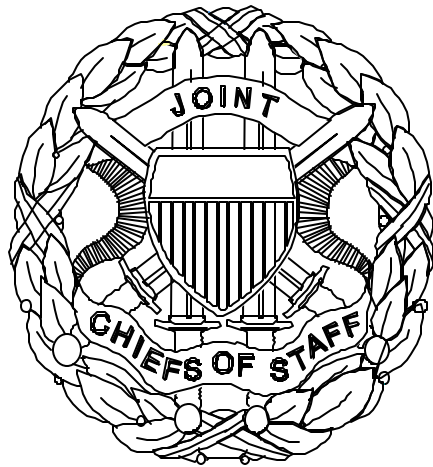


# FY 2002 Amended Budget Submission

## THE JOINT STAFF

(TJS)



June 2001

JOINT STAFF  
 FY 2002 Amended Budget Submission  
 Operation and Maintenance, Defense-Wide  
 Appropriation Highlights

<u>Appropriation Summary</u>	<u>FY 2000</u> <u>Actuals</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2001</u> <u>Estimate</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2002</u> <u>Estimate</u>
Operation and Maintenance, Defense-Wide	490,904	39,961	22,009	552,874	(11,213)	1,511	543,172

Description of Operations Financed:

The Joint Staff supports the Chairman of the Joint Chiefs of Staff (CJCS), the principal military adviser to the President, National Security Council, and Secretary of Defense. The CJCS serves as a member of, and presides over, the Joint Chiefs of Staff (JCS). He is responsible for the organization and management of the Joint Staff and its direction on behalf of the JCS. Funds are budgeted to accomplish a variety of functions and activities directed by the Chairman and Director, Joint Staff. Budget Activity 01 includes the CINC Initiative Fund, the Combating Terrorism Readiness Initiatives Fund, the CINCs Command and Control Initiatives Program (C2IP), C4I for the Warrior, and the CJCS exercise program. Budget Activity 04 programs include ISLAND SUN, the Joint Analytical Model Improvement Program, and the day-to-day resources required to fulfill the Chairman's responsibilities. These resources support: the Chairman's role as the single point of contact for current plans across the spectrum of operations to include conventional, special technical, reconnaissance, counternarcotics, counterterrorism, counterproliferation, and other special operations and Joint Warfighting Capabilities Assessments and analysis for department assessments such as the Quadrennial Defense Review. Development and evaluation of war plans; preparation of strategy, planning guidance, and policy for operations, logistics, C4, organizational issues, politico-military affairs, and international negotiations--in coordination with the combatant commands, the Services, OSD, the interagency, and international organizations. Development and maintenance of Joint Doctrine and the Joint Training System. Automation efforts, payments to the Pentagon Reservation Maintenance Revolving Fund, and other headquarters management support costs.

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**Operation and Maintenance, Defense-Wide**  
**Appropriation Highlights**

(Dollars in Thousands)

<u>Appropriation Summary</u>	FY 2000	Price	Program	FY 2001	Price	Program	FY 2002
	<u>Actuals</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
Budget Activity 1: Operating Forces	357,654	37,496	(1,405)	393,745	(16,952)	(2,961)	373,832
Budget Activity 4: Admin & Service	133,250	2,465	23,414	159,129	5,739	4,472	169,340

<u>Narrative Explanation of Changes</u>	<u>Change</u>	<u>Change</u>
	<u>FY00/01</u>	<u>FY01/02</u>
a. Budget Activity 01, Operating Forces		

(1) CJCS Exercise Program. The Defense Planning Guidance directed a 30% man-day reduction to the CJCS Exercise Program by FY 2001. In FY 2001, the CJCS exercise program met the overall 30 percent man-day reduction goal, and the DepSecDef re-baselined the program from 51,000 C-141 (38,000 C-17) equivalent flying hours to 45,000 C-141 (34,000 C-17). The net reduction between FY 2001 and FY 2002 is due to:

- a. an increase of \$8.1 million to pay unanticipated commercial airlift augmentation costs, Military Sealift Command costs and to settle a Special Middle East Sealift contract dispute,
- b. the transfer of -\$4.7 million to the Army (\$2 million), Navy (\$1.9 million) and Air Force (\$.8 million) to fund Exercise NORTHERN EDGE incremental costs,
- c. adjustment to customer accounts (\$3.5 million),
- d. a program decrease of \$4.7 million, which provides minimum essential funding to support 34,000 C-17 equivalent flying hours and 1,100 steaming days, and
- e. fund US Joint Forces Command's commercial ticketing program -\$1.8 million.

-1,627    -6,474

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**Appropriation Highlights**

(Dollars in Thousands)

**Narrative Explanation of Changes (continued):**

	<u>Change</u>	<u>Change</u>
	<u>FY00/01</u>	<u>FY01/02</u>

<p>(2) <u>Combating Terrorism Readiness Initiative Fund.</u> Additional funds in FY 2002 will address antiterrorism and force protection findings/recommendations identified by the USS COLE commission's review of the recent terrorist attack. The COLE Commission recommended that funds be made available to address additional emergent and emergency combating terrorism requirements (which includes stop-gap sustainment costs) to provide the means and flexibility for the CJCS and the CINCs to rapidly respond to terrorist threats.</p>	610	7,200
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<p>(3) <u>CINCs' Initiative Fund (CIF).</u> FY 2002 decrease represents reduction to pay commercial airlift augmentation costs, Military Sealift Command costs and contract dispute settlement costs associated with a Special Middle East Sealift agreement. Funds were realigned from CIF to the CJCS exercise program to finance these unanticipated bills.</p>	0	-3,000
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<p>(4) <u>Joint Warrior Interoperability Demonstrations.</u> JWID operations and maintenance funding is being reduced. Funding is being revised to reflect CJCS direction to ensure critical milestones are met and gold nuggets are expeditiously acquired and fielded during the "exploitation year." The total amount of the required resources has not changed. The required appropriations mix to achieve JWID goals has changed. Operations and maintenance decreased, and funding was realigned to RDT&amp;E.</p>	0	-746
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**JOINT STAFF**  
**FY 2002 Amended Budget Submission**  
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(Dollars in Thousands)

Narrative Explanation of Changes (continued)

	<u>Change</u>	<u>Change</u>
	<u>FY 00/01</u>	<u>FY01/02</u>

b. Budget Activity 04, Administration and Service-wide Activities

(1) Pentagon Renovation & Maintenance Revolving Fund. Amounts reflect adjustments made to balance Pentagon Reservation and Maintenance Fund customer accounts with changes in renovation schedule, swing space, furnishings, and above standard requirements. The increase between FY 2000 and FY 2001 is due to two factors. In FY 2000, Congress transferred funds from the Joint Staff to the Pentagon Renovation Transfer fund. However, in FY 2001, the funding for Pentagon Renovation remains within the Joint Staff's budget. FY 2001 also includes the following one-time increases: (a) \$2 million for the Metro Entrance Facility, and (b) \$1.5 million to relocate the Washington Metro Area Transit Authority bus-stop. The decrease between FY 2001 and FY 2002 is due to adjustments made to balance the Pentagon Reservation Maintenance customer accounts and because the one-time FY 2001 increases, cited above, do not carry forward to FY 2002. A more complete description of changes is presented in OP-5, Reconciliation of Increases and Decreases.

	26,715	-13,481
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(2) Information Technology. Decrease due to realignment of Joint Warfare System, Joint Staff Information Network (JSIN), and SATCOM operations and maintenance funding to the RDT&E appropriation to comply with recent congressional language, which clarifies budgeting for information technology and Automated Information Systems.

	-12,286	0
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JOINT STAFF  
 FY 2002 Amended Budget Submission  
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 Appropriation Highlights

(Dollars in Thousands)

<u>Narrative Explanation of Changes (continued)</u>	<u>Change</u>	<u>Change</u>
	<u>FY 00/01</u>	<u>FY01/02</u>
<p>(3) <u>Other Budget Activity 04 Programs</u>. FY 2001 increased over FY 2000 primarily due to Island Sun, JSIN, Analysis Support, Joint Training System, Joint Doctrine and National Military Command Center. FY 2002 increased over FY 2001 primarily due to JSIN, Analysis Suite, Joint Vision, CINC Manpower, Knowledge Management, Island Sun, Focused Logistics, Continuity of Operations Contingency Plan, and Joint Training System. A more complete description of changes is presented in OP-5, Reconciliation of Increases and Decreases.</p>	9,744	14,059
<p>(4) <u>JWCA</u>. FY 2002 increase restructures the JWCA process and strengthens the performance of analysis by the Joint Warfighting capabilities assessment teams of the Joint Requirements Oversight Council.</p>	0	5,594
<p>(5) <u>Combating Terrorism Readiness Directorate</u>. Additional funds in FY 2002 will address antiterrorism and force protection findings/recommendations identified by the USS COLE Commission's review of the recent terrorist attack. The COLE Commission recommended the development of Antiterrorism Training for all military personnel, family members, DOD employees, force protection unit advisors, and key leaders. Additionally, the commission recommended providing improved training and tactics, techniques, and procedures for in-transit deployed operational forces. This funding is to develop and distribute world class training products and programs of instruction to improve antiterrorism and force protection training for all DOD personnel.</p>	241	1,300

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<u>Narrative Explanation of Changes (continued)</u>	<u>Change</u>	<u>Change</u>
	<u>FY 00/01</u>	<u>FY01/02</u>
(6) <u>Joint Multi-Dimensional Education &amp; Analysis System (JMEANS)</u> . FY 2001 decreased over FY 2000 because Congress added \$4 million and \$3 million, respectively. However, in FY 2002 and FY 2003, the program decreases because the Joint Staff does not budget for JMEANS.	-1,000	-3,000

JOINT STAFF  
 FY 2002 Amended Budget Submission  
 Operations and Maintenance, Defense-wide  
 Summary of Increases and Decreases

(Dollars in Thousands)

	<u>BA 1</u>	<u>BA 4</u>	<u>Total</u>
<b>FY 2001 President's Budget Request</b>	396,489	157,883	554,372
Congressional Adjustments (Distributed)	0	2,478	2,478
Congressional Adjustments (Undistributed)	-1,083	-654	-1,737
Congressional Adjustments (General Provisions)	-10,864	0	-10,864
Congressional Earmarks	-1,044	0	-1,044
<b>FY 2001 Appropriated Enacted</b>	383,498	159,707	543,205
<b>FY 2001 Rescission</b>		-1,194	-1,194
Program Changes	-617	617	0
Program Decrease			
Enhanced Defense Financial Management Training	0	-1	-1
Reprogrammings/Supplemental			
DWCF Rate Stabilization	10,864		10,864
<b>Revised FY 2001 Estimate</b>	393,745	159,129	552,874
Price Change	-16,952	5,739	-11,213



**JOINT STAFF**  
**FY 2002 Amended Budget Submission**  
**Operations and Maintenance, Defense-wide**  
**Summary of Increases and Decreases**

(Dollars in Thousands)

	<u>BA 1</u>	<u>BA 4</u>	<u>Total</u>
Functional Transfers/Reprogrammings			
- Exercise Northern Edge	-4,780		
- CJCS Exercises Commercial Ticketing for JSJFCOM	-1,831		
- Joint Warrior Interoperability Demonstration	-746		
- Joint Warfighting Capabilities Assessment		5,594	
- Pentagon Reservation and Maintenance Revolving Fund		-2,543	
- CINC Manpower		-915	
Total Transfers in FY 2002			-5,221
 Program Increases			
- CJCS Exercises	8,100		
- Joint Staff Information Network		3,437	
- Pentagon Reservation and Maintenance Revolving Fund		3,000	
- Combating Terrorism Readiness Initiative Fund	7,200	1,300	
- CINC Manpower		1,200	
- Knowledge Management		1,000	
- Joint Deployment & Distribution Process		850	
 Improvements			
- ISLAND SUN		837	
- Other Models		824	
- Tier One Costs		800	
- US/Russian Theater Missile Defense		795	
- Continuity of Operations Contingency Plan (COOP)		724	
- Analysis Suite		757	

JOINT STAFF  
 FY 2002 Amended Budget Submission  
 Operations and Maintenance, Defense-wide  
 Summary of Increases and Decreases

(Dollars in Thousands)

	<u>BA 1</u>	<u>BA 4</u>	<u>Total</u>
- Joint Vision		680	
- Combat Support and Readiness Team (CSART)		678	
- Dynamic Commitment Beyond 2000 Wargame		630	
- Joint Training Information Management System		596	
- Defense in Depth Information Assurance		566	
Integration			
- Focused Logistics		522	
- Joint Warfare System		470	
- Information Superiority Experimentation		450	
- Joint Strategy Review		416	
Program Increases (cont'd)			
- Counterterrorism/Counterproliferation		411	
- Master Navigation Plan		403	
- Joint Manpower System		400	
- C4 Operational Architecture Assessment		394	
- C4 Security Management		363	
- Roles and Mission		363	
- START II/III Augmentation		275	
- Analysis Support		260	
- Joint Training System		241	
- Common Access Card		200	
- National Military Command Center		197	
- Global C2 Systems Management	235		
- Other Program Increases		378	
Total Program Increases in FY 2002			39,952

JOINT STAFF  
 FY 2002 Amended Budget Submission  
 Operations and Maintenance, Defense-wide  
 Summary of Increases and Decreases

(Dollars in Thousands)

	<u>BA 1</u>	<u>BA 4</u>	<u>Total</u>
Program Decreases			
- CJCS Exercise Program	-8,139		
- CINC Initiatives Fund	-3,000		
- Pentagon Reservation and Maintenance Revolving Fund		-10,981	
- Unanticipated FY 2002 US TRANSCOM Bills		-5,100	
- Joint Multi-dimensional Education & Analysis System		-3,000	
- Pentagon Reservation and Maintenance		-3,000	
Total Program Decreases in FY 2002			-33,220
<b>FY 2002 Budget Request</b>	<b>373,832</b>	<b>169,340</b>	<b>543,172</b>

**JOINT STAFF**  
**FY 2002 Amended Budget Submission**  
**Operation and Maintenance, Defense-Wide**  
**(Dollars in thousands)**

**I. Narrative Description.**

The Chairman serves as a member of and presides over the Joint Chiefs of Staff (JCS). He is the principal military adviser to the President, the National Security Council, and the Secretary of Defense. Additionally, he is responsible for the management and direction of the Joint Staff.

**II. Description of Operations Financed.**

a. **Budget Activity 1/Operating Forces.** Funds the transportation costs of joint exercises under the CJCS Exercise Program. This activity group provides minimum essential joint readiness training and support required to maintain US capability to effectively employ joint combat forces to meet contingencies worldwide. It provides tangible demonstrations of US resolve and joint readiness capability to project a military presence anywhere in the world in support of national interests and commitments to US allies. Joint training with allies provides the necessary interaction to test/evaluate combined systems, lines of communication, and technical agreements. Besides actual exercises to enhance readiness, the training programs of the Commanders in Chief (CINCs) are supported by computer simulation technology managed by the Joint Warfighting Center (JWFC). Emergent requirements of the combatant commands are supported by the Combating Terrorism Readiness Initiative Fund (CBTRIF), the CINC Initiatives Fund (CIF), and the CINCs' Command and Control Initiatives Program (C2IP). This budget activity also includes the Command, Control, Communications, Computers, and Intelligence for the Warrior (C4IFTW) program and the Joint C4I Surveillance and Reconnaissance (C4ISR) Battle Center (JBC).

JOINT STAFF  
FY 2002 Amended Budget Submission  
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b. Budget Activity 4/Administration and Service-wide Activities. Funds the day-to-day operations of the Joint Staff, including civilian personnel, travel, lease, rents and utilities, communications, purchased equipment maintenance, printing, contract studies, professional management services, facility maintenance, supplies, equipment, and other services. This budget activity provides the necessary funds to run the Joint Staff. The Joint Staff directly supports the Chairman and other members of the Joint Chiefs of Staff. Joint Staff programs include: Combating Terrorism Directorate, ISLAND SUN, Joint Modeling & Simulation which also includes the Joint Analytical Model Improvement Program (JAMIP), Development of the Joint Warfare System (JWARS), and Pentagon Renovation Maintenance Renovation Fund (PRMRF).

JOINT STAFF  
 FY 2002 Amended Budget Submission  
 Operation and Maintenance, Defense-Wide  
 (Dollars in thousands)

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

	FY 2000 Actuals	FY 2001		FY 2002 Estimate	FY 2002 Estimate
		Budget Reques t	Current Approp		
A. <u>The Joint Staff</u>					
1. Operating Forces	357,654	396,489	383,498	393,745	373,832
2. Administrative & Service-wide Activities	<u>133,250</u>	<u>157,883</u>	<u>159,707</u>	<u>159,129</u>	<u>169,340</u>
TOTAL	490,904	554,372	543,205	552,874	543,172

B. Reconciliation Summary:

	Change <u>FY 2001/FY 2001</u>	Change <u>FY 2001/FY 2002</u>
<b>Baseline Funding</b>	554,372	552,874
Congressional Adjustments		
Distributed	2,478	-
Undistributed	-1,737	-
General Provisions	-10,864	-
Congressional Earmarks	-1,044	-
FY 2001 Rescission	-1,194	-
Reprogrammings	10,864	-

JOINT STAFF  
 FY 2002 Amended Budget Submission  
 Operation and Maintenance, Defense-Wide  
 (Dollars in thousands)

Price Changes	0	-
		11,213
Funtional Transfer/Reprogramming		-5,221
Program Changes	-1	6,732
<b>Current Estimate</b>	<b>552,874</b>	<b>543,17</b>
		2

**C. Reconciliation of Increases and Decreases:**

	<u>(\$ in Thousands)</u>		
	<u>BA 1</u>	<u>BA 4</u>	<u>Total</u>
<b>FY 2001 President's Budget Request</b>	396,489	157,883	554,372
Congressional Adjustments (Distributed)	0	2,478	2,478
Congressional Adjustments (Undistributed)	-1,083	-654	-1,737
Congressional Adjustments (General Provisions)	-10,864	0	-10,864
Congressional Earmarks	-1,044	0	-1,044
<b>FY 2001 Appropriated Amount</b>	<b>383,498</b>	<b>159,707</b>	<b>543,205</b>
FY 2001 Rescission	0	-1,194	-1,194
Pending Reprogramming	10,864	0	10,864
Program Changes	-617	616	-1
<b>Revised FY 2001 Estimate</b>	<b>393,745</b>	<b>159,129</b>	<b>552,874</b>
Price Change	-16,952	5,739	-11,213

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 (Dollars in thousands)

Functional Transfers/Reprogramming			
- Exercise Northern Edge	-4,780		
- CJCS Exercises Commerical Ticketing for USJFCOM	-1,831		
- Joint Warrior Interoperability Demonstration	-746		
- Joint Warfighting Capabilities Assessment		5,594	
- Pentagon Reservation and Maintenance Revolving Fund		-2,543	
- CINC Manpower		-915	
Total Transfers/Reprogramming			-5,221
		<u>(\$ in Thousands)</u>	
Program Increases:	<u>BA 1</u>	<u>BA 4</u>	<u>Total</u>
- CJCS Exercises	8,100		
- Joint Staff Information Network		3,437	
- Pentagon Reservation and Maintenance Revolving Fund		3,000	
- Combating Terrorism Readiness Initiative Fund	7,200	1,300	
- CINC Manpower		1,200	
- Knowledge Management		1,000	
- Joint Deployment and Distribution Process Improvements		850	
- ISLAND SUN		837	
- Other Models		824	
- Tier One Costs		800	
- US/Russian Theater Missile Defense		795	
- Continuity of Operations Contingency Plan (COOP)		724	
Support			
- Analysis Suite		757	
- Joint Vision		680	
- Combat Support and Readiness Team (CSART)		678	
- Dynamic Commitment Beyond 2000 Wargame		630	
- Joint Training Information Management System		596	
- Defense in-Depth Information Assurance (IA) Integration		566	
- Focused Logistics		522	



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(Dollars in thousands)

- Joint Warfare System	470
- Information Superiority Experimentation	450
- Joint Strategy Review	416
- Counterterrorism/Counterproliferation	411
- Master Navigation Plan	403
- Joint Manpower System	400
- C4 Operational Architecture Assessment	394
- C4 Security Management	363
- Roles and Mission	363

JOINT STAFF  
**FY 2002 Budget Estimates**  
**Operation and Maintenance, Defense-Wide**

(\$ in Thousands)

	<u>BA 1</u>	<u>BA 4</u>	<u>Total</u>
Program Increases (con't)			
- START II/III Augmentation		275	
- Analysis Support		260	
- Joint Training System		241	
- Common Access Card		200	
- National Military Command Center		197	
- Global C2 Systems Management	235		
- Other Program Increases		378	
Total Program Increases in FY 2002			39,952
Program Decreases:			
- CJCS Exercise Program	-8,139		
- CINC Initiatives Fund	-3,000		
- Pentagon Reservation and Maint Revolving Fund		-10,981	
- Unanticipated FY 2002 TRANSCOM Bills		-5,100	
- Joint Multidimensional Education & Analysis		-3,000	
Sys			
- Pentagon Reservation and Maintenance		-3,000	
Total Program Decreases in FY 2002			-33,220
<b>FY 2002 Budget Request</b>	<b>373,832</b>	<b>169,340</b>	<b>543,172</b>

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

		FY 2000 Estimate	Price Amount	Program Growth	FY 2001 Estimate	Price Amount	Program Growth	FY2002 Estimate
	CIVILIAN PERSONNEL COMP							
101	Ex., Gen & Spec Sched	16,213	600	(361)	16,452	592	(213)	16,831
103	Wage Board	36	1	0	37	1	(1)	37
199	Total Civ Pers Comp.	16,249	601	(361)	16,489	593	(214)	16,868
	TRAVEL							
308	Travel of Persons	7,352	118	(243)	7,227	123	(246)	7,104
399	Total Travel	7,352	118	(243)	7,227	123	(246)	7,104
	INDUSTRIAL FUND PURCHASES							
672	Pentagon Reservation Maintenance Revolving Fund	9,910	149	26,715	36,774	3,346	(13,481)	26,639
699	Total Industrial Fund Purchases	9,910	149	26,715	36,774	3,346	(13,481)	26,639
	TRANSPORTATION							
703	MAC Cargo	221,680	30,370	18,606	270,656	(10,285)	(22,503)	237,868
708	MSC Cargo (Fund)	61,300	9,992	(22,808)	48,484	(2,133)	7,308	53,659
719	MTMC (Port Handling Fund)	14,203	(3,835)	3,544	13,912	(5,565)	6,303	14,650
771	MTMC (Other-non-fund)	24,171	387	(969)	23,589	401	2,418	26,408
703	JCS Exercises	321,354	36,914	(1,627)	356,641	(17,582)	(6,474)	332,585
771	Commercial Transportation	4,064	65	(65)	4,064	69	(69)	4,064
799	Total Transportation	325,418	36,979	(1,692)	360,705	(17,513)	(6,543)	336,649
	OTHER PURCHASES							
912	Rental Payments to GSA	371	7	0	378	8	0	386
913	Purchased Utilities (non-WCF)	1,290	21	2	1,313	22	294	1,629
914	Purchased Commun. (non-WCF)	1,799	29	7	1,835	31	980	2,846
915	Rents (non-GSA)	549	9	(1.0)	557	9	1	567
917	Postal Services (U.S.P.S.)	97	2	(2)	97	2	(2)	97
920	Supplies & Materials (non-WCF)	7,520	120	310	7,950	135	(150)	7,935
921	Printing and Reproduction	330	5	217	552	9	(107)	454
922	Equipment Maint by Contract	9,884	158	2,746	12,788	217	3,471	16,476
923	Fac Maint by Contract	3,031	49	2,864	5,944	101	2,707	8,752
925	Equipment Purchases (non-WCF)	29,252	469	(5,516)	24,205	411	(432)	24,184
932	Mgt & Professional Spt Svs	10,663	171	2,050	12,884	219	3,258	16,361
933	Studies, Analysis & Evaluations	14,898	238	96	15,232	259	6,474	21,965
934	Engineering & Tech Services	15,989	256	(6,966)	9,279	157	506	9,942
987	Other Intra Gov't Purch	30,651	490	1,965	33,106	563	295	33,964
989	Other Contracts	5,651	90	(182)	5,559	95	4,700	10,354
999	Total Other Purchases	131,975	2,114	(2,410)	131,679	2,238	21,995	155,912
9999	TOTAL	490,904	39,961	22,009	552,874	(11,213)	1,511	543,172

**JOINT STAFF**  
**FY 2002 Amended Budget Submission**  
**Operation and Maintenance, Defense-Wide**  
**Budget Activity 01: Operating Forces**

**I. Description of Operations Financed.** This activity group provides minimum essential joint readiness training and support required to maintain US capability to effectively employ joint combat forces to meet contingencies worldwide. It provides tangible demonstrations of US resolve and joint readiness capability to project a military presence anywhere in the world in support of national interests and commitments to US allies. Joint training with allies provides the necessary interaction to test and evaluate combined systems, lines of communication, and technical agreements. Emergent requirements of the combatant commands are supported by the Combating Terrorism Readiness Initiatives Fund (CbT RIF), the CINC Initiatives Fund (CIF), and the CINCs Command and Control Initiatives Program (C2IP). This budget activity also includes the Command, Control, Communications, Computers, and Intelligence for the Warrior (C4IFTW) program

**II. Force Structure Summary.**

a. The **CJCS Exercise Program** is the Chairman of the Joint Chiefs of Staff's principal vehicle for achieving joint and multinational training. The Joint Staff's exercise budget funds only the transportation of personnel and equipment to these world wide exercises. The program provides combatant commanders with their primary means to train battle staffs and forces in joint and combined operations, to evaluate war plans, and to execute their engagement strategies. It provides an opportunity to stress strategic transportation and C4I systems and evaluate their readiness and supportability across the full range of military operations. This critical program also provides a vehicle for the Department of Defense to assess the military's ability to satisfy joint national security requirements and to enhance and evaluate interoperability between the Services, as well as exercise critical Service-unique deployment and redeployment skills. In accordance with Defense Planning Guidance, the Joint Staff has rebaselined this program, having achieved the 30 percent requirement for cumulative man-day reductions by FY 2001.

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

c. Other CINC support includes:

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

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

(3) **The Command, Control, Communication, Computers, and Intelligence for the Warrior (C4IFTW)** vision has now evolved into the Department's Global Information Grid (GIG) as a means to achieve information superiority. The GIG is focused on the warfighter's needs for information superiority plus the critical concerns of frequency spectrum and improving the management of the information infrastructure investment along with the co-evolution of Doctrine, Organization, Training and Education, Materiel, Leadership, Personnel, and Facilities (DOTMLPF). The GIG builds upon the existing Defense

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Information Infrastructure (DII) and Common Operating Environment (COE) and has been embraced as the single, secure grid that will provide seamless, end-to-end capabilities to all warfighting, national security, and support users. The C4IFTW program consists of three initiatives: Network Warfare Simulation (NETWARS), Joint Warrior Interoperability Demonstration (JWID), and the Joint Satellite Communications Architecture Planning and Evaluation (J-SCAPE) toolset. Only the JWID is partially funded with O&M.

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

**III. Financial Summary**

(Dollars in Thousands):

	<b>FY 2000</b>	<b>FY 2001</b>			<b>FY 2002</b>
		<b>Budget</b>	<b>Current</b>	<b>FY 2002</b>	
<b>A. <u>Operating Forces</u></b>	<b><u>Actuals</u></b>	<b><u>Request</u></b>	<b><u>Approp</u></b>	<b><u>Estimate</u></b>	<b><u>Estimate</u></b>
1. Combating Terrorism Readiness Initiative Fund	9,390	10,000	10,000	10,000	17,200
2. CJCS Exercise Program	321,354	357,079	346,394	356,641	332,585
3. Other CINC Support	<u>26,910</u>	<u>29,410</u>	<u>27,104</u>	<u>27,104</u>	<u>24,047</u>
TOTAL	357,654	396,489	383,498	393,745	373,832

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**B. Reconciliation Summary:**

	<u>Change</u> <u>FY 2001/FY 2001</u>	<u>Change</u> <u>FY 2001/FY 2002</u>
<b>Baseline Funding</b>	396,489	393,745
Congressional Adjustments		
Distributed	-	-
Undistributed	-1,083	-
General Provisions	-10,864	-
Congressional Earmarks	-1,044	-
FY 2001 Rescission	-	-
Reprogramming	10,864	-
Price Change	-	-16,952
Functional Transfers/Reprogramming		-7,357
Program Change	-617	4,396
<b>Current Estimate</b>	393,745	373,832

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

<b>FY 2001 President's Budget Request</b>		<b>396,489</b>
Congressional Adjustments (Undistributed)		
Defense Joint Accounting System	-1,083	
Total Congressional Adjustments (Undistributed)		-1,083
Congressional Adjustments (General Provisions)		
Section 8085 - Defense Working Capital Fund Rate Stabilization	-10,864	
Total Congressional Adjustments (General Provisions)		-10,864

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Congressional Earmarks		
Section 8047 - Indian Land Mitigation	-803	
Section 8142 - Bosque Redondo Memorial	-161	
Section 8139 - Mid-East Regional Security Issues Programs	-80	
Total Congressional Earmarks		-1,044
<b>FY 2001 Appropriated Amount</b>		<b>383,498</b>
FY 2001 Rescission	0	0
Reprogramming Action	10,864	10,864
Program Decrease		
Reflects minor decrease to fund higher priority Budget Activity 04 programs.	-617	
Total Program Decrease		-617
<b>Revised FY 2001 Current Estimate</b>		<b>393,745</b>
Price Change		-16,952
<u>Transfers Out</u>		
1. <u>CJCS Exercise Northern Edge</u>	\$-4,780	
Decrease transfers funds to the Army (\$2 million), Navy (\$1.9 million) and Air Force (\$0.8 million) to fund Exercise Northern Edge.		
2. <u>CJCS Exercises Commercial Ticketing for USJFCOM</u>	\$-1,831	



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Decrease represents Sec Def adjustment to fund US Joint Forces Command's commercial ticketing program.

3. Joint Warrior Interoperability Demonstration (JWID) (FY 2001 base \$1,488 million) Decrease represents realignment of funds to R&D for JWID. JWID provides focus and visibility into resolving C4 interoperability issues and provides organizing principles, techniques, and procedures for achieving information superiority as envisioned by Joint Vision 2020. The GIG stresses interoperability, and JWID leverages the rapid pace of C4I technology advancements. JWIDs are Joint Staff-sponsored demonstrations of evolving low-cost, low-risk C4I technologies and joint interoperability solutions impartially presented to the CINCs and military Services in an operational environment. This decrease occurred to reflect CJCS direction to ensure critical milestones are met and "golden nuggets" are expeditiously acquired and fielded during the "exploitation year." The total amount of the required resources for JWID has not changed. The required appropriations mix to achieve JWID goals has changed: O&M decreased, Procurement decreased, and RDT&E increased. \$-746

Total Transfers Out

-7,357

Program Increases

1. CJCS Exercise Program \$8,100  
Increase represents funding required to pay for commercial airlift augmentation costs (\$3.7 million), unanticipated Military Sealift Command costs (\$3.8 million), and costs to settle a Special Middle East Sealift contract dispute (\$0.6 million).

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2. <u>Combating Terrorism Readiness Initiative Fund (CbT RIF)</u>	\$7,200
Additional funds will address antiterrorism and force protection findings/recommendations identified by the USS COLE Commission's review of the recent terrorist attack. The COLE Commission recommended that funds be made available for use to address emergent and emergency combating terrorism requirements to provide the means and flexibility for the CJCS and the CINCs to rapidly respond to terrorist threats.	
3. <u>Global C2 Systems Management</u>	235
New initiative to fund the independent Cost Baseline Analysis for Global Command and Control System. The cost baseline analysis is needed to comply with the Clinger-Cohen Act of 1997 and ensure baseline management disciplines (cost, schedule, and performance) continue to respond to requirements delivery from oversight management structure entities.	
Total Program Increases	15,535
<u>Program Decreases:</u>	
1. <u>CJCS Exercises</u>	-8,139
The CJCS Exercise Program serves as the critical vehicle to assess the military's ability to satisfy joint national security requirements and to enhance and evaluate interoperability among the Services, as well as exercise critical Service unique deployment/redeployment skills. This program decrease is attributed to two factors: (1) Sec Def adjustment to customer accounts (\$3.5 million), and (2) Minimum essential funding required to support 34,000 C-17 equivalent flying hours and 1,100 steaming days (4.639 million).	

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2. <u>CINC Initiative Fund</u>	-3,000
Decrease represents reduction to pay commercial airlift augmentation costs, Military Sealift Command costs and to settle a special Middle East sealift contract dispute. While this reduction was made to fund a must-pay bill for the CJCS Exercise program, it represents a 12 percent reduction in the Chairman of the Joint Chiefs of Staff's ability to support the CINCs' emergent and unforeseen requirements in FY 2002.	
Total Program Decreases	-11,139
<b>FY 2002 Budget Request:</b>	<b>\$373,832</b>

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

a. **CbT RIF Program** provides a flexible response to meet CINC worldwide emergency or unforeseen security requirements. The primary focus of the fund is on physical security equipment and physical security site improvements. Examples of requirements satisfied in FY 2000 include: US Central Command's waterside security system, antivehicle barrier, and compound infrastructure improvements; US European Command's mass notification systems, perimeter Closed Circuit Television (CCTV), explosive vapor detectors and barriers; US Joint Forces Command's perimeter lighting, perimeter fencing, bollards, and mass notification system; US Pacific Command's vehicle barriers, explosive detection devices, fragmentation retention film, portable vehicle under vehicle inspection equipment and video surveillance equipment; U S Forces Korea's (USFK) alert warning system, mechanical barriers, and intrusion detection sensors; US Southern Command's mass notification system and warning sensors; US Space Command's AT/FP survivability kits; and US Transportation Command's AT/FP kits, fragmentation retention film, and bomb blankets.

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b. **The CINC Initiative Fund** supports both DOD corporate goals but most specifically shapes the international environment and respond to the full spectrum of crises by providing appropriately sized, positioned, and mobile forces." CIF supports critical, emergent CINC contingency and interoperability requirements that are high-benefit, low cost in the areas of exercises and force training, contingencies, selected operations, humanitarian and civic assistance, military education and training of foreign personnel, and personal expenses in support of bilateral or regional cooperation programs. In accordance with title 10, priority is given to CINC requests that enhance warfighting capability, readiness, and sustainability of CINC forces. In FY 2000, 35 projects totaling \$31 million were nominated. The Chairman of the Joint Chiefs of Staff approved 31 projects totaling \$24.3 million. Examples include: (1) Funding for Medical Analysis Tool (MAT) Training. MAT is a deliberate and crisis action planning tool that CINC and JTF medical planners use to provide theater medical requirement calculations for number of hospital beds, number of operating rooms needed, types of medical staffs by specialty, and blood requirements needed. (2) Funding for movement of Polish troops to Kosovo. This initiative funded the deployment of Polish military personnel and selected vehicles from Poland to Kosovo for participation in KFOR operations. (3) Funding for Joint Personnel Recovery Agency (JPRA) Mission Area Analysis (MAA). The JPRA MAA provided a nodal analysis of all activities the JPRA is tasked to support within the USG to include the theater CINCs, Services, Joint Staff, OSD, and other government agencies. The analysis will determine required interfaces, tasks and subtasks supported at each node. The MAA will be the basis for both short and long-term JPRA prioritized recommendations for personnel and resources. (4) Funding for the participation by two Kosovar Albanians in the Marshall Center executive course. The course fosters development of military institutions compatible with democratic processes and civilian control by educating these countries on defense planning procedures and organizations appropriate to democratic societies.

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c. **Command and Control Initiatives Program (C2IP).**

(1) The C2IP improves the CINCs' warfighting readiness capabilities by improving the CINCs' command and control (C2) systems. The program provides the CINCs with a capability to implement timely, low-cost, near-term improvements to their C2 systems to meet emerging and unforeseen requirements. C2IP supports the DOD corporate goals but most specifically "prepares now for an uncertain future by maintaining US qualitative superiority in key warfighting capabilities."

(2) In FY 2000, the C2IP program funded approximately 81 initiatives. These initiatives improved the joint US and/or coalition forces environment with command and control equipment and programs that have superior C2 combat capabilities and are in a high state of readiness to perform the full spectrum of military activities.

(3) Examples of C2IP funded projects include: USPACOM: USFK Command Center/JSA Collaborative Video System; USEUCOM: Companion UHF TACSAT System; USTRANSCOM: Remote Intransit Visibility Kits; USSTRATCOM: Strategic Automated Communications and Control System Desktop Terminal for Task Force; USSOUTHCOM: Joint Communications Contingency Team Component HQs World wide Deployable Satellite TV.

d. **C4I for the Warrior - Joint Warrior Interoperability Demonstration (JWID).**

(1) JWID are Joint Staff-sponsored demonstrations of evolving C4ISR technologies and joint/combined interoperability solutions. The capabilities and C4ISR processes are presented to the CINCs, the Military Services, and agencies in a joint operational environment that allows the warfighters of all Services to assess their value in solving current warfighting and interoperability deficiencies and recommend them for implementation or further refinement. Industry, government agencies, government and private research projects, and evolving government programs provide proposed self-funded demonstrations to be assessed by the warfighters. JWID provides a structure where C4ISR capabilities and processes are rigorously vetted and assessed by the warfighter for

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usefulness, performance, and usability. Those capabilities that are assessed to improve interoperability or solve warfighting deficiencies are proposed for further assessment by the Joint Battle Center (JBC) and/or the Joint Interoperability Test Command (JITC), for rapid insertion for warfighter use, or for insertion into the Joint Warfighting Capability Assessment (JWCA)/Joint Requirements Board (JRB)/Joint Requirements Oversight Council (JROC) process. JWIDs support the Joint Staff's goal of operationalizing JV 2020. Joint/Combined interoperability is a key goal of the Chairman Joint Chiefs of Staff. JWIDs are a major element of the rapid technology insertion portion of the J-6 campaign plan to make the Global Information Grid a reality.

JWID supports both DOD corporate goals "Shape the international environment and respond to the full spectrum of crises by providing appropriately sized, positioned, and mobile forces" and "Prepare now for an uncertain future by pursuing a focused modernization effort that maintains US qualitative superiority in key warfighting

capabilities. Transform the force by exploiting the Revolution in Military Affairs and reengineer the Department to achieve a 21st century infrastructure." JWID supports these goals by identifying programs and procuring systems that would be instrumental in maintaining the qualitative superiority of US combat forces. Specifically, JWID 2000 demonstrated 23 US technologies with two in the final selection process for acquisition during 2001. Both technologies offer a high payoff at little risk for the warfighters. In addition JWID 2000 was a significant contributor to allied interoperability. JWID 2000 provided the first activation of the Combined Federated Battle Lab Network (CFBLNet) which provides a year-round opportunity for research and development interoperability assessment among CINCs, Services, and allies. Key interoperability products of JWID 2000 included refinement of distributed collaborative planning (DCP) tools among senior warfighting commanders, availability of a common operation picture (COP) for simultaneous viewing by coalition task force and joint task force commanders, and advancements in exchanging electronic mail with attachments among allies. JWID also provides exercises that help maintain readiness by the participating organizations. For example, the 23 US technologies were demonstrated at 14 US sites,

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evaluated by 244 warfighters, who completed over 1,629 questionnaires. In addition, allied nations conducted 147 additional demonstrations at another 21 locations. JWID thereby gained valuable operational warfighting insights for both allied personnel and the United States. FY 2002 and out year JWID funding is revised to reflect CJCS direction to ensure critical milestones are met and gold nuggets are expeditiously acquired and fielded during the "exploitation year." The balance of required resources is maintained. The mix to achieve the goals changed: O&M decreased, Procurement decreased, and R&D increased.

**CJCS Exercise program** (1) Supports all DOD corporate goals but most particularly "shape the international environment and respond to the full spectrum of crises by providing appropriately sized, positioned, and mobile forces." The CJCS exercise program, a key component of the Joint Training System (JTS), is the Chairman's principal vehicle for achieving joint and multinational training. This critical program provides a vehicle

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

(2) The 2000 Annual Report to the President and the Congress, Performance Indicator 1.1.5 -- Number of Overseas Exercises -- shows the number of combined exercises as follows:

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Performance Indicator 1.1.5 - Number of Overseas Exercises			
	FY 2000 Baseline	FY 2001 Goal	FY 2002 Goal
Number of Combined Exercises (see note below)	189	197	185
Note: Combined exercises involve the participation of US forces with military forces of other nations.			

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

(3) In the following tables, which break out the CJCS exercise program by Airlift/Sealift/Port Handling, and Inland Transportation, the FY 2000 combined exercises are highlighted on the airlift table with a # symbol (combined exercises for FY 2001 and 2002 may be different). Combined exercises are defined as those exercises, both overseas and CONUS, that have foreign nation participation. Some of these exercises, such as the Partnership for Peace (PFP) or the New Horizons series exercises, can include numerous exercises combined within those headings (i.e., for FY 2000 USEUCOM has 16 exercises combined under PFP).



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**CJCS Exercise Program**

**AIRLIFT**

	<u>FY 2000</u>	<u>FY 2000/2001</u> <u>Change</u>	<u>FY 2001</u>	<u>FY 2001/2002</u> <u>Change</u>	<u>FY 2002</u>
<b>USCINCFROM</b> # Cooperative Nugget	11	2	13	23	36
Cooperative Osprey	0	12	12	-12	0
# Cooperative Support	4	8	12	-12	0
# Cooperative Safeguard	47	-47	0	70	70
Cooperative Telos	0	0	0	0	0
Cooperative Tide	0	13	13	-13	0
# Cooperative Zenith	92	-92	0	34	34
Ellipse Alpha	223	-77	146	-15	131
Eloquent Nugget	26	-26	0	0	0
#JTFEX Series	228	502	730	-14	716
Linked Seas	384	-384	0	0	0
Northern Viking	0	604	604	-604	0
# Roving Sands	1,879	-242	1,637	11	1,648
# Sorbet Royale	393	-393	0	262	262
Strong Resolve	0	0	0	784	784
UE 01-3/FD 01	0	159	159	-159	0
UE 01-4/Joint Spirit	0	202	202	-202	0
Unified Endeavor	0	0	0	214	214
Viking	13	21	34	-34	0
Total Hours (C-17)	3,300	262	3,562	333	3,895
Total Dollars (\$ 000's)	21,991	4,973	26,964	-2,996	29,960

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**AIRLIFT**

		<u>FY 2000</u>	<u>FY 2000/2001</u> <u>Change</u>	<u>FY 2001</u>	<u>FY 2001/2002</u> <u>Change</u>	<u>FY 2002</u>
<b>USCINCSOUTH</b>	Blue Advance	0	18	18	1	17.3
	Ellipse Echo	25	57	82	-11.1	70.9
	# Fuerzas Aliadas Series	8	330	338	9	347
	# Fuerzas Aliadas PKO	54	-19	35	0	35
	Fuerzas de Defensas	7	-1	6	19	25
	# NewHorizon Haiti	197	-197	0	186	186
	# NewHorizon Series	532	468	1,000	-266	734
	Tradewinds	32	73	105	-1	104
	# Unitas	206	97	303	-4	299
	# United Counterdrug	21	-21	0	0	0
	Total Hours (C-17)	1,082	805	1,887	-69	1,818
Total Dollars (000's)	7,210	7,074	14,284	-300	13,984	
<b>USCINCCENT</b>	Accurate Test	0	252	252	-252	0
	# Bright Star	2,449	-150	2,299	-155	2,144
	# Central Asian Ex	0	0	0	0	0
	CENTRASBAT	777	0	777	3	780
	# Eager Initiative	0	0	0	0	0
	Eager Light	0	0	0	0	0
	Eager Tiger	0	294	294	-294	0
	# Early Victor	612	-29	583	100	683
	Earnest Leader	0	0	0	0	0
	Eastern Action	0	34	34	-34	0
	Eastern Castle Series	105	159	264	-199	65
	Eastern Eagle	0	0	0	0	0
	# Eastern Valor	229	-26	203	-60	143
	# Eastern Viper	571	0	571	-571	0
	Ellipse Foxtrot	21	1,119	1,140	-1,119	21
	# Inferno Creek	77	-77	0	77	77

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		<u>FY 2000</u>	<u>FY 2000/2001</u> <u>Change</u>	<u>FY 2001</u>	<u>FY 2001/2002</u> <u>Change</u>	<u>FY 2002</u>
<b>USCINCCENT</b>	<b>(cont'd)</b>					
	# Inherent Fury	571	-371	200	370	570
	# Initial Link	436	16	452	-69	383
	Inspired Gambit	0	0	0	0	0
	Internal Look	0	0	0	0	0
	# Iron Cobra	524	1	525	-525	0
	Luck Sentinel	0	0	0	0	0
	# Native Fury	740	-478	262	252	514
	Native Atlas	0	0	0	131	131
	# Natural Fire	926	0	926	-365	561
	Neon Falcon	0	132	132	-132	0
	Nectar Bend	0	0	0	0	0
	Noble Piper	0	348	348	-348	0
	# Rugged Series	397	-397	0	0	0
	Total C-17	8,435	827	9,262	-3,190	6,072
	Total Dollars (000's)	56,221	13,892	70,113	-23,413	46,700

<b>USCINCEUR</b>	# Adventure Series	68	19	87	64	151
	# Affirmative Alert	35	-22	13	-8	5
	African Eagle	0	156	156	-156	0
	African Lion	0	32	32	-2	30
	# Agile Lion	38	157	195	-195	0
	# Albanian Salvage	20	-20	0	0	0
	# Ardent Ground	84	69	153	-1	152
	# Athena	1.5	-.2	1.3	0	1.3
	Atlantic Resolve	0	0	0	42	42
	# Atlas Series	191	19	210	-11.7	198.3
	# Baltops	23	-4	19	0	19
	Battle Griffin	0	0	0	1,566	1,566
	# Blue Game	213	10	223	0	223
	Brave Knight	0	142	142	20	162

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**AIRLIFT**

	<u>FY 2000</u>	<u>FY 2000/2001 Change</u>	<u>FY 2001</u>	<u>FY 2001/2002 Change</u>	<u>FY 2002</u>
<b>USCINCEUR</b>					
(cont'd)					
Casualty Care	0	17	17	-17	0
# Clean Hunter	282	87	369	273	642
# Combined Endeavor	53	4	57	0	57
# ComSixthFlt Invitex	63	45	108	0	108
# Cornerstone	578	-501	77	-1	76
Destined Glory	0	31	31	-6	25
Distant Thunder	0	222	222	-222	0
# Dynamic Series	2,374	-1,749	625	1,475	2,100
Ellipse Bravo	300	89	389	-298	91
Eugenie	0	44	44	-44	0
Flintlock	0	855	855	-855	0
Gabon	88	-88	0	0	0
# Juniper Series	440	-14	426	3	429
Matador	86	-22	64	10	74
# Medceur	238	-142	96	0	96
# Medflag	547	0	547	-406	141
Navy Divex	0	36	36	1	37
# Partnership for Peace	359	-42	317	33	350
Peacekeeper	0	0	0	0	0
# Peace Shield	240	-48	192	-64	128
Regional Exercise	0	0	0	99	99
Rescuer	0	5	5	259	264
# Rescue Eagle	560	0	560	-560	0
Sacred Company	0	346	346	-138	208
Sea Breeze	0	22	22	2	24
Shared Endeavor	0	51	51	-51	0
# Silver Eagle	507	1	508	-202	306
# Slovenia Salvage Divex	14.5	-14.5	0	0	0
Strong Resolve	0	0	0	260	260
# Tactical Fighter Weapon	273	-7	266	1	267
# Trail Blazer	49	93	142	-101	41
# Trojan Footprint	218	16	234	-1	233

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**AIRLIFT**

	<u>FY 2000</u>	<u>FY 2000/2001 Change</u>	<u>FY 2001</u>	<u>FY 2001/2002 Change</u>	<u>FY 2002</u>
<b>USCINCEUR</b>					
<b>(cont'd)</b>					
Union Flash	27	-2	25	-1	24
US-Russian Exercise	0	192	192	-51	141
# West Africa Training	20.5	-9.5	11	12	23
Total Hours (C-17)	7,990	75	8,065	728.6	8,793.3
Total Dollars (000's)	53,250	7,802	61,052	6,580	67,632
<b>USCINCPAC</b>					
Balikatan	386	-23	363	-350	13
# Cobra Gold	1,923	-11	1,912	-354	1,558
# Commando Sling	260	-154	106	-1	105
# Cope Series	391	-185	206	126	332
Crocodile	1,185	-1,185	0	0	0
Ellipse Charlie	466	-266	200	0	200
# Foal Eagle	1667	77	1,744	-158	1,586
Freedom Banner	0	508	508	-6	502
# Frequent Storm	484	-273	211	0	211
# Hong Kong Sarex	77	-63	14	-1	13
# Keen Edge/Sword	320	38	358	-3	355
Kingfisher	0	0	0	13	13
Northern Edge	198	-65	133	0	133
# RSO&I	788	-26	762	-206	556
Strategic Air Drop	0	98	98	-38	60
Tandem Thrust	0	1631	1,631	-1,631	0
Tempest Express	3	10	13	0	13
Tempo Brave	264	-50	214	51	265
# Ulchi Focus Lens	1,661	-168	1,493	-12	1,481
Total Hours (C-17)	10,073	-107	9,966	-2,570	7,396
Total Dollars (000's)	67,106	8,337	75,443	-18,560	56,883

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**AIRLIFT**

		<b><u>FY 2000</u></b>	<b><u>FY 2000/2001</u></b> <b><u>Change</u></b>	<b><u>FY 2001</u></b>	<b><u>FY 2001/2002</u></b> <b><u>Change</u></b>	<b><u>FY 2002</u></b>
<b>CINCINORAD</b>	Amalgam Warrior	6	87	93	52	145
	Amalgam Fabric Brave	0	15	15	12	27
	Amalgam Virgo	0	61	61	54	115
	# Amalgam Falcon Brave	28	-28	0	27	27
	Amalgam Fencing Brave	220	-14	206	-35	171
	Total Hours (C-17)	254	121	375	110	485
Total Dollars (000's)	1,693	1,146	2,839	891	3,730	
<b>USCINCSOC</b>	Bronze Arrow Series**	1,310	0	1,310	0	1,310
	Total Hours (C-17)	1,310	0	1,310	0	1,310
	Total Dollars (000's)	8,730	1,186	9,916	159	10,075
<b>USCINCSPACE</b>	Apollo Series***	41	-6	35	0	35
	Total Hours (C-17)	41	-6	35	0	35
	Total Dollars (000's)	273	-8	265	4	269
<b>USCINCSTRAT</b>	Global Archer	0	11	11	15	26
	Global Guardian	397	155	552	54	606
	Total Hours (C-17)	397	166	563	69	632
	Total Dollars (\$000)	2,646	1,616	4,262	598	4,860

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<b><u>AIRLIFT</u></b>			<b>FY 2000/2001</b>		<b>FY 2001/2002</b>	
		<b><u>FY 2000</u></b>	<b><u>Change</u></b>	<b><u>FY 2001</u></b>	<b><u>Change</u></b>	<b><u>FY 2002</u></b>
<b>OTHER</b>	Eligible Receiver	384	-9	375	0	375
	Positive Force	0	354	354	-238	116
	Total Hours (C-17)	384	345	729	-238	491
	Total Dollars (000's)	2,560	2,958	5,518	-1,743	3,775
<b>GRAND TOTAL HOURS (C-17)</b>		33,266	2,488	35,754	-4,827	30,927
<b>GRAND TOTAL DOLLARS (\$000)</b>		221,680	48,976	270,656	-32,788	237,868
	<b>C-17 Equivalent Rates</b>	6,664	906	7,570	121	7,691

**Note:** The CJCS exercise program uses a mix of military and commercial airlift platforms. Flying hours are depicted as C-17 equivalents to provide a common performance criteria for comparison of level of effort.

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<b><u>SEALIFT</u></b>		<b>FY 2000/2001</b>		<b>FY 2001/2002</b>		
	<b><u>FY 2000</u></b>	<b><u>Change</u></b>	<b><u>FY 2001</u></b>	<b><u>Change</u></b>	<b><u>FY 2002</u></b>	
<b>USCINCFROM</b>	JTFEX Series	16	-13	3	2	5
	Linked Seas	20	-20	0	0	0
	Northern Viking	0	23	23	-23	0
	Strong Resolve	0	0	0	60	60
	Total Steaming Days	36	-10	26	39	65
	Total Dollars (000's)	1,576	-213	1,363	2,100	3,463
<b>USCINCSOUTH</b>	New Horizon Haiti	14	-14	0	0	0
	New Horizon Series	485	-251	234	-180	54
	Tradewinds	38	-28	10	0	10
	Unitas	7	-7	0	0	0
	Total Steaming Days	544	-300	244	-180	64
	Total Dollars (000's)	23,814	-11,020	12,794	-9,384	3,410
<b>USCINCCENT</b>	Bright Star	96	-21	75	23	98
	Eastern Castle	30	-30	0	0	0
	Iron Series	0	0	0	1.3	1.3
	Native Fury	60	-60	0	0	0
	Neon Falcon	0	1.3	1.3	-1.3	0
	Total Steaming Days	186	-109.7	76.3	23	99.3
	Total Dollars (000's)	8,142	-4,141	4,001	1,289	5,290



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**SEALIFT**

		<b><u>FY 2000/2001</u></b>		<b><u>FY 2001/2002</u></b>		
	<b><u>FY 2000</u></b>	<b><u>Change</u></b>	<b><u>FY 2001</u></b>	<b><u>Change</u></b>	<b><u>FY 2002</u></b>	
<b>USCINCEUR</b>						
	Adventure Series	12	-12	0	9.5	9.5
	African Eagle	0	0	0	0	0
	Atlas Series	5	-5	0	0	0
	Battle Griffin	0	0	0	15	15
	Clean Hunter	0	15	15	0	15
	Cornerstone	7	1	8	-5	7.5
	Dynamic Series	46.2	-46.2	0	28	28
	Juniper Series	0	0	0	0	0
	Medceur	3.3	-3.3	0	0	0
	Medflag	3.3	-3.3	0	2	2
	Rescuer	0	0	0	4	4
	Rescue Eagle	4.6	-4.6	0	0	0
	Strong Resolve	0	0	0	99	99
	West African Trng Cruise	3.4	2.6	6	-6	0
	Total Steaming Days	84.8	-55.8	29	151	180
	Total Dollars (000's)	3,714	-2,193	1,521	8,068	9,589
<b>USCINCPAC</b>						
	Balkitan	1.5	0	1.5	-1.5	0
	Cobra Gold	127	-11	116	-1	115
	Crocodile	0	0	0	0	0
	Foal Eagle	23	0	23	38	61
	Freedom Banner	0	40	40	45	85
	Keen Edge/Sword	0	10	10	0	10
	Northern Edge	3	8	11	0	11
	Tandem Thrust	0	73	73	-73	0
	Ulchi Focus Lens	10	-1.4	8.6	0	8.6
	Total Steaming Days	164	119	283	7.6	290.6
	Total Dollars (000's)	7,201	7,643	14,844	637	15,481
	JLOTS	158	-89	69	0	69

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**SEALIFT**

	<b><u>FY 2000</u></b>	<b><u>FY 2000/2001 Change</u></b>	<b><u>FY 2001</u></b>	<b><u>FY 2001/2002 Change</u></b>	<b><u>FY 2002</u></b>
<b>USCINCTRANS</b>					
Turbo Activation	115	-50	65	-1	64
Turbo Cads	112	-65	47	31	78
Turbo Challenge	0	0	0	3	3
Turbo Intermodal Surge	0	84	84	10	94
Ultimate Caduceus	0	0	0	0	0
Total Steaming Days	385	-120	265	43	308
Total Dollars (000's)	16,853	-2,932	13,921	2,505	16,426
<b>GRANT TOTAL STEAMING DAYS</b>	1399.8	-476.5	923.3	83.6	1006.9
<b>GRAND TOTAL SEALIFT (\$000)</b>	61,300	-12,816	48,484	5,175	53,659
Roll-on/Roll-off Equivalent Rates (RO/RO)	43,775	8,660	52,435	839	53,274

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

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<b>PORT HANDLING (PH)/ INLAND TRANSPORTATION (IT)</b>	<b>FY 2000</b>		<b>2000/2001 Change</b>		<b>FY 2001</b>		<b>2001/2002 Change</b>		<b>FY 2002</b>	
	<b>PH</b>	<b>IT</b>	<b>PH</b>	<b>IT</b>	<b>PH</b>	<b>IT</b>	<b>PH</b>	<b>IT</b>	<b>PH</b>	<b>IT</b>
<b>USCINCFJCOM</b>										
Coop Zenith	0	45	0	-25	0	20	0	-20	0	0
JTFEX	90	493	24	67	114	560	441	-70	555	490
Linked Seas	30	29	-30	-29	0	0	0	0	0	0
Northern Light	0	0	30	29	30	29	-30	-29	0	0
Northern Viking	0	0	0	231	0	231	0	-231	0	0
Quick Force	0	0	0	0	0	0	0	0	0	0
Roving Sands	20	6,508	0	539	20	7,047	18	-2,009	38	5,038
Strong Resolve	0	0	0	0	0	0	0	0	0	0
Unified Endeavor	0	0	0	0	0	0	0	122	0	122
Total PH/IT Cost	140	7,075	24	812	164	7,887	429	-2,237	593	5,650
<b>USCINCSOUTH</b>										
Blue Advance	0	0	0	6	0	6	72	224	72	230
Fuerzas Aliadas PKO	0	0	0	7	0	7	0	48	0	55
Feurzas Aliadas Series	0	0	0	204	0	204	0	-23	0	181
Fuerzas De Defensas	0	103	0	-37	0	66	0	18	0	84
New Horizons Haiti	52	135	-27	-84	25	51	25	669	50	720
New Horizons Series	2,144	4,106	-224	-172	1,920	3,934	124	147	2,044	4,081
Tradewinds	0	30	0	-15	0	15	0	5	0	20
Unified Counterdrug	0	0	0	0	0	0	0	0	0	0
Total PH/IT Cost	2,196	4,374	-251	-91	1,945	4,283	221	1,088	2,166	5,371

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<b>PORT HANDLING (PH)/ INLAND TRANSPORTATION (IT)</b>	<b>FY 2000</b>		<b>2000/2001 Change</b>		<b>FY 2001</b>		<b>2001/2002 Change</b>		<b>FY 2002</b>	
	<b>PH</b>	<b>IT</b>	<b>PH</b>	<b>IT</b>	<b>PH</b>	<b>IT</b>	<b>PH</b>	<b>IT</b>	<b>PH</b>	<b>IT</b>
<b>USCINCCENT</b>										
Accurate Test	0	0	0	0	0	0	0	0	0	0
Bright Star	2,505	3,205	-5	-999	2,500	2,206	24	964	2,524	3,170
Eager Series	8	7	0	48	8	55	0	-28	8	27
Early Victor	0	0	0	10	0	10	0	10	0	20
Eastern Action	0	0	0	0	0	0	0	0	0	0
Eastern Castle	400	207	-50	-167	350	40	-100	-40	250	0
Eastern Eagle	0	0	0	0	0	0	0	0	0	0
Eagle Resolve	0	125	0	-125	0	0	0	0	0	0
Extreme Valor	0	0	0	0	0	0	0	65	0	65
Inferno Creek	0	0	0	0	0	0	0	100	0	100
Initial Link	0	30	57	137	57	167	-57	-137	0	30
Internal Look	57	157	-57	-157	0	0	0	45	0	45
Lucky Sentinel	0	0	0	50	0	50	0	0	0	50
Iron Series	0	104	0	146	0	250	0	-250	0	0
Native Atlas	0	0	0	0	0	0	584	1,375	584	1,375
Native Fury	312	407	-50	60	262	467	123	-227	385	240
Neon Falcon	4	8	5	17	9	25	0	19	9	44
Natural Fire	117	627	-44	-522	73	105	-61	24	12	129
Noble Piper	0	0	0	10	0	10	0	-10	0	0
Rugged Series	0	0	0	0	0	0	0	0	0	0
Ultimate Resolve	0	0	105	105	105	105	-105	0	0	105
<b>Total PH/IT Cost</b>	<b>3,403</b>	<b>4,877</b>	<b>-39</b>	<b>-1,387</b>	<b>3,364</b>	<b>3,490</b>	<b>408</b>	<b>1,910</b>	<b>3,772</b>	<b>5,400</b>

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<b>PORT HANDLING (PH)/ INLAND TRANSPORTATION (IT)</b>	<b>FY 2000</b>		<b>2000/2001 Change</b>		<b>FY 2001</b>		<b>2001/2002 Change</b>		<b>FY 2002</b>	
	<b>PH</b>	<b>IT</b>	<b>PH</b>	<b>IT</b>	<b>PH</b>	<b>IT</b>	<b>PH</b>	<b>IT</b>	<b>PH</b>	<b>IT</b>
<b>USCINCPAC</b>										
Balikatan	382	391	9	-144	391	247	90	36	481	283
Cobra Gold	1,512	939	58	-187	1,570	752	19	236	1,589	988
Crocodile	824	302	-824	-302	0	0	0	0	0	0
Ellipse Charlie	0	1	0	-1	0	0	0	0	0	0
Foal Eagle	1,720	722	-11	119	1,709	841	62	-65	1,771	776
Freedom Banner	674	138	418	238	1,092	376	-361	56	731	432
Keen Edge/Sword	242	228	-8	252	234	480	60	-206	294	274
Kernal Blitz	30	74	10	5	40	79	-10	47	30	126
Northern Edge	50	50	-28	57	22	107	100	0	122	107
Rimpac	2	55	-2	-8	0	47	0	0	0	47
RSO&I	15	79	-12	30	3	109	112	-109	115	0
Tandem Thrust	0	0	75	204	75	204	-75	-204	0	0
Tempo Brave	0	4	0	-4	0	0	150	0	150	0
Ulchi Focus Lens	415	329	66	210	481	539	15	54	496	593
Total PH/IT Cost	5,866	3,312	-249	469	5,617	3,781	162	-155	5,779	3,626
<b>USCINCEUR</b>										
Adventure Series	0	125	500	475	500	600	-500	-475	0	125
Affirmative Alert	83	93	-83	-43	0	50	83	43	83	93
African Eagle	0	30	0	-30	0	0	0	0	0	0
African Lion	0	0	20	10	20	10	-20	-10	0	0
Ardent Ground	200	125	-200	225	0	350	250	-250	250	100
Arrcade Fusion	0	10	0	10	0	20	0	-20	0	0
Arrcade Guard	0	0	0	20	0	20	0	10	0	30

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	<b>PH</b>	<b>IT</b>	<b>PH</b>	<b>IT</b>	<b>PH</b>	<b>IT</b>	<b>PH</b>	<b>IT</b>	<b>PH</b>	<b>IT</b>
<b>USCINCEUR (cont'd)</b>										
Atlas Series	300	21	-230	-6	70	15	0	5	70	20
Baltops	0	4	0	-4	0	0	0	0	0	0
Blue Game	1	80	-1	-80	0	0	1	47	1	47
Battle Griffin	0	0	0	0	0	0	0	2,352	0	2,352
Brave Knight	0	300	0	126	0	426	0	49	0	475
Casualty Care	0	0	0	30	0	30	0	-30	0	0
Clean Hunter	0	30	0	-29	0	1	0	54	0	55
Central Enterprise	0	41	0	-9	0	32	0	-32	0	0
Combined Endeavor	0	10	0	0	0	10	0	0	0	10
Cornerstone	150	62	-150	-62	0	0	0	20	0	20
Destined Glory	0	40	0	-40	0	0	0	0	0	0
Distant Thunder	0	25	0	15	0	40	0	-40	0	0
Dynamic Series	1,046	1,064	114	-453	1,160	611	9	-40	1,169	571
Ellipse Bravo	0	10	0	-4	0	6	0	4	0	10
Flintlock	0	6	0	0	0	6	0	-1	0	5
Juniper Series	0	0	20	105	20	105	-20	-105	0	0
Matador	0	0	106	244	106	244	9	1	115	245
Medceur	0	10	0	-10	0	0	0	8	0	8
Medflag	0	2	0	8	0	10	0	0	0	10
Noble Shirley	0	583	0	51	0	634	2	58	2	692
PFP	0	93	151	-60	151	33	-151	88	0	121
Peacekeeper	0	30	0	-30	0	0	0	10	0	10
Peaceshield	0	0	0	0	0	0	0	10	0	10
Rescuer	0	0	0	0	0	0	0	10	0	10
Rescue Eagle	10	140	-10	-140	0	0	0	0	0	0
Sacred Company	0	0	0	0	0	0	16	68	16	68
Sea Breeze	5	5	-5	-5	0	0	0	0	0	0

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<u>PORT HANDLING (PH)/</u> <u>INLAND TRANSPORTATION (IT)</u>	<u>FY 2000</u>		<u>2000/2001</u> <u>Change</u>		<u>FY 2001</u>		<u>2001/2002</u> <u>Change</u>		<u>FY 2002</u>	
	<u>PH</u>	<u>IT</u>	<u>PH</u>	<u>IT</u>	<u>PH</u>	<u>IT</u>	<u>PH</u>	<u>IT</u>	<u>PH</u>	<u>IT</u>
<b>USCINCEUR (cont'd)</b>										
Shared Endeavor	0	0	0	0	0	0	0	0	0	0
Tactical Fighter Weaponry	0	0	0	0	0	0	0	25	0	25
Trail Blazer	0	0	0	0	0	0	0	20	0	20
Union Flash	0	6	0	-6	0	0	0	6	0	6
West Africa Training Cruise	3	50	-3	-50	0	0	0	47	0	47
Total PH/IT Cost	1,798	2,995	229	258	2,027	3,253	-321	1,932	1,706	5,185
<b>USCINCTrans</b>										
JLOTS	50	1038	-5	-648	45	390	35	-221	80	169
Turbo Cads	750	500	0	5	750	505	-196	502	554	1,007
Total PH/IT Cost	800	1538	-5	-643	795	895	-161	281	634	1,176
<b>GRAND TOTAL PH/IT COST</b>	<b>14,203</b>	<b>24,171</b>	<b>-291</b>	<b>-582</b>	<b>13,912</b>	<b>23,589</b>	<b>738</b>	<b>2,819</b>	<b>14,650</b>	<b>26,408</b>

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

V. Outyear Impact Summary:

N/A

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	FY 2000	Price	Program	FY 2001	Price	Program	FY 2002	
	Program	Amount	Growth	Program	Amount	Growth	Program	
<b>CIVILIAN PERSONNEL COMP</b>								
101	Ex., Gen & Spec Sched	0	0	0	0	0	0	
103	Wage Board	0	0	0	0	0	0	
199	Total Civ Pers Comp.	0	0	0	0	0	0	
<b>TRAVEL</b>								
308	Travel of Persons	2,000	32	(32)	2,000	34	(34)	2,000
399	Total Travel	2,000	32	(32)	2,000	34	(34)	2,000
<b>INDUSTRIAL FUND PURCHASES</b>								
672	Pentagon Reservation							
	Maintenance Revolving Fund	0	0	0	0	0	0	0
699	Total Industrial Fund Purchases	0	0	0	0	0	0	0
<b>TRANSPORTATION</b>								
703	JCS Exercises	321,354	36,914	(1,627)	356,641	(17,582)	(6,474)	332,585
771	Commercial Transportation	4,000	64	(64)	4,000	68	(68)	4,000
799	Total Transportation	325,354	36,978	(1,691)	360,641	(17,514)	(6,542)	336,585
<b>OTHER PURCHASES</b>								
912	Rental Payments to GSA	0	0	0	0	0	0	0
913	Purchased Utilities (non-WCF)	0	0	0	0	(0)	0	0
914	Purchased Commun. (non-WCF)	0	0	0	0	(0)	0	0
915	Rents (non-GSA)	0	0	0	0	(0)	0	0
917	Postal Services (U.S.P.S.)	0	0	0	0	(0)	0	0
920	Supplies & Materials (non-WCF)	2,000	32	(32)	2,000	34	(34)	2,000
921	Printing and Reproduction	0	0	0	0	(0)	0	0
922	Equipment Maint by Contract	0	0	0	0	(0)	0	0
923	Fac Maint by Contract	2,100	34	2,866	5,000	85	2,415	7,500
925	Equipment Purchases (non-WCF)	20,783	333	(2,500)	18,616	316	1,826	20,758
932	Mgt & Professional Spt Svs	0	0	0	0	0	0	0
933	Studies, Analysis & Evaluations	0	0	0	0	0	235	235
934	Cntrct Eng & Tech Svs	1,417	23	48	1,488	25	(759)	754
987	Other Intra Gov't Purch	3,000	48	(48)	3,000	51	(51)	3,000
989	Other Contracts	1,000	16	(16)	1,000	17	(17)	1,000
999	Total Other Purchases	30,300	486	318	31,104	528	3,615	35,247
9999	TOTAL	357,654	37,496	(1,405)	393,745	(16,952)	(2,961)	373,832



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**I. Description of Operations Financed.**

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

b. The Operational Plans and Joint Force Development Director is the implementing agent for Joint Vision 2020 (JV 2020) and is also responsible for joint doctrine, joint training, joint military education, execution and evaluation of the Chairman's Exercise Program, and evaluation of operational plans. Three deputies support the Director, Force Structure, Resources, and Assessment: the Deputy Directorate for Resources and

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Requirements; the Deputy Director for Joint Warfighting Capabilities Assessment (JWCA), Deputy Director for Wargaming, Simulation and Analysis. J-8 serves as the secretary, and coordinates the processes of the Joint Requirements Oversight Council (JROC) and JWCA Assessment teams. Other activities include the Joint Secretariat, the Director of Management, the JCS representatives for various international negotiations, and the US Delegation, United Nations Military Staff Committee.

**II. Force Structure Summary.**

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

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

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

(1) Review the resources the Service Secretaries propose for AT/FP programs to determine whether they are adequate.

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(2) Prepare joint doctrines and standards for AT/FP. Review Service doctrines and standards.

(3) Ensure that combatant commanders' policies and programs are established for the protection of DOD personnel, their families, facilities, and other materiel.

(4) Assess the implementation of force protection programs within the combatant commanders' areas of responsibility (AORs).

d. **ISLAND SUN** is a Secretary of Defense-directed special access program.

e. **Joint Vision 2020** (JV 2020) is the Chairman's vision for how America's Armed Forces will transform in order to create a joint force that is dominant across the full spectrum of military operations. Transformation is focused on four operational concepts: dominant maneuver, precision strike, focused logistics, and full dimensional protection as enabled by information superiority and innovation. The integration of Service core competencies is essential to joint operations, and the employment of Total Force capabilities (active, reserve, guard, and civilian members) increases the options for the commander and complicates the opponent's choices. The vision is built on the premise that there will be a steady infusion of new technology and modernization and replacement of equipment. However, materiel superiority alone is not sufficient and must be matched with advances in doctrine, organization, training, leadership and education, recruitment and retention of quality people, and the use of joint facilities. Additionally, the effectiveness of joint operations will be enhanced through the integration of efforts with interagency and multinational forces. The vision will guide the development and assessment of future warfighting concepts and lead to fielding joint operational capabilities. The joint implementation process includes concept development, experimentation and assessment, and integration and implementation. The premise of this program relates to all the goals established for the Joint Staff and has tentacles

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reaching throughout the Defense Planning Guidance. Starting in FY 2000, the majority of JV 2010 funds were transferred to US Joint Forces Command (USJFCOM) for Joint Experimentation. To facilitate Joint Vision implementation, the Joint Vision Integration Cell (JVIC) will continue to evolve in FY 2002. The JVIC is the Chairman's information integration cell for tracking and fusion of Service-specific, USJFCOM, and multinational experimentation efforts, as well as the associated implementation of materiel and non-materiel changes.

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

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

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analytical models; and provide operational, technical, and analytical support to the analysts conducting warfighting assessments of computer systems development and upgrades.

h. Joint modeling and simulation also includes the **Joint Analytical Model Improvement Program (JAMIP)**. JAMIP addresses the significant limitations of existing theater-level simulations to provide analytic support to senior officials. Existing systems are grounded in Cold War theory about the use and deployment of forces and the nature of combat operations. They have limited capability to address the emerging concepts of joint operation warfighting. The Deputy Secretary of Defense established JAMIP in May 1995. The Joint Staff J-8 and OSD/PA&E share the lead in improving the state of analytic models throughout the Department via JAMIP. JAMIP is the development and modernization of the specialized analytic software tools and models required to examine joint operations in fulfillment of M&S support for the Chairman.

i. Development of the **Joint Warfare System (JWARS)** as the next-generation, theater-level campaign analysis tool is the centerpiece of JAMIP. JWARS will be a state-of-the-art, closed-form, constructive simulation of multisided, joint warfare for analysis. JWARS will include improved C4ISR and balanced joint warfare representations and replace several legacy systems that have limited representation of integrated joint operations and are technically outmoded in design, data management, and interoperability. The entire DOD analytic modeling community will use JWARS, including the CINCs, Joint Staff, Services, Office of the Secretary of Defense, and other DOD organizations. A JWARS prototype was completed in March 1997 and development began, with initial operational capability scheduled for FY 2001 and FOC for FY 2003.

j. This program also includes funding for the **Joint Data System (JDS)**. In June 1996, the Deputy Secretary of Defense designated the OSD/PA&E JDS as the primary data support agency for Joint Analytical Model Improvement Program (JAMIP). JDS is the central authoritative source of verified and validated data and information for use in

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the JAMIP suite of models and simulations. JDS provides data sourcing, database administration, data warehousing, verification, and validation to seven current simulations of theater-level warfare and to JWARS. For JWARS, JDS ensures that proposed modeling methods can be supported with data, and will obtain appropriate data for testing.

k. Development of the **Joint Staff Knowledge Advantage (JSKA)** Program provides a virtual collaborative environment that enables the Joint Staff to support the Chairman and his senior leaders through effective capture and sharing of knowledge in near-time across the entire Joint Staff.

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

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

(1) Provide the Chairman, National Command Authorities (NCA), and CINCs a real-time picture of current operations and provide a single point of contact for current plans across the spectrum of operations to include conventional, special technical, reconnaissance, counternarcotics, counterterrorism, counterproliferation, and other special operations.

(2) Many of the analysis functions demand a computing environment tailored for scientific analysis. The Analytical Suite, presently in Phase IV of its life cycle (operations and support), was developed as an integrated computing environment configured to support large-scale analyses and assessments, as well as ad hoc research and analysis for one-time taskings and scenario excursions, relating to:

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- (a) Assessments of joint force capabilities.
- (b) Analyses to assist the Chairman in the development of recommendations to the Secretary of Defense regarding force planning military assessments.
- (c) Tradeoff analyses between force effectiveness and alternative resource distributions.
- (d) Independent cost and budget analysis.
- (e) Evaluation of effects of manpower policy and program issues on joint warfighting capability.
- (f) Analyses of joint force capabilities and requirements.
- (g) Plan, fund, direct, and manage the development and improvement of joint models and simulations, analysis, gaming procedures, and techniques, including automated information system support required to conduct studies and analyses for CJCS.
- (h) Develop joint modeling and simulation capability as necessary.
- (i) Program and budget analyses.
- (j) Analysis of proposed force structures.
- (k) Applying qualitative and quantitative gaming and analysis methods involving participation by other Joint Staff directorates, DOD agencies, foreign nations, other government organizations, and the private sector.

(3) Develop and maintain joint doctrine for the employment of the Armed Forces. Previously, the Services fought under their individually developed doctrine, which led to confusion and inefficiency when joint operations were required. Joint doctrine is now the foundation of all military operations training, educating, organizing, equipping, structuring, and fighting - it focuses the Service efforts into a synergistic joint campaign. Because joint doctrine is the distilled wisdom of our collective warfighting

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experience, it becomes a formula for success in both war and other operations. Joint doctrine, by definition, is authoritative, thereby ensuring its primacy over Service doctrine.

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

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



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

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

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

(9) Coordinate DOD efforts to ensure adequate command, control, communications, and computer (C4) support to the CINCs and the National Command Authorities (NCA) for joint and combined military operations. Develop policies, plans, and programs for C4 systems, conceptualize future C4 systems design, and provide direction to improve command and control (C2) systems.

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(10) Perform the Joint Warfighting Capabilities Assessment (JWCA). JWCA processes assist the Joint Requirements Oversight Council (JROC) in providing recommendations to the Chairman concerning military advice to the Secretary of Defense on the military requirements and priorities. JWCA teams support the Chairman by assessing the extent to which the program recommendations and budget proposals of the Services and other DOD components conform with the priorities established in strategic plans and the priorities of the CINCs.

(11) Use interagency and international wargames, seminars, and workshops to:

(a) Conduct studies and analyses of nuclear and conventional forces in support of JWCA teams, international negotiations, Joint Strategic Planning System; Planning, Programming, and Budgeting System; the Quadrennial Defense Review; and analyses such as the Mobility Requirements Study-05, and the Weapons of Mass Destruction studies.

(b) Provide mobility modeling studies and analysis for the Chairman, Joint Chief of Staff and the Secretary of Defense to assess the logistics impacts of a dynamic range of strategic policies that address the "fort-to-foxhole" mobility program.

(c) Provide essential training, analysis, and assessments to maintain and improve US military sustainment capabilities in joint, combined, and coalition environments.

(d) Provide assessments of international and domestic politico-military, economic, demographic, environmental and psychosocial trends, and their impacts on national security policy and military strategy.

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

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

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**III. Financial Summary (Dollars in Thousands)**

	FY 2000 <u>Actuals</u>	FY 2001		Current <u>Estimate</u>	FY 2002 <u>Estimate</u>
		Budget <u>Request</u>	<u>Approp</u>		
<b>A. <u>Administrative &amp; Service-wide</u></b>					
1. Combating Terrorism Directorate	2,454	2,896	2,896	2,695	3,634
2. Joint Modeling & Simulation /1	24,191	16,435	16,435	16,435	16,435
3. Joint Staff Information Network	11,869	15,142	15,142	14,660	18,097
4. ISLAND SUN	26,991	30,520	30,520	29,659	30,496
5. Pentagon Res Maint Rev Fund/2	9,910	35,528	34,874	36,774	26,639
6. Management Support	<u>57,835</u>	<u>57,362</u>	<u>59,840</u>	<u>58,906</u>	<u>74,039</u>
TOTAL	133,250	157,883	159,707	159,129	169,340

**B. Reconciliation Summary:**

	Change <u>FY 2001/FY 2001</u>	Change <u>FY 2001/FY 2002</u>
<b>Baseline Funding</b>	157,883	159,129
Congressional Adjustments		
Distributed	2,478	-
Undistributed	-654	-
General Provisions	-	-
Congressional Earmarks	-	-
FY 2001 Recission	-1,194	-
Reprogramming	-	-
Price Change	-	5,739
Functional Transfer/Reprogrammings		2,136
Program Change	<u>616</u>	<u>2,336</u>
<b>Current Estimate</b>	159,129	169,340

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

/2 In FY 2000, Pentagon Reservation was funded in the Management Headquarters program element. In FY 2001, a new program element was established to fund Pentagon Reservation and Maintenance costs.

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

<b>FY 2001 President's Budget Request</b>		<b>157,883</b>
Congressional Adjustments (Distributed)		
Joint Multidimensional Education & Analysis System (JMEANS)	3,000	
Headquarters Management Personnel Reduction	-522	
Total Congressional Adjustments (Distributed)		2,478
Congressional Adjustments (Undistributed)		
Pentagon Renovation Unobligated Balances	-654	
Total Congressional Adjustments (Undistributed)		-654
<b>FY 2001 Appropriated Amount</b>		<b>159,707</b>
FY 2001 Rescission	-1,194	-1,194
Program Increase		
<u>Other Purchases</u> : Reflects minor increase to fund higher priority Budget Activity 04 programs.	617	
Total Program Increase		617

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Program Decrease

Enhanced Defense Financial Management Training. Transfer of funds to the Secretary of Defense to provide DOD Financial Management Certification training for Joint Staff financial management personnel. -1

Total Program Decrease -1

**Revised FY 2001 Current Estimate 159,129**

Price Change 5,739

Transfers In

a. Joint Warfighting Capabilities Assessment (JWCA). 5,594  
Increased funding restructures the JWCA process and strengthens the performance of analysis by the Joint Warfighting Capabilities Assessment teams of the Joint Requirements Oversight Council. Funding was reprogrammed from the Services budget (\$4 million) and realigned from the Joint Staff's procurement account (\$1.5 million) to fully fund this restructured process.

Total Transfers In 5,594

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Transfers Out

- a. Pentagon Reservation and Maintenance Revolving Fund. -2,543  
Decrease reflects Secretary of Defense decision to finance the construction of the Pentagon Athletic Center from customer accounts. Funds were reprogrammed to the Defense-wide MILCON appropriation.
- b. CINC Manpower. -915  
The Secretary of Defense temporarily added 19 civilian full-time equivalents to backfill military positions transferred to USSPACECOM in support of the Joint Task Force Computer Network Defense/Computer Network Attack and the Joint Information Operations Center. The funding and civilian billets were temporarily provided to the Joint Staff until the Director, Joint Staff determined specific CINC allocation. On 29 September 2000, the Director, Joint Staff allocated the civilian manpower billets to the CINCs and the Joint Staff. This decrease represents the transfer of 15 of the 19 full-time equivalents to the various CINCS to backfill the military billets transferred to USSPACECOM.

-3,458

Total Transfers Out

Program Increases

- a. Joint Staff Information Network (JSIN). 3,437  
The Joint Staff Information Network includes the network infrastructure, applications, and programs that allow creations, staffing, and dissemination of crucial decision-making information affecting military operations to the Chairman of the Joint Chiefs of Staff and between

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members of the Joint Staff. JSIN comprises two components, one of which processes up to Top Secret classified information, and the other, unclassified information only. Ultimately, these critical systems allow the Joint Staff to support the Chairman of the Joint Chiefs in providing timely, accurate information and recommendations to the National Command Authorities (NCA) concerning national security matters. Two factors contribute to this programmatic increase: (1) the Joint Staff will be required to simultaneously support Joint Staff Action Processing System (JSAP) and its follow-on successor. FY 2002 will be a transition year between the two applications. (2) Additional funds are also needed for data translation and re-hosting, user training, software licensing, vendor support, and outsourcing for daily operations and maintenance of JSIN, as we increase the number of users on the unclassified component, and also increase the quantity and size of applications on the system.

- b. Pentagon Reservation and Maintenance Revolving Fund. 3,000  
Increase reflects adjustments to balance Pentagon Reservation and Maintenance Revolving Fund customer accounts with changes in renovation schedule, swing space leases, furnishings and above standard requirements. This increase includes a one-time add to finance the construction of the Pentagon Athletic Center (\$2.5M), \$400K to fund Pentagon security enhancements and \$100K to fund pay raises for Pentagon Law Enforcement Officers.



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- c. Combating Terrorism Readiness Initiative Fund. 1,300  
Additional funds will address antiterrorism and force protection findings/recommendations identified by the USS COLE Commission's review of the recent terrorist attack. The Cole Commission recommended that funds be made available to address emergent and emergency combating terrorism requirements. This funding will improve anti-terrorism and force protection training for all DoD personnel.
- d. CINC Manpower. 1,200  
The Secretary of Defense temporarily added 19 civilian full-time equivalents to backfill military positions transferred to USSPACECOM in support of the Joint Task Force Computer Network Defense/Computer Network Attack and the Joint Information Operations Center. The funding and civilian billets were temporarily provided to the Joint Staff until the Director, Joint Staff, determined specific CINC allocation.
- e. Knowledge Management. 1,000  
The Joint Staff Knowledge Advantage Program provides a virtual collaborative environment that enables the Joint Staff to support the Chairman, of the Joint Chiefs of Staff and his senior leaders through the effective capture and sharing of knowledge in near-real-time across the entire Joint Staff. Based on a review of the work already completed by several organizations within the Department of Defense, the Joint Staff understands the potential of becoming a knowledge-based organization. The funding identified will permit the Joint Staff to build on the efforts of organizations such as Joint Forces Command, and the Department of the Navy's, Space and Systems Warfare Command to

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exploit the power of knowledge management and to address the integration of their information requirements (in terms of people and process) with their existing information technologies.

- f. Joint Deployment and Distribution Process Improvements. 850  
Funding provides contracting support to integrate existing and emerging joint deployment and distribution improvement (JDDPI) initiatives. Synchronizes various deployment and distribution development, and fields efforts ongoing within the Global Command and Control System, Advanced Concept Technology Demonstrations, and other arenas that support joint deployment and distribution process improvement. Collectively, these efforts enable the Department to meet the 72 hour Time Phased Force and Deployment Data (TPFDD) standard mandated by CJCSI 3020.01.
- g. ISLAND SUN. 837  
Reflects increased operations, maintenance, and circuit leasing requirements.
- h. Other Models. 824  
Continues maintenance and support of DOD combat models. This support will continue until the Joint Warfare System model is fielded sometime in FY 2003. Until the transition, this funding provides for the implementation of leading-edge technologies and methodologies in Joint Modeling and Simulation.

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- i. Tier One Costs. 800  
The Deputy Secretary of Defense directed that a two-tier pricing system be implemented for telecommunication services. This pricing structure is needed to encourage the use of joint telecommunications systems while promoting security and interoperability. Tier One covers costs to provide the military readiness attributes not normally available in commercial systems, such as AUTODIN, DSN, and VTC capabilities.
- j. US/Russian Theater Missile Defense 795  
In September 2000, Presidents Clinton and Putin signed a joint agreement to resume and expand Theater Missile Defense (TMD) cooperation. Additional funding supports two TMD exercises per year, with the Russian Ministry of Defense, beginning FY 2002. This increase achieves the TMD program objective to enhance US and Russian interoperability through cooperative steps, expanded bilateral command post, and field and computer-generated exercises, culminating in a combined air-defense and live-fire exercise.
- k. Continuity of Operations Contingency Plan (COOP) Support. 724  
Additional funding is essential to meet the mandates of Executive Order 12656, Presidential Decision Directive 67, and the subsequent CJCS implementers. These policies mandate that plans be developed, maintained, and exercised to ensure essential functions continue unabated during national emergencies. Contractor support enables the Joint Staff to provide these plans and exercises and to ensure that they integrate with and support overarching enduring constitutional government, continuity of the Presidency, and continuity of government programs. Effective COOP operations require a high degree of special

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organization, guidance, and training for the Joint Staff and the military departments. This funding will enable a robust COOP program to test concepts, procedures, plan interoperability, and promote individual and collective training. Increase will support two Joint Staff directorates (J-3 and J-7).

l. Analysis Suite.

757

Additional funding is required for a Web master and an information architect for the Joint Staff J-8 web operation. This new operational requirement will add technical skill sets required supporting web-based functionality.

m. Joint Vision.

680

Increased funding implements the new concept of a Joint Vision Integration Cell (JVIC). The JVIC supports CJCS decision-making by providing a single-point comprehensive visual display of related and linked initiatives and issues associated with Joint Vision implementation. Continued concept refinement and development will provide the Chairman a state-of-the-art management and decision support tool to use in making recommendations on the transformation of US Armed Forces to the President and the Secretary of Defense. The JVIC supports the Defense Planning Guidance requirement for the Chairman to develop and maintain a Web-based system that allows the Department to continuously track all recommendations emerging from Service and joint concept development and experimentation, and the status of their implementation.

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- n. Combat Support and Readiness Team (CSART). 678  
Continues critical effort to assess the CSARTs. Section 193 Title 10 requires the Chairman to assess the readiness and responsiveness of the combat support agencies to supply operating forces. Since none of these agencies are under the authority of the Chairman, the CSART assessment process is the primary way through which the Chairman can ensure they are ready to perform their combat support mission. This is also the only authority the Chairman has to look at any of the Defense agencies, and these seven consume over \$27B in DOD TOA and working capital fund revenue (74 percent of the Defense agency total TOA and working capital fund revenue) and hold 84 percent of the military manpower allocated to Defense agencies.
- o. Dynamic Commitment Beyond 2000 Wargame. 630  
Continues critical effort to develop and maintain logistics and mobility database necessary to conduct transportation feasibility estimates, and provide data for postgame analysis in support of Dynamic Commitment War-game. Funds contractual support to continue to update and maintain game database for transportation analysis.
- p. Joint Training Information Management System (JTIMS). 596  
JTIMS provides the automated support for the joint training community to fully implement the Joint Training System. JTIMS provides a Web-based suite of tools/applications providing interactive exchange of information between phases providing a user-friendly means to manage joint training/events process via a secure client/server system located on the joint digital library. Funding will integrate software package baseline to reflect additional capabilities required by the operational and training community.

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- q. Defense in-Depth Information Assurance (IA) Integration. 566  
Continues critical effort to integrate information assurance activities in support of JV 2020. Integrates information assurance programs and actions of CINCs, Services, and agencies in developing policies, techniques, procedures, and tools for Defense in-Depth components (e.g., people, operations, and technology). Initiative will ensure that DOD organizational efforts are focused, unified, integrated, and consistent with the Global Information Grid (GIG) architecture itself. The funding will be used for contractual support to translate policy and technical information assurance efforts and issues into concrete recommendations that will be used to implement the DOD Defense in-Depth strategy.
- r. Focused Logistics. 522  
Additional funding is essential for three purposes: (1) to continue contracting efforts supporting the Force Health Protection program, which is a unified strategy to protect Service members from health and environmental hazards associated with military service and is a Focused Logistic tenant (\$50K), (2) to fund the first iteration of the Focused Logistics Wargame (FLOW), which applies and assesses technologies, joint logistics doctrine, and desired operational capabilities required to meet JV2020 Focused Logistics challenges (\$87K), and (3) to initiate the first iteration of funding for J4 management oversight of Defense Reform Initiative Directive (DRID)#54 (Logistics Transformation) implementation. DRID #54, signed by the Deputy Secretary of Defense on 23 Mar 00, implements a strategy with which the Joint Staff J-4, OUSD (L), the Services, and appropriate Defense agencies begin optimizing processes and leveraging commercial solutions to increase the visibility, accuracy, and speed of logistics operations (\$385K).

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- s. Joint Warfare Systems (JWARS). 470  
JWARS, the next generation model intended for use by the Joint analytic community, was scheduled for initial release in March 2000. Due to unforeseen difficulties, the initial release has been delayed to March 2001. Once released, JWARS becomes the Joint Staff's responsibility to manage, maintain, and implement configuration management. Additional funding provides an integrated logistics support package, consisting of (1) development of training materials, (2) training the user community, (3) maintenance and upgrades of the training facility, (4) Beta testing of JWARS, (5) distribution, (6) Web-based help desk, (7) installation of the model at user sites, and (8) configuration management.
- t. Information Superiority Experimentation. 450  
This funding is required for contracted engineering and technical services associated with the coordination of the concepts and integrated activities related to the conduct of Information Superiority Experimentation (ISX). Funding would provide for contracted engineering and technical expertise to provide the overall unifying logic and direction for proposed ISXs, which would be executed by the Services and other DOD agencies. This funding is required to support the design, integration, and technical analysis efforts involved in experimentation oversight. These efforts include the coordination of modeling and simulation requirements, joint and Service battle laboratories, and related activities. This funding will also support the evaluation of experimentation results, which will indicate the follow-on actions required to accelerate the co-evolution of organization, doctrine, and technology.

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- u. Joint Strategy Review. 416  
The Joint Strategy Review (JSR) provides the primary means for the Chairman, in consultation with the CINCs, Services, and Defense agencies, to analyze strategic concepts and issues relevant to strategy formulation. Funding provides contractual support to complete the JSR study. The JSR process continuously gathers information through an examination of current, emerging, and future issues related to threats, strategic assumptions, opportunities, technologies, organizations, doctrinal concepts, force structures, and military missions. This project will support the following Joint Staff strategic goals: (1) provide effective and timely military advice, and (2) anticipate and adapt to constant change. USC Title 10 requires the Chairman to provide for the strategic direction of the Armed Forces and perform net assessments to determine the capabilities of the Armed Forces of the United States and its allies as compared with those of its potential adversaries. The CJCSI 3100.01A designates the JSR as the Chairman's primary vehicle to meet these Title 10 responsibilities.
- v. CINC Counterterrorism/Counterproliferation. 411  
The Department of Defense supports the United States Government Humanitarian Demining (HD) program in accordance with PDD 48 and 64 and the Interagency Humanitarian Demining Strategic Plan. The Joint Staff is the office of primary responsibility for HD operations and manages associated DOD HD program requirements. Additional funding is required to support Department of State and DOD-directed travel, supplies, and equipment in support of HD efforts.



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- w. Master Navigation Plan. 403  
Funds provide contracted engineering and technical services to develop, update, and publish the CJCSI 6130.01, "Master Navigation Plan." PDD establishes national policy and a strategic vision for the management and use of the US Global Positioning System. This PDD requires the DOD to maintain a Standard Positioning Service as defined in the Federal Radionavigation Plan (FRP). Further DOD Directive 4650.0 requires the Chairman to serve as the operational focal point for "positioning/navigation operational matters." The published CJCS Master Navigation Plan provides the DOD input into the FRP and fulfills DOD's responsibilities as directed by both Presidential and DOD directives.
- x. Joint Manpower System. 400  
Beginning FY 2002, the Joint Staff will field a new Web-based automated system that provides comprehensive visibility of all manpower assets outside of the Service departments. Implementation of this new system corrects findings identified by the DOD Inspector General, enables the Chairman to effectively exercise Title 10 responsibility to manage joint manpower and personnel billets, decreases the time required to backfill critical joint billets, and improves the joint manpower validation and approval process.
- y. C4 Operational Architecture Assessment. 394  
Funding is required for contracted engineering and technical services associated with conducting in-depth interoperability assessments of C4 system requirement documents and mission area architectures. These assessments are required to ensure C4 systems are interoperable with one another, compatible with the Global Information Grid (GIG) Command & Control Systems Architecture, and that they support the capabilities

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called for in the Joint Operational Architecture. Thus, by ensuring that interoperability is addressed early in the requirements analysis and design phases of C4 systems, the DOD will avoid the prohibitive costs of reengineering to correct interoperability issues discovered late in a program (during testing or after system fielding).

**z. C4 Security Management.**

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Increased funding will support ongoing Security Test and Evaluations of designated Joint Automated Information Systems (AIS) upgrades, determine associated security risks, track the status of all technical security fixes, and manage the associated security risks. In addition, these funds would permit the Joint Staff to evaluate CINC, Service, and major command site security accreditation documents in accordance with standards outlined in the DoD Information Technology Security Certification and Accreditation Process and develop global computer security policies and procedures for the Joint Staff-designated global AIS systems.

**aa. Roles and Mission.**

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Additional funding is needed to complete the Roles and Mission Report. Not less than once every 3 years or upon request of the President or the Secretary of Defense, the Chairman shall submit to the Secretary of Defense a report containing such recommendations for changes in the assignment of functions (roles and missions) to the Armed Forces as the Chairman considers necessary to achieve maximum effectiveness of the Armed Forces. In preparing each report, the Chairman shall consider (among other matters) the following: (1) changes in the nature of threats faced by the United States, (2) unnecessary duplication of

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effort among the Armed Forces, and (3) changes in technology that can be applied effectively to warfare. The Chairman shall include in each such report recommendations for such changes in policies, directives, regulations, and legislation as may be necessary to achieve the changes in assignment of functions recommended by the Chairman. J-5 is the CJCS designated office of primary responsibility to conduct the review of roles and missions of the Armed Forces required by USC title 10.

- bb. START II/III Augmentation. 275  
Additional funding is essential to stand up the START II Bilateral Implementation Commission and support START III negotiations.
- cc. Analysis Support. 260  
Analysis support encompasses CJCS Wargaming Operations, Methodology Development, and Joint Warfighting Capabilities Assessment Operations. This increase will be used to fund additional analytic activities associated with the results of the pending Quadrennial Defense Review.
- dd. Joint Training System (JTS). 241  
Joint training is requirements-based and mission-focused the right approach. The increase in funding revises, adds, and improves the JTS. The increased funding will also support and implement PDD 56 and PL 103-62 by providing the following: Support in developing and conducting the "Discovery Series" of simulations and war games designed to assist in determining the required features (interagency doctrine, interagency task list, interagency training system) of an interagency training system (ITS) patterned after the JTS; and support in leading an

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interagency working group with the mission of building an ITS-compatible with the JTS and an interagency task list patterned after the universal joint task list, with the interagency tasks being incorporated into version 5.0 of the universal joint task list. The increased funding provides for the development of a new universal joint task list based on JV 2020 Desired Operational Capabilities no later than FY 2003 and will assist JV 2020 with the implementation of distributed/distance learning/training technologies developed through the President's initiative on Advanced Distributed Learning. The JTS provides guidance and an automated, Web-based suite of tools (the Joint Training Information Management System) for requirements, planning, executing, and assessing training. The Joint Training Information Management System, when fully operational in FY 2001, will automate the following: requirements phase: CINC/CSA JTS requirements; Joint/Agency Mission-Essential Task List development--due annually from CINCs/CSA; Plans Phase: Joint/Agency Training Plan development -- due annually from CINCs/CSAs; Execution Phase: executing joint events/exercises, Joint Exercise Life cycle Management -- a cycle within a cycle (planning, preparation, execution, and postexercise and evaluation phases); Joint After Action Reports--due at conclusion of each operation or joint event/exercises; Joint After action Report database updated as a result of after action- report input; Assessment Phase: training proficiency assessment data management-- data used by CINCs/CSAs to update Requirements, training plans and mission-essential task lists; CINC/CSA Readiness Assessment-created new requirement and codified old requirements; assessment and remedial action program -- data used to improve warfighting capabilities. JTIMS improves readiness through quality training based on requirements. JTIMS will be the key bridge to integrate the JTS to JV 2020.

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- ee. Common Access Card. 200  
Funds the Joint Staff's share of the Defense Eligibility Enrollment System (DEERS)- expanded mission in FY2002, as directed by the Secretary of Defense. The DEERS is the Department's only modern, redesigned, cross-Service worldwide automation system that is fully operational. These funds implement the Common Access Card program and update the DEERS system to ensure security of the sensitive data used for the issuance of identification cards.
- ff. National Military Command Center. 197  
Increase in funding is essential to meet expanding requirements to improve joint deployment operations. These evolving new paradigms (e.g., JOPES 2000, deployment process initiatives, including the 72-hour TPFDD standard and immediate response procedures) require implementing documentation for policy, procedures, and reporting instructions. Contractor support enables the J-3 to provide this essential guidance to CINCs/Services/agencies to accomplish the planning and execution for real-world operations. This funding will ensure the integration of operational requirements with evolving technologies to assess and manage the future.

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gg. Other Program Increases.

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Includes minor adjustments to several Joint Staff programs. For example, this increase provides funds: (1) to conduct periodic reviews and inspections of records management at each of the combatant command headquarters and convert Joint Staff instructions, manuals, and notices into PDF format and made available to the joint community electronically on the internet and intranet, and (2) for contractual support for the Joint Staff Historian. Funds will be used to revise "JCS and War in Vietnam." This 1300-page document, recently declassified, will capture key historical events between 1960-1968, and (3) update the Joint Operation Planning and Execution System (JOPES) Volume II and JOPES, Volume II Secret Supplement, Planning Formats, and Guidance. This update is essential to ensure the CINCs, Services, and Joint Staff will have current guidance and correct formats for deliberate planning. Included in this increase is \$83K for the Planning and Decision-making Study. This study provides unique analytical, technical and historical support to the J-5 Conventional Arms Control Division in support of five major international agreements and associated documents. Treaty implementation and entry into force take years to accomplish and require a detailed historical knowledge base that military members are unable to achieve given the relatively short military assignment cycle. Long-term technical and historical expertise and continuity afforded by contractor study support personnel with such expertise are invaluable in advising and assisting the military staff to ensure CJCS and CINC equities are equally represented with such experts from other agencies. United States

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Government participation in Conventional Armed Forces in Europe, Dayton Accords, and Open Skies Treaty are Presidential directives. CJCS and CINC representation in these USG meetings are critical to ensure US military equities are adequately represented and protected.

Total Program Increases:

24,417

Program Decreases.

- a. Pentagon Reservation Maintenance and Revolving Fund. -10,981  
Decrease reflects adjustments (\$7,481) to balance Pentagon Reservation and Maintenance Revolving Fund customer accounts with changes in renovation schedule, swing-space leases, furnishings, above-standard requirements. This reduction also includes one-time FY 2001 costs that do not carry-forward to FY 2002 (Metro Entrance Facility (\$2M), and relocating the Washington Metro Area Transit Authority bus stops (\$1.5M)).
- b. FY 2002 Unanticipated TRANSCOM Bills. -5,100  
Decrease represents reductions to various Budget Activity 04 programs to finance Budget Activity 01 commercial airlift augmentation costs, unanticipated Military Sealift Command costs and contract dispute settlement costs associated with the Special Middle East Sealift agreement. The following Budget Activity 04 programs were reduced in order to fund these Budget Activity 01 unanticipated bills: ISLAND SUN (\$527K), Combating Terrorism Directorate (\$605K), Theater Engagement Plan Management Information System (\$920K), Focused Logistics (\$620K) and

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Global Combat Support System (\$107K); International Negotiator Support (\$500K), JV 2020 (\$400); Joint Training Systems (\$600K); Joint Analysis Operations (\$130K); JWARS (\$150K); and Joint Staff Information Network (\$541K).

c. Joint Multidimensional Education and Analysis System. -3,000  
Program was a one-time add by Congress in FY 2001.

d. Pentagon Reservation and Maintenance Offsets. -3,000

Decrease represents reductions to various BA 04 programs to finance the construction of the Pentagon Athletic Center (\$2.5M), fund Pentagon security enhancements (\$400K), and fund pay raises for Pentagon law enforcement officers (\$100K). The following programs were reduced: Information Superiority Experimentation (\$550K); Analysis Support (\$300K); Joint Staff Information Network (\$300K); National Military Command Center (\$50K); CINC Counterterrorism/Counter-proliferation (\$100K); COOP (\$100K); Military Assessment Capability Support (\$56K); Logistics Concept Development (\$50K); Computer Technology for Analysis Enhancements (\$98K); C4 Operational Architecture Assessment (\$40K); C4 Security Management (\$50K); Global C2 Systems Management (\$100K); JWID (\$180K); Information Assurance (\$30K); C4 Assessments (\$16K); Joint Staff Security Management (\$30K); Joint Staff Supplies (\$300K); Joint Staff printing (\$50K); Joint Staff contract studies (\$399K) and Joint Staff travel (\$201K).

Total Program Decreases: -22,081

**FY 2002 Budget Request: \$169,340**



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**V. Performance Criteria and Evaluation Summary.**

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

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

(1) In FY 2000, J-34 directorate personnel participated in 1997 and 1996 world-wide Joint Staff Integrated Vulnerability Assessments (JSIVAs), which assessed DOD installations in the area of physical security, intelligence and counterintelligence, operational readiness, structural intelligence, operational readiness, structural engineering, and infrastructure engineering. JSIVA teams provided combatant commanders, Service Chiefs, and installation commanders with an expert assessment of their

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vulnerability to terrorist attack, options to enhance their AT/FP programs, and feedback to the Chairman on his AT/FP initiatives.

(2) Implement lessons learned from the *Best Practices Study* to achieve the Chairman's vision of US forces being the premier organization in combating terrorism throughout the world. US forces may incorporate best practices derived from the study as they increase their proficiency in combating terrorism.

(3) Educate CINCs and Services on the AT/FP and Weapons of Mass Destruction (WMD) Planning Template Annex. This annex provides the installation commanders and DOD AT/FP planners a tool to assess threats and measure risk regarding incidents involving WMD utilizing an interactive CD-ROM. This tool complements the AT/FP Installation Planning Template that assists in the overall development of AT/FP plans.

(4) Conducted three Joint Staff AT/FP Level IV Executive Seminars, with CINC/Service/Defense agency general officer, flag officer, and other senior-level representatives in attendance. The seminar goal was to expose senior leadership to the increasing emphasis on antiterrorism in an effort to help institutionalize the commitment to develop a premier force protection capability.

(5) Conducted a WMD seminar educating Joint Staff leadership and prospective crisis action team officers.

(6) Planned for the FY 2001 Force Protection Equipment Demonstration (FPED). The FPED will showcase commercial-off-the-shelf (COTS) force protection equipment to commanders, senior decision-makers within the Department of Defense, the interagencies, and congressional members. The FPED purpose is to identify useful COTS items that can be readily obtained and put to use in a force protection role.

(7) Conducted a POM Review, in conjunction with OSD, resulting in \$282M of resources being redirected to AT/FP requirements.

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(8) Conducted JOPES documents review that defined planning and execution procedures for the Nation's deployment management system were staffed and published. Three published reference documents provided critical operational planning parameters. Two other documents were totally rewritten and are in the staffing process now with CINCs, Services, agencies, and the Joint Staff. One organizes the JOPES database and provides business rules; the other defines planning policies and procedures for JOPES. These documents enhanced joint capabilities of the US Armed Forces and improved force management procedures.

(9) Received CJCS approval of all regional CINC CONPLAN 0400s. Instituted the revision of CJCS CONPLANS 0400 (Counterproliferation (CP)) and 0300 to be completed in FY 2001. Rewrote the Charter of the Counterterrorism Joint Task Force. Produced a Consequence Management (CM) Planning Guide, a first-of-its-kind reference manual to be used by primary staff planners and tactical leaders tasked with planning and conducting CM operations. Participated in numerous CP/CM-related working groups, seminars, exercises, and workshops. Began production of a CJCSI, designed to list CM units by Component of Command, entitled "*Military Capabilities, Assets, and Units for Consequence Management Operations.*" CJCSI 3110.16 is a first-of-its-kind CJCSI that is designed to provide guidance and information to the NCA, Services, CINCs, and the Joint Staff for planning and conducting CM operations and for using CM assets. It is a valuable planning tool in the event of a CM event. Conducted two foreign WMD CM workshop/seminars in coordination with National Defense University. The workshop series is directed at CINC and interagency CM planners and presents realistic CM scenarios so that participants consider the risks and trade-offs associated with committing already-scarce DOD resources to foreign CM operations. Began production on a CJCSI for personnel recovery in the Department of Defense.

(10) All doctrine, CJCSIs, selected Service doctrine, and joint force briefings have been consolidated into a joint electronic library on CD-ROM. This single disc, which

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includes electronic-search capability, replaces over 200 publications at a fraction of the cost.

(11) The recently developed joint doctrine worldwide Web site is within the top five in all Department of Defense for popularity (over 100,000 accesses per week). It has become the preferred method for distributing doctrine, accessing the Joint Training System series of publications, in effect a "one-stop library," thus saving both time and money.

(12) The joint electronic information system is under development and will be a database of all doctrine that will be hyperlinked to all related material (e.g., universal joint task list, lessons learned, war plans, history). The system will include electronic staffing of doctrine as well as establish a "one-stop shop" for doctrine -- a reference library available 24 hours a day.

(13) A doctrine-networked education and training system is being developed. It will be an internet-based education system designed to teach doctrine to the entire military community -- formal schools, quick-reaction joint task forces, and Reserve Components. This initiative will save travel and classroom time, improve the knowledge level of the total force, and yield better-prepared joint forces.

(14) Examined the Nation's ability to mobilize the National Guard and Reserves and identified shortcomings in the mobilization planning processes.

(15) Developed and coordinated USG policy regarding antipersonnel land mines (APL) and mixed antitank munitions that resulted in the statement of US APL policy in PDD-64 ("Anti-Personnel Landmines: Expanding Upon and Strengthening US Policy". Preserved US military interests to retain the option to use these weapons to protect US forces while committing to seek suitable alternatives that would enable the US Government to sign the Ottawa Convention Treaty by 2006.

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(16) Assisted transition of USEUCOM/USCENTCOM responsibilities in their expanded areas of responsibility of Western Slavic/Caucasus and Central Asia.

(17) Organized and managed the information exchange mechanisms for the CFE Treaty implementation that guided USEUCOM and Services through the complex data exchange processes for the CFE Treaty and Global Exchange of Military Information. Developed and packaged detailed numerical analyses to support Joint Staff positions in the policy formulation process of CFE Treaty adaptation.

(18) Assisted in the formulation of a positive vision of the broader arms control regime (Article V) of the Dayton Accords.

(19) Assisted in the effort to develop militarily sound and significant confidence and security-building measures in the ongoing international effort to revise and update the Vienna Document 1994 -- the widest confidence and security building measures regime in Europe.

(20) Supported Anti-Ballistic Missile (ABM) Treaty-mandated meetings of the Standing Consultative Commission that lead to successfully negotiating with Belarus, Russia, Ukraine, and Kazakhstan, and implementation details for confidence building measures agreement from ABM/TMD demarcation agreements.

(21) Supported Intermediate Range Nuclear Forces (INF) Treaty-mandated meetings of the Special Verification Commission that successfully broke a 3-year delay on how to address INF inspection rights at Votkinsk, Russia.

(22) Developed multi-agency support team concept as operational link to PDD-56 ("USG Policy on Managing Complex Contingency Operations") politico-military planning process.

(23) Served as the Joint Staff representative on delegation to Rome negotiating creation of permanent UN International Criminal Court and successfully defended against treaty provisions that would have made US forces vulnerable to politically motivated prosecutions as war criminals.

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(24) Published Joint Planning Document, Joint Strategic Review, National Security Strategy Document, Contingency Planning Guidance, Joint Strategic Capabilities Plan, European Posture Review, Unified Command Plan, and Theater Engagement Planning Documents and associated annexes.

(25) Served as the Joint Staff lead for USG policy on space control and the use of lasers in space as a result of the midrange chemical infrared laser antisatellite test.

(26) Served as the Joint Staff representative to the Nuclear Weapons Council working-level groups and participated in the development of the Nuclear Weapons Stockpile Memorandum, Nuclear Stockpile Certification Report, Nuclear Weapons Stockpile Plan, Nuclear Weapons Deployment Plan, and the Nuclear Weapons Surety Report. Served as the Joint Staff lead to monitor Nuclear Stockpile Stewardship Program.

(27) Developed and implemented anthrax vaccine policy/plan.

(28) Represented the Joint Staff on NBC Defense Policy Counterproliferation Council, published Joint Pub 3-11 (Joint NBC Operations), and drafted CJCS 3110.07 (NBC Defense).

(29) Accomplished the Command and Control (C2) End-to-End (E2E) Assessment, which is a CINC, Service, and agency review of joint warfighting C4 programs, issues, and initiatives. It serves as a tool to conduct a joint warfighting C2 assessment. Its purpose is to identify and prioritize CINC critical C4 programs, issues, and initiatives to provide the JROC with knowledge to make effective acquisition and investment strategy decisions to achieve JV 2020. The C2 E2E assessment was accomplished in compliance with CJCSI 6111.01, "C4 Systems Planning, Assessments, and Evaluations." The C2 E2E supports the CJCS Title 10 responsibility to conduct the Chairman's Program Review during the PPBS Process.

(30) Performed the C4 Readiness Assessment (C4RA), which is an associated Joint Staff product of the C2 ETE assessment process. The C4RA presents and documents the results of the C2 end-to-end assessment supplemented by readiness analysis and reporting.

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It encapsulates the readiness of C4 systems in support of CINC C4 warfighting requirements. It addresses the ability of DoD C4 systems to support the execution of the National Military Strategy and provides the Joint Staff a summary of CINC C4 issues. The C4RA was accomplished in compliance with CJCSI 6111.01.

(31) Developed standardized information assurance (IA) metrics (CJCSI 6510.04) to support DOD's assessment of IA status for readiness reporting, determining resource requirements, and conducting risk assessments. Developed the Defense in-depth approach (brochure) to IA that integrates people, operations, and technology to achieve strong, effective, multilayer, multidimensional protection. This publication was the Joint Staff's first venture in a projected series intended to assist and guide those who defend DOD computer networks.

(32) Continued work in the Joint Deployment Process Improvement effort. The JDDPI action tracking database currently has 19 initiatives actively being worked, and over 30 initiatives have been implemented or closed. Per a July 1999 JROC tasking, updated CJCSI 3020.01 to establish a 72-hour objective time standard for validating TPFDD during crisis action planning.

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

(34) Supported the Focused Logistics Wargame (FLOW), the first joint logistics capability assessment ever attempted. It provides a mechanism for applying and assessing technological breakthroughs, joint logistics doctrine, and the desired operational

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capabilities required to implement the JV 2010 tenet of Focused Logistics. FLOW was played as a single-sided, seminar-style game where the given scenario was examined in a sequence of four moves. FLOW revealed deficiencies in four basic areas: engineering capabilities, trusted logistics information environment, on-demand communications for logistics, and contractor logistics support.

(35) Prepared and staffed a Capstone Requirements Document (CRD) for the Global Combat Support System (GCSS). The JROC approved the CRD in June 2000, and the J-4 was assigned CRD lead, officially giving them functional oversight responsibility for GCSS.

(36) Collaborated with Deputy Undersecretary of Defense for Logistics (USD(L) and USCENTCOM to initiate the Joint Logistics Warfighting Initiative (JLWI) to conduct joint and component demonstrations and experiments within the CENTCOM AOR. Intent is to use JLWI as a means to reduce customer wait time, decrease human intervention, and provide greater logistics visibility to the warfighter.

(37) Collaborated with DUSD (L) to prepare and release DRID # 54, Logistics Transformation. Defense Reform Initiatives Directive (DRID) #54, signed by the Deputy Secretary of Defense on 23 March 2000, implements a strategy with which the Joint Staff J-4, DUSD(L), the Services, and appropriate Defense agencies begin optimizing processes and leveraging commercial solutions to increase the visibility, speed, and efficiency of future logistics operations.

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

(39) Initiated a study of Joint Training System Interagency Education and Training. The objectives of this study are to conduct an analysis of current training programs and



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their relationship, current or potential, to the Universal Joint Task List, analyze the appropriated methodologies to integrate the agencies, and construct a way-ahead road map with metrics to achieve the recommended road map.

(40) Overhauled procedures and resources to improve the management and analytical rigor of Joint Staff studies. Designed, tested, and implemented new processes for the Joint Staff Resource Management Council to assess study requirements and allocate limited study resources. Designed and published guidebooks for Joint Staff action officers to assist them in knowledgeably building a study effort and in writing a well-structured statement of work. Designed and implemented a prototype management information system to help plan, resource, and track the status of Joint Staff studies.

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

(42) Conducted a comparative analysis of various aircraft fleet composition and staging options to meet transportation requirements of the combatant commanders. This analysis was instrumental in validating requirements and costing-out alternatives in response to a congressional inquiry.

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

(44) Evaluated selected state-of-the-art analytical technologies to determine their potential to improve the accuracy and responsiveness of joint warfighting capability

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assessments, joint resource allocation, and force structure analyses. Developed prototype visualization tools that can generate new insights and permit greater interactivity with decision-makers in the areas of joint air-to-ground combat identification and strike operations. Developed a large-scale resource allocation model that can assess the impact of information flows on operational outcomes and force structure costs.

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

(46) Provided technical support to the joint warfighting community to quantify the benefits, scope the resource requirements, and define operational concepts for implementing an open-source analytical capability to support combatant command and joint task force staffs during real-world operations.

(47) Assessed Joint Staff analytical capabilities and processes for supporting the Quadrennial Defense Review. Examined alternative analysis data structures, force structures, and technical capabilities required to support the senior decision-makers during the next QDR.

(48) Continued the development of the IOC version of the Joint Warfare System (JWARS). JWARS will be the next-generation, theater-level campaign analysis tool. Supporting JWARS activities included verification and validation (V&V) planning and execution; test and evaluation (T&E) planning; research into challenging representation problems (e.g., environment, communications, and WMD); and research into enhancing software performance. The Joint Data System JDS, (the central authoritative source of verified, validated, and certified (VV&C) data and information for use in the JAMIP suite of models and simulations), provided information on availability of data and actual data for JWARS development; continued to provide data for two major DOD studies ("Experiment

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in Modeling Focused Logistics" and "Mobility Requirements Study 2005"); and improved upon and released on a regular basis the detailed US force, unit, and equipment data in the conventional forces Database. The Joint Staff also managed and maintained the current suite of models (implemented three new versions of existing models; inducted four new tools into suite; and retired eight tools). In preparation for the assumption of responsibilities for JWARS field support and configuration management the Joint Staff, J-8 has implemented a help desk with a dedicated Web site, and published a help desk guide. In addition, the Joint Staff, J-8 has prepared and coordinated the Configuration Management Plan, Fielding Plan, Beta Test Plan, participated in use site surveys, and assisted user sites and the JWARS Office to meet hardware and supporting software requirements. J-8 has also prepared and coordinated Memorandums of Agreement among the JWARS development office, JDS, the Joint Staff, and each of the 12 beta test sites.

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

(50) Joint Vision 2020 supports both DOD corporate goals but more specifically, "prepares now for an uncertain future by pursuing a focused modernization effort that maintains US qualitative superiority in key warfighting capabilities; transforming the

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force by exploiting the Revolution in Military Affairs; and reengineering the Department to achieve a 21st century infrastructure." It provides force transformation strategy that will help ensure US military full-spectrum dominance in the 21<sup>st</sup> century. The vision is centered on the joint force of the future through the integration of Service core competencies. JV 2020 seeks to transform US joint military capabilities through the co-evolution of doctrine, organization, training, material, leadership and education, people, and facilities to achieve new levels of effectiveness in joint warfighting across the full range of military operations.

(51) The Joint Staff is building plans on a solid foundation, and significant progress has been made. Accomplishments and plans include: (a) published "Concept for Future Joint Operations" in May 1997 that expanded the concepts of JV 2010; (b) published Joint Vision 2020, which extends the conceptual template established by JV 2010; (c) The identification of 21st century challenges -- those future security issues -- will provide greater definition to the operational and enabling concepts and serve as compelling rationale for examining desired operational capabilities (DOCs). The DOCs are concept-based statements of capabilities required by the future joint force commander. (d) As the CJCS executive agent to operationalize the Joint Vision, the J-7 has worked with the CINCs, Services, OSD agencies, and Joint Staff directorates to develop the Joint Vision Implementation Master Plan (JIMP). It focuses and integrates efforts to assess JV 2020 concepts and desired operational capabilities. (e) Established the groundwork for building the Joint Vision Integration Cell (JVIC). The JVIC, an integrated electronic database, will become the focal point for tracking and fusion of Service specific, joint (USJFCOM), and multinational experimentation efforts.

(52) To fulfill guidance from the Secretary of Defense and the CJCS, US Joint Forces Command (USJFCOM) develops annual Joint Experimentation Campaign Plans that set the path for innovative concept development, experimentation, and assessment. The assessment of innovative concepts and leap a-head technologies can generate significant improvements to joint doctrine, organizations, training, materiel, leadership and education, personnel, and

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facilities. The Joint Experimentation Program is designed to sustain and widen the qualitative superiority of US forces over potential 21<sup>st</sup> century rivals and to prevent any adversary from surprising and exploiting advanced technologies faster than the United States. Additionally, the Joint Staff will make future revisions to the Joint Vision document when necessary.

(53) Initiated pilot programs to support the Joint Staff Knowledge Advantage (JSKA) programs efforts to ensure near-real-time knowledge sharing across the entire Joint Staff.

(54) Supported the Presidential delegation at the US-Russia Summit.

(55) Supported OSD, CJCS, VCJCS, and ACJCS visits to the Newly Independent States (NIS) resulting in many new initiatives directed at assisting former Soviet Union (FSU) countries transition to democracies and apolitical militaries.

(56) Developed and packaged detailed numerical analyses to support Joint Staff positions in the policy formulation process of CFE Treaty Adaptation.

(57) Developed and coordinated US policy regarding Anti-Personnel Landmines (APL) and mixed antitank munitions that resulted in the statement of US APL policy in PDD-64 (Anti-Personnel Landmines: Expanding Upon and Strengthening U.S. Policy (U)). Preserved US military interests to retain the option to use these weapons to protect US forces while committing to seek suitable alternatives that would enable the US Government to sign the Ottawa Convention by 2006.

(58) Supported Anti-Ballistic Missile (ABM) Treaty-mandated meetings of the Standing Consultative Commission that lead to successfully negotiating with Belarus, Russia, Ukraine, and Kazakhstan, implementation details for Confidence Building Measures Agreement (CBMA) from ABM/TMD Demarcation Agreements.

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(59) Supported Intermediate Range Nuclear Forces (INF) Treaty-mandated meetings of the Special Verification Commission that successfully broke 3-year logjam on how to address INF inspection rights at Votkinsk, Russia.

(60) Supported START Treaty-mandated meetings of the Joint Compliance and Inspection Commission that permitted full explanation of SECSTATE proposal to resolve both US and Russian START implementation and compliance concerns.

(61) Coordinated Joint Staff policy regarding the Missile Technology Control Regime that protected US military interest in reducing the proliferation of weapons of mass destruction by controlling transfers of missile-related technology that could contribute to their delivery systems.

(62) As a member of the DOS delegation, engaged in protracted bilateral discussion on missile nonproliferation with the UK and Brazil. Talks with Brazil resulted in successful completion of a significant bilateral technical agreement involving Brazil's space launch vehicle program.

(63) Served as senior Joint Staff representative to US-Russia Defense Cooperative Group meetings, supporting OSD and directly representing the Chairman on issues such as cooperation in KFOR and SFOR, Peacekeeping, NMD, and Combating Terrorism.

(64) Supported the development of United States government positions for future peacekeeping missions in Burundi, Democratic Republic of the Congo, and Ethiopia/Eritrea.

(65) Supported the SecDeF Defense Ministerial meeting with France and US/French Nuclear Bilateral Talks.

(66) Served as the Joint Staff representative on the Theater Nuclear Study working group that reviewed nuclear policies, forces, and planning processes.

(67) Conducted two multilateral working groups with African nations on political-military discussions of HIV/AIDS and peacekeeping engagement activities in the region.

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(68) Represented the Joint Staff at negotiations in Zambia with the UN, OAU, concerned States, and numerous rebel groups in the development of an acceptable command structure for the UN peacekeeping mission in the Congo.

(69) Participated as required, in meetings of foreign military committees, such as the Joint Staff-Jordan Joint Military Commission, the US-Egyptian Military Coordination Commission and other similar organizations and US.

(70) Declassification of Records. The Joint Staff has budgeted the following amounts to declassify records pursuant to Executive Order Number 12958: (\$ in thousands).

<u>FY00</u>	<u>FY01</u>	<u>FY02</u>
0	\$340	\$340

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V. Personnel Summary

	Actuals			Change
	<u>FY 2000</u>	<u>FY 2001</u>	<u>FY 2002</u>	<u>FY 01/FY 02</u>
Active Military End Strength				
Officer	793	801	800	-1
Enlisted	284	273	259	-14
TOTAL	1077	1074	1059	-15
Civilian End Strength				
US Direct Hire	178	193	187	-6
TOTAL				
Active Military Average Strength				
Officer	809	806	805	-1
Enlisted	284	278	266	-12
TOTAL	1093	1084	1071	-13
Civilian FTEs				
USDH	185	186	190	-4
TOTAL	185	186	190	-4



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- a. Funding for 19 civilians added, beginning in FY 2002 and extending in each year of the FYDP, to backfill military billets transferred to USSPACECOM. This requirement was generated from USSPACECOM's expanded mission of Computer Network Defense/Attack. The 19 military billets were transferred from the CINCs to USSPACECOM and the civilian billets added to The Joint Staff were apportioned back to the affected CINCs. Fifteen of the 19 billets were transferred to the CINCS. The remaining 4 civilians do not represent organic growth to the Joint Staff but do, however, temporarily ramp FTE numbers in FY 2002 and out.
- b. The military personnel reductions are in accordance with the DepSecDef decisions in the Defense Reform Initiative (DRI). The overall decline in military billets is part of a 5-year phase-out plan, started in FY 1999, to reduce Joint Staff manpower by a total of 87 billets.

**V. Outyear Impact Summary:    N/A**

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	FY 2000	Price	Program	FY 2001	Price	Program	FY 2002	
	Program	Amount	Growth	Program	Amount	Growth	Program	
CIVILIAN PERSONNEL COMP								
101	Ex., Gen & Spec Sched	16,213	600	(361)	16,452	592	(213)	16,831
103	Wage Board	36	1	0	37	1	(1)	37
199	Total Civ Pers Comp.	16,249	601	(361)	16,489	593	(214)	16,868
TRAVEL								
308	Travel of Persons	5,352	86	(211)	5,227	89	(212)	5,104
399	Total Travel	5,352	86	(211)	5,227	89	(212)	5,104
INDUSTRIAL FUND PURCHASES								
672	Pentagon Reservation							
	Maintenance Revolving Fund	9,910	149	26,715	36,774	3,346	(13,481)	26,639
699	Total Industrial Fund Purchases	9,910	149	26,715	36,774	3,346	(13,481)	26,639
TRANSPORTATION								
771	Commercial Transportation	64	1	(1)	64	1	(1)	64
799	Total Transportation	64	1	(1)	64	1	(1)	64
OTHER PURCHASES								
912	Rental Payments to GSA	371	7	0	378	8	0	386
913	Purchased Utilities (non-WCF)	1,290	21	2	1,313	22	294	1,629
914	Purchased Commun. (non-WCF)	1,799	29	7	1,835	31	980	2,846
915	Rents (non-GSA)	549	9	(1)	557	9	1	567
917	Postal Services (U.S.P.S.)	97	2	(2)	97	2	(2)	97
920	Supplies & Materials (non-WCF)	5,520	88	342	5,950	101	(116)	5,935
921	Printing and Reproduction	330	5	217	552	9	(107)	454
922	Equipment Maint by Contract	9,884	158	2,746	12,788	217	3,471	16,476
923	Fac Maint by Contract	931	15	(2)	944	16	292	1,252
925	Equipment Purchases (non-WCF)	8,469	136	(3,016)	5,589	95	(2,258)	3,426
932	Mgt & Professional Spt Svs	10,663	171	2,050	12,884	219	3,258	16,361
933	Studies, Analysis & Evaluations	14,898	238	96	15,232	259	6,239	21,730
934	Cntrct Eng & Tech Svs	14,572	233	(7,014)	7,791	132	1,265	9,188
987	Other Intra Gov't Purch	27,651	442	2,013	30,106	512	346	30,964
989	Other Contracts	4,651	74	(166)	4,559	78	4,717	9,354
999	Total Other Purchases	101,675	1,628	(2,728)	100,575	1,710	18,380	120,665
9999	TOTAL	133,250	2,465	23,414	159,129	5,739	4,472	169,340

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**Facilities Sustainment, Restoration and Modernization**

Activity Group: Facilities Sustainment and Restoration and Modernization

I. Narrative Description:

Facilities Sustainment and Restoration and Modernization funds the maintenance/upkeep of existing Joint Staff spaces and acquisition of new facilities. This program is a major component in the Pentagon Reservation Maintenance & Revolving Fund. This funding level reflects the Joint Staff's decision of how best to meet increased operational mission requirements while sustaining austere level of facility maintenance and repair. The Joint Staff funds RPM in Budget Activity 04, Management Headquarters, Program Element 090228J.

II. Description of Operations Financed:

Facilities Sustainment and Restoration and Modernization functions include maintenance and repair projects and minor construction accomplished by the Pentagon's in-house and contracted workforces. Our objectives are to sustain mission capability, quality of life, and workforce productivity.

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

FY 00    FY 01    FY 02

A. Activity Breakout

1. Sustainment	360	365	370
2. Restoration and Modernization Projects	<u>380</u>	<u>387</u>	<u>489</u>
Total	740	752	859

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III. <u>Financial Summary (con't):</u>	FY 00	Price	Program	FY 01	Price	Program	FY 02
	<u>Prgm</u>	<u>Amt</u>	<u>Growth</u>	<u>Prgm</u>	<u>Amt</u>	<u>Growth</u>	<u>Prgm</u>
B. <u>OP-32 Line Items</u>							
923 Fac Maint by Contract	740	12	0	752	13	94	859

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III. Financial Summary (con't):

C. Reconciliation of Increases and Decreases (\$000)

FY 2001 President's Budget Request	752
FY 2001 Baseline Funding (subtotal)	752
Revised FY 2001 Estimate	752
Price Change in FY 2002	13
Program Increase in FY 2002	94
a. <u>Area Improvement Program (AIP)</u> .....	94
FY 2002 increase due to cyclic requirements of AIP to paint and replace carpet. AIP is on a five-year cycle. FY 2002 will reduce backlog.	
FY 2002 Budget Request	859

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IV. <u>Administration and Support</u>	<u>FY 00</u>	<u>FY 01</u>	<u>FY 02</u>
A. Number of A&E Contracts	0	0	0
B. Planning and Design Funds	0	0	0
C. Military E/S	5	5	5
D. Civilian E/S	0	0	0
E. Total Personnel E/S	5	5	5
F. Number of Installations	1	1	1

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<u>V. Personnel Summary:</u>	<u>FY 2000</u>	<u>FY 2001</u>	<u>FY 2002</u>	<u>Change</u> <u>FY 01/FY 02</u>
Active Military End Strength				
Officer	1	1	1	0
Enlisted	4	4	4	0
TOTAL	5	5	5	0
Civilian End Strength	0	0	0	0