionally mandated project.

In FY 2014, ODIG-ISPA is leading a Council of Inspectors General on Integrity and Efficiency project to develop a government-wide common framework to determine the level of protection provided to our most sensitive and cutting-edge technologies, where billions of dollars are invested. We are developing a standard assessment guide and associated inspection checklist, with the intent of ensuring that future assessments follow a consistent methodology to allow for cross-agency comparisons. We are conducting assessments, with each participant assessing their own department, to determine the reliability of the evaluation guide and corresponding inspection guidelines. We are also assessing the future use of the Militarily Critical Technologies/Developing Scientific Technologies lists.

IV. <u>Performance Criteria and Evaluation Summary</u>:

In FY 2015 the ODIG-ISPA will continue to look at issues throughout the security enterprise which are identified through our annual planning process. Key issues include cyber security, where we plan on expanding the results of our previous outreach into the Department to determine our current posture in cyber security with an emphasis on supply chain risk management, the insider threat, and unauthorized disclosures.

<u>Nuclear Enterprise</u>:
The Nuclear Enterprise continues to be identified by ODIG as one of DoD's management challenges. In FY 2013, we issued reports on the nuclear command and control crypto modernization effort, accountability of the Air Force's classified inventory of nuclear weapons related material, and a hotline report on a proposal to eliminate the U.S. Nuclear Command and Control System Support Staff. We have ongoing projects related to DoD requirements for nuclear gravity weapon delivery and nuclear weapon accident/incident response task force capability.

In FY 2014, we are conducting an assessment of the Fixed Submarine Broadcast System site infrastructure. We are also researching a potential FY 2014 project on mission capabilities of U.S. nuclear-capable fighters. One of our major goals for FY 2014 is to establish a Nuclear Enterprise Oversight Coordination Group. This group will consist of representatives from organizations that have nuclear enterprise oversight responsibilities and be used to coordinate oversight activities and keep abreast of developments with the nuclear enterprise community.

In FY 2015 the ODIG-ISPA will continue to look at issues throughout the nuclear enterprise which are identified through our annual planning process. Input for the planning process have come from USSTRATCOM, the Joint Staff, DoD CIO office, DASD(Nuclear Matters), DISA, and the Services. Numerous vital areas need attention

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

throughout the nuclear enterprise to ensure the recent revitalization efforts stay on track to meet Presidential direction.

<u>Special Access Programs:</u>
DoD Directive 5205.07, "Special Access Program (SAP) Policy," July 1, 2010, requires the Office of the Inspector General, Department of Defense, "maintain a sufficient dedicated cadre of SAP-trained personnel to perform inspection, investigation, evaluation, and audit functions for DoD SAPs and SAP-related activities." Within the DOD IG DoD, the cadre is assigned to ODIG-ISPA.

ODIG-ISPA has performed audits and evaluations that were both self-initiated and requested by the Director, DoD Special Access Program Central Office. The types of audits performed include performance audits of major acquisition programs; information technology; intelligence; security; systemic issues; and organizational reviews which ensure compliance with DoD directives, policies, guidance and internal operating instructions. ODIG-ISPA also performed assessments of several intelligence SAPs.

In 2013, we performed 3 classified program and acquisition audits and reported on issues including contracting, procurement, testing, security, and program management. All projects supported SecDef or IG mission priorities or management challenges. In FY 2014 and FY 2015 our plan is to continue to conduct audits related to SAP program management.

IV. <u>Performance Criteria and Evaluation Summary</u>:

<u>Summary</u>:

In total, all projects support SecDef or IG mission priorities or management challenges. The ODIG-ISPA will further refine project scope and objectives to improve cycle time. The ODIG-ISPA will continue chairing the JIOCG and participating in quarterly meetings of the Intelligence Community IG Forum to prevent duplication and overlap between the DOD IG, Service audit and Inspectors General agencies; or jointly with JIOCG and Intelligence Community IG Forum members.

	FY 2013 Estimate	FY 2014 Estimate	FY 2015 Estimate
<u>**INTELLIGENCE AND SPECIAL PROGRAM ASSESSMENTS**</u>			
Reports issued	14	16	18

<u>Special Plans and Operations (SPO)</u>:

<u>FY 2013</u>

Southwest Asia:
To fill a perceived information gap among senior leaders in the Office of the Secretary of Defense and relevant Congressional Committees, SPO selects, summarizes, and concisely presents six months of quantitative and qualitative metrics deemed indicative of progress toward the goal of developing a sustainable Afghan National Security Force (ANSF) for transition to Afghan control by 2014. We produce separate, periodic reports for the Afghan National Police and the Afghan National Army, alternating the reports with each issue. In February 2013, we released a report focused on the Afghan National

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IV. <u>**Performance Criteria and Evaluation Summary**</u>:

Army. This report is classified CONFIDENTIAL RELEASABLE TO NATO/ISAF in accordance with
U.S. policy.

In July 2013, SPO released a metrics report tracking the development of the Afghan
National Police. This report is classified CONFIDENTIAL RELEASABLE TO NATO/ISAF in
accordance with U.S. policy.

In September 2013, SPO released the second semi-annual metrics report tracking the
development of the Afghan National Army. This report is classified CONFIDENTIAL
RELEASABLE TO NATO/ISAF in accordance with U.S. policy.

Following his visit to Afghanistan in November 2011, the Inspector General informed the
Commander, Combined Security Transition Command - Afghanistan that, "We will
periodically conduct walk-throughs at the Dawood National Military Hospital (Dawood)
and continue oversight of the development of a sustainable ANSF medical logistics and
healthcare capability." In response to this direction, SPO conducted a site visit at
Dawood in February 2012, to assess the progress being made by the Command and more
importantly, the ANA, to improve health care standards. SPO conducted a second site
visit in July 2012 to review the status of U.S. and Coalition efforts to improve the
healthcare management and treatment of patients, and the related sanitation conditions
and medical logistics processes. SPO released the final report in March 2013.

In a continuing series of assessments that focus on the train and equip missions in
Afghanistan, during April and May of 2012, SPO conducted field work on U.S. and
Coalition efforts to develop the ANSF command and control system. The assessment
determined whether the DoD will complete the development of an operational ANSF command

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

and control system by the end-of-2014 date for transition of security responsibility to Afghan control. SPO released the final report in March 2013.

In a continuing series of assessments focusing on the train and equip missions in Afghanistan, SPO released a final report in May 2013 on U.S. and Coalition efforts to develop the Afghan Border Police. The Afghan Border Police provide security along the 5,529 kilometers of international border, as well as at border crossings and ports of entry, such as airports and rail crossings. The Afghan Border Police have a critical mission in safeguarding the national boundaries against external aggression, taking immediate action against border incursions, and deterring insurgency and criminal activities between established border crossing points.

In a self-initiated assessment selected in coordination with the NATO Training Mission-Afghanistan / Combined Security Transition Command – Afghanistan Inspector General, SPO conducted field work in June 2012 to assess U.S. and Coalition efforts to develop leaders in the Afghan National Army. Objectives included assessing the sufficiency of the Coalition's leader development programs for developing officers and non-commission officers in support of the goal of establishing self-sustaining, Afghan-led security by the end of 2014. SPO released the final report in June 2013.

In the continuing series of projects focusing on the train and equip missions in Afghanistan, SPO conducted an assessment of U.S. and Coalition efforts to develop and transition critical operational enablers to ANSF. Enablers are those capabilities essential to supporting a successful outcome on the battlefield, including aviation, Counter-Improvised Explosive Device, medical, intelligence, engineering, special operations forces, fires, mobile strike forces, and operational coordination centers. The majority of ANSF operational units have been organized, equipped, and fielded, but

IV. <u>Performance Criteria and Evaluation Summary</u>:

their success is currently dependent on U.S.-provided enablers for sustainment and operational effectiveness. SPO conducted field work in Afghanistan during March 2013 and released the first enabler report, a high-level overview of the key issues specifically for Congress, in August 2013.

A second report on enablers in Afghanistan, with detailed cross cutting observations and recommendations, was released in September 2013.

Work in Iraq included performing an assessment of the Office of Security Cooperation – Iraq to determine whether the OSC-I was adequately structured and resourced to accomplish its mission, and to identify impediments to mission accomplishment. SPO conducted fieldwork in November 2012 and released the final report in August 2013.

<u>Medical</u>:
As a result of a congressional request for assistance, SPO announced the "Wounded Warriors Matters" project in the June 2010. This assessment determined whether the DoD programs for the care, management, and transition of recovering service members wounded during deployment to Iraq or Afghanistan are managed effectively and efficiently. SPO published reports on the warrior transition programs at Ft. Sam Houston, Ft. Drum, Camp Pendleton, and Camp Lejeune in 2011 and 2012, and the final report on the warrior transition unit at Joint Base Lewis-McChord in May 2013.

Continuing the series of assessments of DoD programs for the care, management, and transition of recovering service members wounded during deployment to Iraq or Afghanistan, SPO released a final report on the warrior transition unit at Ft Riley in July 2013.

IV. <u>Performance Criteria and Evaluation Summary</u>:

<u>Congressional / Statute</u>:

Section 1566 of 10 United States Code requires that the Inspectors General of the Army, Navy, Air Force, and Marine Corps conduct an annual review of their voting assistance programs. Upon completion of their annual reviews, each Service Inspector General is required to submit a report to the DoD Inspector General, who in turn, submits a summary report to Congress. SPO complied with these directives and published, "Assessment of Voting Assistance Programs for Calendar Year 2012" in April 2013.

Section 592 of the FY12 National Defense Authorization Act required DoD IG to conduct an inspection of a statistically valid sample of US military cemeteries at current or former installations under the jurisdiction of military departments. During field work conducted March – September 2012, SPO visited 34 cemeteries: 22 Army, 5 Navy, 6 Air Force and 1 Marine. SPO released the final report in June 2013.

In accordance with Section 847 of Public Law 110-181, which establishes ethics requirements for senior DoD officials seeking employment with defense contractors, SPO conducted an assessment to determine whether DoD officials, ethics counselors, contractors and systems are in compliance with the provisions of the law. SPO released the final report in August 2013.

In response to the "William Wilberforce Trafficking Victims Protection Reauthorization Act of 2008," SPO released assessments reviewing CTIP clause inclusion in contracts in the U.S. Pacific, Central, European, and Africa Commands areas of responsibility. SPO released a report evaluating DoD CTIP in Afghanistan in May 2012 and a report reviewing CTIP program implementation in DoD components in August 2013.

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

As required by Public Law 112-81, SPO inspected the Armed Forces Retirement Home (AFRH) in Washington, DC and and Gulfport, MS, conducting field work from August - September 2012. During the inspection, multiple whistleblowers made allegations of misconduct and patient neglect by AFRH healthcare staff, and misconduct and mismanagement by AFRH management. As resident health and safety is a matter of primary concern and the timely identification of any related risk factors is critical, SPO engaged the Acting USD (P&R) by management letter and personal briefing on March 21, 2013 outlining our concerns with medical care at the AFRH and related management issues. SPO released the final report in September 2013.

In response to the National Defense Authorization Act for Fiscal Year 2013, SPO conducted an assessment to determine the execution of, and compliance with, the Army Directive for Arlington National Cemetery (ANC), including: the sufficiency of contract management and oversight procedures; current and planned information and technology systems, applications, and contracts; current organizational structure and manpower; and compliance with, and execution of, all plans, reviews, studies, evaluations, and requirements specified in the Army Directive; and the adequacy of current practices at ANC to provide information, outreach, and support to families of those individuals buried at ANC regarding procedures to detect and correct any current errors in burials at ANC. SPO released the final report in September 2013.

<u>**FY 2014**</u>
Southwest Asia:
Continuing its series of periodic reporting of quantitative and qualitative metrics deemed indicative of progress toward the goal of developing a sustainable Afghan National Security Force, SPO is planning to release a report on the Afghan National Police the 1st quarter of FY14.

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

Continuing its series of periodic reporting of quantitative and qualitative metrics deemed indicative of progress toward the goal of developing a sustainable Afghan National Security Force, SPO is planning to release a report on the Afghan National Army the 1st quarter of FY14.

In the latest in the series of assessments evaluating the development of the Afghan military healthcare system, SPO initiated a project to assess U.S. and Coalition efforts to develop effective and sustainable healthcare capability in support of the Afghan National Police. Field work is ongoing. SPO is planning to release the final report in January 2014.

In a self-initiated assessment, SPO is evaluating plans and activities that have been accomplished or implemented thus far to transfer the security cooperation and assistance activities in Afghanistan from DoD to an Office of Security Cooperation – Afghanistan (OSC-A) under Department of State and Chief of Mission authority, and to make recommendations to facilitate or improve the transition of these functions to the OSC-A in accordance with existing security cooperation guidance and security assistance regulations. SPO plans to release a final report in the 2nd quarter of FY14.

In a self-initiated assessment suggested by the ISAF Joint Command Inspector General, SPO intends to assess the effectiveness and sufficiency of the planning for, and execution of, the transfer of DoD tasks to the Department of State in preparation for the withdraw of U.S. combat troops by the end of 2014.

In another of a continuing series of assessments focusing on the train and equip missions in Afghanistan, SPO plans to evaluate key logistical areas critical to the

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

development of ANSF ability to sustain itself after the 2014 transition date. SPO projects the final report will be released the beginning of the 3rd quarter of FY14.

<u>**Global Security Issues:**</u>
Section 1206 of the NDAA for FY 2006 provided the Secretary of Defense with authority to train and equip foreign military and maritime security forces to build their capacity to conduct counterterrorism and stability operations. In a self-initiated assessment, SPO will evaluate the overall effectiveness of the Section 1206 program in supporting combatant commands' counterterrorism mission and stability operations.

Biosurety is defined as the combination of security, biosafety, agent accountability, and personnel reliability needed to prevent unauthorized access to select agents of bio warfare. In a self-initiated assessment, SPO will evaluate DoD biological surety and security oversight, and DoD component biological surety and security compliance with the relevant statutes and regulations.
SPO plans to announce in FY 14 an assessment on the DoD Security Cooperation Mission for Taiwan executed through the American Institute in Taiwan. The objective is to review the plans, procedures, and actions taken to execute the DoD security cooperation mission for Taiwan, performed by the Defense Security Cooperation Agency in coordination with and through the American Institute in Taiwan-Washington and the American Institute in Taiwan-Taipei.

IV. <u>Performance Criteria and Evaluation Summary</u>:

<u>Medical:</u>

As follow-on to the six site reports assessing warrior transition programs at Ft. Sam Houston, Ft. Drum, Camp Pendleton, Camp Lejeune, Ft Riley and Joint Base Lewis-McChord, SPO is preparing capping reports which will review systemic problems identified across all six warrior transition programs. SPO plans to release a capping report about medication management in September 2013.

SPO plans to release a second capping report, focused on the adequacy of planning, selection, and training of permanent staff in the transition programs, also in September 2013.

SPO will assess the DoD Suicide Event Report (DoDSER), a standardized database used by the military services as the "system of record" for reporting suicide behavior, to determine the extent that incomplete or inaccurate data from the DoDSER may have been used when making program or policy decisions on suicide prevention efforts.

A second project about DoD suicide prevention programs will 1) evaluate DoD oversight of all Suicide Prevention policies and programs that have been accomplished or implemented in support of suicide prevention efforts, and 2) determine whether the DoD has effectively implemented suicide prevention efforts in accordance with the recommendations made by the 2010 DoD Task Force on the Prevention of Suicides by Members of the Armed Forces.

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

<u>**Congressional / Other**</u>:
Section 1566 of 10 United States Code requires that the Inspectors General of the Army, Navy, Air Force, and Marine Corps conduct an annual review of their voting assistance programs. Upon completion of their annual reviews, each Service Inspector General is required to submit a report to the DoD Inspector General, who in turn, submits a summary report to Congress. SPO plans to release a final report the 2nd quarter of 2014.

In a self-initiated assessment, SPO is evaluating DoD's interaction with State Defense Forces which are statutorily authorized military forces to the states. These forces, along with the National Guard, are the constitutionally authorized and recognized militia of the states. The assessment is reviewing relevant DoD regulations, compliance with these regulations and will determine impediments to effective DoD/State Defense Forces interaction. SPO plans to release the final report in the 1st quarter of 2014.

<u>**FY 2015**</u>
Depending on the shape and size of post-2014 U.S. mission in Afghanistan SPO will continue assessing the development of the Afghan National Security Forces.

In response to a growing need to assess priority national security objectives globally, SPO will continue to explore expanding its scope to include a variety of non-SWA topics in FY 2014. Areas of interest include, but are not limited to:
- Training and equipping foreign military forces
- Security Cooperation / Assistance programs worldwide
- Counter-terrorism operations

IV. **Performance Criteria and Evaluation Summary**:

SPO will also continue to assign teams for each of its CONUS-based and statutorily mandated subject areas. Areas include, but are not limited to:
- Military healthcare
- The Federal Voting Assistance Program

	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
SPECIAL PLANS and OPERATIONS			
SPO reports	18	15	15

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IV. <u>Performance Criteria and Evaluation Summary</u>:

	FY 2013 <u>Actual</u>	FY 2014 <u>Estimate</u>	FY 2015 <u>Estimate</u>
<u>AUDIT</u>			
Reports issued	102	105	105
Potential monetary benefits ($ millions)		*	*
(* Monetary benefits cannot be estimated)			
Achieved monetary benefits ($ millions)	*	*	*
(*Monetary benefits cannot be estimated at this time)			
<u>CRIMINAL INVESTIGATIONS</u>			
Indictments and Charges	164	309	318
Convictions	158	271	285
Fines/penalties/restitutions, etc. ($ millions)	$2,073.4	$2,594.7	$2,724.5
<u>ADMINISTRATIVE INVESTIGATIONS</u>			
Complaints Received	900	1000	1100
Complaints Closed	700	800	880
Complaints Closed by ISO	400	450	495
Complaints Closed by Service/Defense Agency IGs with Oversight by ISO	300	350	385
Whistleblower Reprisal Investigations-	1100	1300	1430

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

	FY 2013 <u>Actual</u>	FY 2014 <u>Estimate</u>	FY 2015 <u>Estimate</u>
Complaints Received			
Whistleblower Reprisal Investigations- Complaints Closed by WRI	400	600	660
Whistleblower Reprisal Investigations- Complaints Closed by Service/Defense Agency IGs with Oversight by WRI	150	200	220
Whistleblower Reprisal Investigations- Complaints of Improper Mental Health Evaluation (MHE) Referral Received	50	20	22
Whistleblower Reprisal Investigations- Complaints of Improper MHE Referral Closed by WRI	6	0	0
Whistleblower Reprisal Investigations- Complaints of Improper MHE Completed by Service/Defense Agency IGs with Oversight by WRI	20	40	44
<u>POLICY and OVERSIGHT</u>			
Audit oversight reports	13	14	14
Hotline completion reports	1	0	0
Investigative Policy and Oversight reports	4	8	10
Contractor Disclosures Submitted	225	250	275
DCAA High Risk Memos	0	3	3

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

	FY 2013 <u>Actual</u>	FY 2014 <u>Estimate</u>	FY 2015 <u>Estimate</u>
Subpoenas issued	600	691	700
Notices of Concern	3	0	0
Technical Assessment reports	5	5	5
Engineering support to other Components' final reports	3	5	5
<u>INTELLIGENCE</u>			
Reports issued	14	16	18
<u>SPECIAL PLANS and OPERATIONS</u>			
SPO reports	18	15	15
<u>COMMUNICATIONS & CONGRESSIONAL LIAISON</u>			
Hotline calls/letters received	32,000	42,000	50,000
Substantive cases generated	4,000	6,000	8,000
Opened congressional inquiries	145	200	200
Closed congressional inquiries	180	225	225
FOIA requests received	700	750	800
FOIA requests processed	450	450	450
FOIA appeals received	25	25	25
GAO Draft / Final Reports Reviewed	328	341	358
GAO Announcement Received	217	223	210

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V. __Personnel Summary__	FY 2013	FY 2014	FY 2015	Change FY 2013/ FY 2014	Change FY 2014/ FY 2015
Active Military End Strength (E/S) (Total)	28	28	28	0	0
Officer	27	27	27	0	0
Enlisted	1	1	1	0	0
Civilian End Strength (Total)	1,549	1,685	1,693	136	8
U.S. Direct Hire	1,548	1,684	1,692	136	8
Total Direct Hire	1,548	1,684	1,692	136	8
Foreign National Indirect Hire	1	1	1	0	0
Active Military Average Strength (A/S) (Total)	28	28	28	0	0
Officer	27	27	27	0	0
Enlisted	1	1	1	0	0
Civilian FTEs (Total)	1,568	1,614	1,614	46	0
U.S. Direct Hire	1,567	1,613	1,613	46	0
Total Direct Hire	1,567	1,613	1,613	46	0
Foreign National Indirect Hire	1	1	1	0	0
Average Annual Civilian Salary ($ in thousands)	151.0	147.9	148.7	-3.1	.8
Contractor FTEs (Total)	109	107	102	-2	-5

VI. OP 32 Line Items as Applicable (Dollars in thousands):

	FY 2013	Change FY 2013/FY 2014		FY 2014	Change FY 2014/FY 2015		FY 2015
OP 32 Line	Actual	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	235,374	1,765	409	237,548	2,375	-1,199	238,724
111 Disability Compensation	913	0	58	971	0	5	976
121 PCS Benefits	516	0	-292	224	0	0	224
199 Total Civ Compensation	**236,803**	**1,765**	**175**	**238,743**	**2,375**	**-1,194**	**239,924**
308 Travel of Persons	5,062	97	831	5,990	108	-108	5,990
399 Total Travel	**5,062**	**97**	**831**	**5,990**	**108**	**-108**	**5,990**
647 DISA Enterprise Computing Centers	4,766	160	-1,564	3,362	-25	86	3,423
699 Total DWCF Purchases	**4,766**	**160**	**-1,564**	**3,362**	**-25**	**86**	**3,423**
771 Commercial Transport	458	9	-129	338	6	0	344
799 Total Transportation	**458**	**9**	**-129**	**338**	**6**	**0**	**344**
912 Rental Payments to GSA (SLUC)	22,071	419	-141	22,349	402	-402	22,349
913 Purchased Utilities (Non-Fund)	82	2	11	95	2	0	97
915 Rents (Non-GSA)	36	1	-37	0	0	0	0
917 Postal Services (U.S.P.S)	24	0	11	35	1	0	36
920 Supplies & Materials (Non-Fund)	1,643	32	56	1,731	31	-8	1,754
921 Printing & Reproduction	160	3	77	240	4	-4	240
922 Equipment Maintenance By Contract	1,556	30	-173	1,413	25	0	1,438
923 Facilities Sust, Rest, & Mod by Contract	2	0	6	8	0	0	8
925 Equipment Purchases (Non-Fund)	4,289	81	-360	4,010	72	-18	4,064
932 Mgt Prof Support Svcs	26,223	498	-4,042	22,679	408	-5,955	17,132
934 Engineering & Tech Svcs	4,769	91	-1,142	3,718	67	-67	3,718
961 Other Costs (Unvouchered)	257	0	-7	250	0	0	250
986 Medical Care Contracts	3	0	-3	0	0	0	0
987 Other Intra-Govt Purch	6,818	130	-1,284	5,664	102	-102	5,664
989 Other Services	3,849	73	1,453	5,375	97	-73	5,399
999 Total Other Purchases	**71,782**	**1,360**	**-5,575**	**67,567**	**1,211**	**-6,629**	**62,149**
Total	**318,871**	**3,391**	**-6,262**	**316,000**	**3,675**	**-7,845**	**311,830**

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* The FY 2013 Actual column **includes** $8,097 thousand of FY 2013 OCO Appropriations funding (PL 113-6).
* The FY 2014 Estimate column **excludes** $10,766 thousand of FY 2014 Overseas Contingency Operations Appropriations funding (PL 113-76).
* The FY 2015 Estimate **excludes** OCO.

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Support for International Sporting Competitions (SISC)

April 2013

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OASD (Homeland Defense & Americas' Security Affairs)
Support for International Sporting Competitions
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Operation and Maintenance, Defense-Wide Summary ($ in thousands)
    Budget Activity (BA) 4: Administration and Service Wide Activities

	FY 2013 Actuals	Price Change	Program Change	FY 2014 Estimate	Price Change	Program Change	FY 2015 Estimate
SISC	1,691	32	-1,723	0	0	10,000	10,000

I. Description of Operations Financed: The Support for International Sporting Competitions (SISC), Defense appropriation is a no-year appropriation that provides for continuing Department of Defense (DoD) support to national and international sporting events that are either certified by the Attorney General or support specific organizations such as the Special Olympics, Paralympics, and the United States Olympic Committee's (USOC) Paralympic Military Program. Funds are still available from the FY 2003 DoD Appropriations Act (P.L. 107-248).

The Department is requesting $10 million additional appropriated funds for FY 2015. In FY 2013, the Department supported 18 sporting events including the Special Olympics Team USA's participation in the 2013 Special Olympics World Winter Games in Pyeong Chang, South Korea, and 17 events sanctioned by the United States Olympic Committee (USOC) under the Paralympic Military Program. In FY 2014, the Department plans to support up to 25 sporting events, including the Team USA's participation in the 2014 Paralympic Winter Games in Sochi, Russia, Special Olympics USA Games in New Jersey, Special Olympics World Games test event in Los Angeles and up to 22 events sanctioned by the USOC under the Paralympic Military Program. The current unallocated account balance as of December 31, 2013 in the SISC account is approximately 3.8 million, which is available until expended.

These funds are available to fund safety, security and logistical requirements for certain sporting competitions. Under the authority of 10 U.S.C., section 2564, the Department has the authority to assist Federal, State or local agencies in support of civilian sporting

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events, if the Attorney General certifies that such assistance is necessary to meet essential security and safety needs.

II. <u>Force Structure Summary</u>: N/A

III. <u>Financial Summary</u>
($ in Thousands)

A. <u>BA Subactivities</u>	FY 2013 <u>Actuals</u>	Budget <u>Request</u>	FY 2014 Congressional Action		Current <u>Estimate</u>	FY 2015 <u>Estimate</u>
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
Support to International Sporting Competitions	1,691	0	0	0	0	0	10,000

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	Change FY 2014/FY 2014	Change FY 2014/FY 2015
B. Reconciliation Summary		
Baseline Funding	**0**	**0**
Congressional Adjustments (Distributed)	0	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	0	
Subtotal Appropriated Amount	**0**	
Fact-of-Life Changes (2014 to 2014 Only)		
Subtotal Baseline Funding	**0**	
Supplemental		
Reprogrammings		
Price Changes		0
Functional Transfers		
Program Changes		10,000
Current Estimate	**0**	**10,000**
Less: Wartime Supplemental		
Normalized Current Estimate	**0**	

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C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2014 President's Budget Request (Amended, if applicable)		**0**
1. Congressional Adjustments		0
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2014 Appropriated Amount		**0**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2014 Baseline Funding		**0**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2014 Estimate		**0**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2014 Normalized Current Estimate		**0**
6. Price Change		0
7. Functional Transfers		
8. Program Increases		10,000
a. Annualization of New FY 2014 Program		
b. One-Time FY 2015 Increases	10,000	
1) Continued DoD support to International sporting Events. (FY 2014 baseline: $0 thousand)		
c. Program Growth in FY 2015		
9. Program Decreases		0
a. Annualization of FY 2014 Program Decreases		
b. One-Time FY 2014 Increases		
c. Program Decreases in FY 2015		
FY 2015 Budget Request		**10,000**

V. Personnel Summary

N/A

VI. OP 32 Line Items as Applicable (Dollars in thousands):

OP 32 Line	FY 2013 Actual	Change FY 2013/FY 2014 Price	Program	FY 2014 Estimate	Change FY 2014/FY 2015 Price	Program	FY 2015 Estimate
989 Other	1,691	32	-1,723	0	0	10,000	10,000
999 Total Other Purchases	**1,691**	**32**	**-1,723**	**0**	**0**	**10,000**	**10,000**
Total	**1,691**	**32**	**-1,723**	**0**	**0**	**10,000**	**10,000**

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