

OFFICE OF THE SECRETARY OF DEFENSE (OSD)
FY 2010 Overseas Contingency Operations: Operation Enduring Freedom/Operation Iraqi Freedom
Operation and Maintenance, Defense-Wide
Budget Activity 4 Administrative and Service Wide Activities

- I. **Description of Operations Financed:** The Department of Defense (DoD) funds contracts for individuals who provide expertise, knowledge, and experience in understanding the cultural differences, geography, economics, and demographics of Iraq, Afghanistan, and other areas where terrorism is spreading. This funding pays for information and data concerning the politics and foreign policy of these countries as well as the ability to deny the spread of terrorism. Finally, funding buys the capability to educate and teach people about democracy and dissuade them from terrorism.

This education and the support of knowledgeable people provides a strategic capability to counter terrorism, conduct counterinsurgency operations, prevent the spread of counter cultures, and plan for further contingency operations in the Middle East and Africa.. This request unites and strengthens similar efforts for Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF). Each effort links to the broader goal of defeating terrorism by capturing different aspects and applying them to military operations that minimize the impact on insurgency actions; helps prevent the spread of counter cultures, and plans for further contingency operations in the Middle East and Africa where containment of terrorists is critical. In total, this request captures different aspects of terrorists and applies these aspects to military operations, which includes.

- **Department of Defense Rewards Program:** Pays rewards to persons who provide U.S. Government personnel with information or non-lethal assistance that is beneficial to armed forces operations or activities conducted outside the United States against international terrorism or protection of U.S. military armed forces.
- **Irregular Warfare Security Initiative:** Supports and develops initiatives that include broad linguistic capability and cultural understanding in ungoverned areas, develops international policy in lawless regions through bilateral and trilateral negotiations as they pertain to military operations and identifies alternatives to Combatant Commands that prevent the expansion of terrorist cells into ungoverned areas.
- **Temporary Billet Support (War Funding):** Provides 12 temporary personnel to support operations in Middle East and Detainee Affairs. These individuals have expertise in terrorism, counterterrorism, and reconstruction efforts. Individuals support the Secretary and Deputy Secretary in addition to the Under Secretary of Defense (Policy).

- **Temporary Billet Support (Detainee Affairs)**: Provides 7 temporary personnel to support operations in Guantanamo Bay. These individuals have expertise in terrorism, counterterrorism, and reconstruction efforts. Individuals support the Secretary and Deputy Secretary in addition to the Under Secretary of Defense (Policy).
- **Defense Reconstruction Support Office**: Provides 23 temporary personnel in support of operations in Iraq. Provides contractors to build and submit a twice a year report on reconstruction efforts in Iraq. Funds a series of experts from the Naval Post Graduate School who instruct Iraqis on reconstruction efforts.
- **Defense Critical Infrastructure Protection (DCIP)**: Supports DoD operations in Iraq and Afghanistan as well as the broader war on terror by ensuring critical infrastructure assets in the US and globally are available to accomplish related missions. Funding supports CENTCOM operations by identifying and assessing that critical infrastructure is available. Funding ensures that intelligence; surveillance, reconnaissance, logistics; and command and control capabilities are not disrupted and continue to support mission accomplishment.
- **Biometrics Automated Toolset (BAT)**: The BAT is a standalone badging system used to allow physical access to U.S. facilities in Afghanistan (Operation Enduring Freedom). However, the BAT badges are only operational at the location in which the BAT system is employed. Funding is required to enable the BAT systems to become interoperable with other physical access systems with the OEF Theater and to retrofit the BAT badges with 2 dimensional bar codes, which will allow for an interface with the Synchronized Predeployment and Operational Tracker (SPOT) system.
- **Synchronization Predeployment and Operational Tracker (SPOT)**: The SPOT system has been designated by DOD as the system of record for accountability and visibility of contractors operating in a contingency operation. The SPOT has been designated as the common database for all U.S. Government Agency contractor and contractor personnel in Iraq and Afghanistan as mandated by Congress.
- **OCS Planners**: The OSD has funded 2 Joint Operational Contract Support (OCS) Planners at each of the Combatant Commands. The planners are the subject matter experts on OCS and provide the COCOMs with planning guidance for contractor personnel within their area of responsibility. In addition to the planning function, these planners are responsible for analyzing data from OIF and OEF. The analysis has resulted in significant improvements in the program management of contractors in the Iraq and Afghanistan Theaters of Operation.
- **Military Intelligence Program (MIP)**: Classified program – Details are provided in a separate submission.

II. Financial Summary (\$ in Thousands)

CBS No.	CBS Title	FY 2008 Cost of War	FY 2009 Bridge	FY 2009 Remaining	FY 2009 Total	FY 2010 Total
1.0	Personnel	4,897	1,052	4,533	5,585	8,647
2.0	Personnel Support	0	0	0	0	5,500
3.0	Operating Support	78,658	28,948	91,939	120,887	64,900
4.0	Transportation	0	0	0	0	0
	SAG Totals	83,555	30,000	96,472	126,472	79,047

A. DoD Rewards Program

3.6 Command, Control, Communication, Computer, and Intelligence (C4I)	6,100	3,347	7,653	11,000	16,000
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Narrative Justification: The Rewards Program is used to collect information or non-lethal assistance that results in the capture of a person, weapon or documents on a wanted list. Rewards go to foreign national citizens who provide qualifying information. The program reduces the capabilities and threats associated with insurgent activities. All informants' identities are strictly confidential. There is no established reward amount, as each nomination packet is considered separately based upon its overall strategic value and impact.

The requested increase results from the program's success and expansion throughout Iraq, Afghanistan and other global terrorist areas. The Fiscal Year (FY) 2008 National Defense Authorization Act (NDAA) increased the value level of rewards for DoD. The Secretary of Defense can now authorize up to \$5,000,000 and Combatant Commanders (COCOM) can authorize up to \$1,000,000. The FY 2008 NDAA also allows for a redelegation of authority for rewards greater than \$10,000 level up to \$1,000,000 to commanders reporting directly to the COCOM upon approval of the Secretary of Defense. As the program matures, field commanders continue to decentralize and increase the number of authorized paying agents for the program below the \$10,000 level. With increased decentralization of approval and an increased number of paying agents, commanders are taking advantage of this quick respons" capability, increasing the number of payouts, and thereby increasing the capability of informants.

Individual payouts increased 29 percent in FY 2008. The FY 2008 NDAA also expanded authorized reward payments to allied forces participating in combined operations which have the potential to expand the program. Supplemental funding is required to sustain the current operations in Iraq and Afghanistan, and implement the global expansion of the Rewards Program to other COCOMs. The funding increase will also address new authorities on the ground.

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Impact if not funded: The COCOMs' ability to track down terrorists and globally will decrease, potentially allowing terrorists to set up in other ungoverned non-state areas. Lack of funding will increase the potential for more U.S. casualties in the CENTCOM Area of Responsibility (AOR) since this program has contributed to the capture of enemy weapon caches, ammunition, and those subsystems of Improvised Explosive Device (IED) and Vehicular Improvised Explosive Device (VIED).

B. Irregular Warfare Security Initiative

3.6	Command, Control, Communication, Computer, and Intelligence (C4I)	1,407	1,155	0	1,155	1,100
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Narrative Justification: The central tenet of Irregular Warfare is an understanding of the role of relevant populations in warfare. The COCOMs translate strategic concepts into viable plans within theaters of war. Operationalizing counterinsurgency captures current thinking on how we are to analyze insurgencies during the 21st century, guides joint force commanders in overall campaign design, effects-based operations, and logical lines of operations, and updates irregular warfare and counterinsurgency principles within the context of the current enemy. The success of our national strategy and operational plans are dependent on a military and civilian workforce that possesses the proper level of language and cultural knowledge to effectively understand the human terrain.

This funding continues execution of developed projects that include management of ungoverned areas in the aftermath of force reductions, monitoring the growth of terrorism efforts in neighboring countries, and recognizing those instigators that promote expansion of political organizations with the undermining of military control. Irregular warfare focuses on small, stealthy, hit and run engagements, much like guerilla tactics, yet different because guerilla warfare generally has the backing of a larger organization. Irregular warfare combatants do not necessarily join or belong to a greater political organization or even a nation state with defined borders. Stability operations include countering irregular troops or forces employment among the populace through counterterrorism tactics and assistance to a nation's friendly armed forces. Specific offensive and defensive operations must be used to counter adversaries using irregular warfare tactics. In addition, this funding will temporarily fill full-time-equivalent civilian personnel, consultants on an as needed basis, and direct support to COCOMs to determine destabilization and the growth of irregular tactics in their AOR. Funding will develop and accelerate operationally relevant tasks, conditions and standards for joint training and education in understanding foreign cultures in countries and regions of strategic importance to current operations. Funding decreases

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due to completion of some projects and the transfer of other projects into the baseline. Specifically, the requested funding will be used to develop more in-depth analysis using current events as drivers to:

- Assign additional military and civilian personnel to long-term, non-intelligence positions in priority countries;
- Understand the legal issues and potential benefits of the recruitment of children of expatriates to include screening metrics for potential useful service recruits; and
- Understand the screening mechanisms for the recruitment of foreign nationals.

Impact if not funded: Costs to manage irregular warfare will continue to rise, leading to inadequate capability to understand and defeat terrorism. Methods, strategies, processes, and plans to prevent the use of Irregular Terrorism will continue to erode U.S. influence worldwide.

C. Temporary Billets (War Funding)

1.0 Personnel	1,509	1,052	1,138	2,190	2,265
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Narrative Justification: Provides 12 civilian temporary full-time-equivalent (FTE) personnel to support operations in the Middle East to include strategic planning and coordination of international issues within this region. All employees monitor and identify problem areas as the drawdown of US forces in Iraq continues and the build of forces in Afghanistan begin. These individuals are senior advisors to leadership in the Defense Department, White House, and State Department and provide unique expertise at least in the areas of terrorism and fundamentalists

Impact if not funded: The Department will lose the ability to react quickly to crisis events in the Middle East. Information for decision makers, including members of Congress, will be unavailable, thereby reducing the ability to negotiate solutions, understand trends, and provide quick analysis of specific situations. The Department and Congress will receive limited information concerning certain critical areas at a time when the war is changing between operations.

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<u>D. Temporary Billets (Detainee Affairs)</u>						
1.0	Personnel	1,024	0	1,295	1,295	1,282

Narrative Justification: Funding provides 7 civilian temporary full-time-equivalent (FTE) personnel to support operations in Guantanamo Bay prison and prisons in the Middle East. Individuals provide policy, strategic planning, and coordination of international issues to monitor the progress of prisoners of war. These individuals are senior advisors to leadership in the Defense Department, White House, and State Department. They provide unique expertise in Islamic culture and languages, particularly in the areas of terrorism and fundamentalists

Impact if not funded: The Department will lose the ability to quickly react to crisis events for prisoners of war and monitor human rights with someone from Detainee Affairs.

<u>E. Defense Reconstruction Support Office (DRSO)</u>						
1.0	Personnel	2,364	0	2,100	2,100	2,100
3.6	Command, Control, Communication, Computer, and Intelligence (C4I)	4,836	837	1,163	2,000	2,000

Narrative Justification: Funding provides 23 civilian temporary full-time equivalent (FTE), travel, subject matter experts, and contractor support for a 90 day report as required by Congress on Iraq and Afghanistan. Funding will provide DoD and DOS support in the reconstruction, operational, and transition programs in Iraq and Afghanistan through interagency forums and direct liaison. Increase is due to a change of operations from Iraq to Afghanistan that requires an increase in experts.

Impact if not funded: Inability to support the Secretary of Defense in Iraq or provide the mandatory 90 Day Report to Congress as required by PL 109-148. The DoD communication link with Iraq-Afghanistan will be decentralized, reducing the time-sensitive benefits and reliability of information available to both DoD and the DOS. Loss of DoD flexibility and expertise in Iran and Afghanistan reconstruction and operational matters, and liaison with the Special Inspector General for Iraq Reconstruction (SIGIR).

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<u>F. Defense Critical Infrastructure Program (DCIP)</u>						
3.6	Command, Control, Communication, Computer, and Intelligence (C4I)	15,014	847	3,853	4,700	4,300

Narrative Justification: The success of DoD missions depends on a global Defense Critical Infrastructure -- DoD and non-DoD networked assets essential to project, support, and sustain military forces and operations worldwide. This infrastructure is owned and operated by DoD, other Government organizations, and private industry. Further, this infrastructure has vulnerabilities that, if exploited will affect the ability of DoD to perform its missions.

The DCIP identifies what Defense infrastructure assets are critical to DoD missions, plus their vulnerabilities and threats. Armed with this risk assessment information, decision makers provide an appropriate risk response, providing remediation, mitigation, or reconstitution of Defense critical infrastructure assets. Funding will be issued to the COCOMs and Military Services to conduct mission analysis and identify critical assets required to execute the President's new course to stabilize Iraq. Funding will be used to coordinate and conduct vulnerability assessments on the identified critical assets and develop remediation plans to ensure continued availability of critical infrastructure. Funding will also be used to conduct an analysis on the Defense Industrial Base (DIB) to identify those critical Defense contractors providing goods and services directly supporting operations in Iraq and Afghanistan. Finally, funding will provide the near real time analytical reachback capability used to identify and analyze critical infrastructure asset dependencies in a dynamic environment.

Impact if not funded: Vulnerabilities to mission critical assets will be unknown; COCOMs and Services will not have the ability to develop contingency plans to mitigate the risk due to the loss or degradation of critical assets.

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NO FUNDING IS REQUESTED FOR THE FOLLOWING PROGRAMS:

3.6 Command, Control, Communication, Computer, and Intelligence (C4I)

G. Subactivity Group – Stability Operations	3,285	0	0	0	0
H. Subactivity Group – Adaptive Planning	5,949	0	0	0	0
I. Subactivity Group – Africa Initiative	3,879	0	0	0	0

Narrative Justification:

G. Program transferred to baseline starting in FY2009. Currently funded in National Defense University.

H. Program transferred to Office Secretary of Defense baseline starting in FY 2009.

I. Initiative supported the standup of US Africa Command and has completed.

J. Subactivity Group –Biometrics Automated Toolset (BAT)

2.0 Personnel Support	0	0	0	0	2,000
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Narrative Justification: The Biometrics Automated Toolset (BAT) is a standalone badging system currently used to allow physical access to U.S. facilities in Afghanistan (Operation Enduring Freedom). Currently, the BAT badges are only operational at the badging location, which requires each individual who needs access to a number of U.S. facilities to obtain a badge for each facility. In addition, BAT does not allow for centralized accountability and visibility of the personnel using BAT badges. This funding will provide a bridge between each disparate BAT system and the SPOT system allowing SPOT to access data from the BAT cards and use that data for accountability and visibility of each individual issued a badge.

Impact if not funded: If not funded, BAT badges will continue to be issued on a standalone basis. We require these badges to interface with SPOT in order to achieve accountability and visibility of contractors in Afghanistan as mandated by Congress. In addition, if this effort is not funded, the excessive costs of an inefficient badging system will continue.

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K. <u>Subactivity Group – Operational Contract Support (OCS) Planners</u>						
1.0	Personnel	0	0	0	0	3,000

Narrative Justification: OSD has funded 2 Joint Operational Contract Support Planners at each of the Combatant Commands. The planners are the subject matter experts on OCS and provide the COCOMs with planning guidance on contractor personnel within their area of responsibility. In addition to the planning function, these planners are responsible for analyzing data from OIF and OEF to produce process improvements which have resulted in more transparency into the contingency contracting process in the Iraq and Afghanistan Theaters of Operation.

Impact if not funded: This capability will not be available to the Combatant Commanders, resulting in a capability gap for contractor support planning and analysis. The result will be an inability to properly plan for contractor support in contingency operations, leading to inefficiencies due to poor management and oversight. This effort is being monitored and evaluated by the Government Accountability Office (GAO) and the Wartime Contracting Commission.

L. <u>Subactivity Group – Synchronization Predeployment and Operational Tracker (SPOT).</u>						
2.0	Personnel Support	0	0	0	0	3,500

Narrative Justification: The Synchronization Predeployment and Operational Tracker (SPOT) system has been designated by DoD as the system of record for accountability and visibility of contractors operating in a contingency operation. The SPOT has been designated as the common database for all U.S. Government Agency contractor and contractor personnel in Iraq and Afghanistan as dictated by Congress. In addition to accountability and visibility of contractor and contractor personnel, sections 861 and 862 of the National Defense Authorization Act, FY 2008, levied additional requirements on the system for which additional funding is required.

Impact if not funded: Implementation of the additional SPOT functionality will be delayed. Efficiencies in contract costs enabled by this functionality will also be delayed.

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<u>M. Subactivity Group – Civilian Expeditionary Workforce and Contracts</u>						
3.7.2	Contract Services	0	0	0	0	5,000

Narrative Justification: Funding provides for civilian temporary full-time equivalent (FTE), travel, and contractor support to assist in the training, pre-deployment, deployment, and post-deployment needs of the Civilian Expeditionary Workforce (CEW). The CEW augments support in theater with subject matter experts in areas such as field logistics, financial management, reconstruction, engineering, communication, Information Tech, maintenance, and human resource.

Impact if not funded: The Department will be limited in its ability to maximize use of the civilian workforce in theater where appropriate.

N. Subactivity Group – Military Intelligence Program - ISR Task Force Operations

3.0	Operating Support	0	0	5,700	5,700	36,500
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Narrative Justification: Funds are required for the operating cost of the Intelligence, Surveillance and Reconnaissance Task Force (ISR TF) including travel costs for Government personnel, contractor labor, IT equipment and services, facilities costs and supplies. The ISR TF contract personnel provide expertise, knowledge and experience to assist in the ISR requirements analysis, capabilities assessments, acquisition oversight, expedited capability fielding, and financial tracking.

Impact if not funded: The Department will lose the centralized capability to assess urgent ISR needs quickly, develop capability solutions, provide dedicated oversight, and expedite fielding of urgent ISR capabilities. Reduction in the ability to understand trends, analyze ISR capability gaps and address emerging warfighter requirements. The Department and Congress will receive limited information concerning urgent needs, capability development, fielding and critical ISR capabilities at a time when the war is changing.

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NO FUNDING IS REQUESTED IN THE FY 2010 OCO REQUEST FOR THE FOLLOWING PROGRAMS:

O.	Subactivity Group - Mission Rehearsal Exercise -2 (MRX)	0	968	3,408	4,376	0
P.	Able Warrior	0	161	698	859	0
Q.	Ellipse	0	323	1,211	1,534	0
R.	Unified Endeavor	0	20	158	178	0
S.	Wounded, Ill and Injured now TPCC	0	13,226	46,577	59,803	0
T.	Yellow Ribbon Deployment Support and Reintegration	0	4,032	15,768	19,800	0
U.	Military Intelligence Program (Other than ISR Task Force)	21,088	4,032	5,750	9,782	0
V.	AT&L – Congressional Adds	17,100	0	0	0	0

Narrative Justification:

O. Mission Rehearsal Exercise -2 (MRX): Funding will allow the Joint Warfighting Center (JWFC) to conduct Chairman Joint Chief of Staff (CJCS)-directed joint collective and individual training for forces deploying to prosecute the Global War on Terror. This training will allow deploying personnel to assume their joint duties, avoiding mistakes that could endanger the lives of the joint forces military and local civilians. The training also decreases the probability of incidents that can destabilize the Interim Governments and delay the peace the United States wants to establish in the region. The designated JTF HQs will be able to deploy into theaters of operation ready to form the Joint and Coalition Teams to meet the command and control challenges and successfully execute the mission.

P. Funds are required for travel costs for Government personnel, contractor labor, and senior mentor costs in support of Able Warrior 09-01. The SOCJFCOM Joint Training Support Team (JTST) contract support personnel provide expertise, knowledge, and experience to assist in understanding the cultural planning and operations of SOF in the defeat of the spread of terrorism worldwide. This funding supports the training of USSOCOM Headquarters personnel as the supported commander and all GCC headquarters in the execution of current contingency plans. The product of this dedicated training support is a strategic capability to execute the CJCS EXORDER to USSOCOM to conduct operations, and to prevent the spread of terrorism and enable GCCs to plan for further contingency operations worldwide. This

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unites and strengthens similar efforts in support of the GWOT and OEF by capturing the best practices and procedures from all COCOMs and applying them in current Mission Rehearsal Exercises (MRX) as well as supporting JCS CONPLANS. This effort will significantly increase the COCOMs' ability to track down terrorists and to conduct counter-terrorist operations not only in the CENTCOM Area of Responsibility (AOR) but also world-wide.

Q: This funding is required for SOCJFCOM to conduct directed training in counter-terrorism to all COCOMs. SOCJFCOM provides expertise, knowledge, and experience in understanding the cultural planning and operations of SOF in the execution of the JCS Counter-Terrorism contingency plan world wide. This funding covers the training of USSOCOM component commands and all GCC headquarters as operational commander in the execution of current contingency plans. The product of this dedicated training support is a strategic capability to execute the only counter terrorism exercise conducted annually by each COCOM, enabling GCCs to plan and prepare for further counter-terrorism contingency operations worldwide. The effort unites and strengthens similar efforts in support of the GWOT and OEF by capturing the best practices and procedures from all COCOMs, applying them in current rehearsal exercises, and supporting the JCS Counter-Terrorism contingency plan and supporting plans. Funding directly impacts DoD's ability to execute GWOT by supporting the integration of SOF into the GCCs.

R: SOCJFCOM supports the Unified Endeavor exercise program with joint training support team contractors who provide expertise, knowledge, and experience in understanding the cultural planning and operations of SOF in Afghanistan. This funding also provides the capability to teach future Joint Task Force Headquarters Battle Staffs how to prepare for SOF operations during OEF. This education and training support consists of knowledgeable people providing Mission Rehearsal Exercise development in SOF scripting and scenario development along with SOF analysts/trainers and Joint Exercise Control Group augmentees during MRX execution. This effort unites and strengthens like efforts in support of OEF by capturing the best practices and procedures and applying them in current mission rehearsal exercises and in support of Joint Task Force Headquarters Battle Staffs Training. (SOCJFCOM is a supporting command to JWFC MRX OEF Unified Endeavor exercise program).

S: A The Department will continue to advance significant progress it has made on actions taken to comply with the FY 2008 and FY 2009 NDAA directives. Funds pay for continued execution of legislated and directed Wounded, Ill, & Injured programs through the Senior Oversight Committee and to provide continued OSD guidance and management of the expansion of the Disability Evaluation System, oversight and direction of Case and Care Management, and implementing the Virtual Lifetime Electronic Record. Funding will support Restructuring and Expanding the Disability

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Evaluation System (DES), a single, comprehensive examination and expansion of the DES Pilot program conducted in the NCR last fiscal year, to all DoD locations in FY 2010. Funding will also enhance the Case Management process and its supporting information systems. A DoD Case Management Oversight Office will provide OSD-level oversight of the development and implementation of comprehensive, uniform case management policies, standards, and programs across the Services and Agencies. Funding will support congressionally directed hiring of Recovery Care Coordinators (RCCs) and improving the technological capabilities for DoD Case Managers and the Wounded Warriors and families they assist. Funding will also be used to institute the President's Virtual Lifetime Electronic Record initiative across the DoD, in close collaboration with the VA, an integrated, interoperable electronic record system containing Service member data in a single, sharable record between DoD and VA.

T: Funds provide for the establishment of the Office for Reserve Component Reintegration Support within the Office of the Assistant Secretary of Defense for Reserve Affairs. This office provides guidance and support to all National Guard Reserve members and their families through the entire deployment cycle in support of the Yellow Ribbon Reintegration Program. The program will provide reintegration events at the 30, 60, and 90-day intervals for members and units returning from deployments. In addition, these funds will provide for Regional Command Support Teams, National Guard State Support Teams, and Reserve Regional Command Support Teams.

U. Classified.

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Total	83,555	30,000	96,472	126,472	79,047

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