

# Fiscal Year 2011 Budget Estimates Defense Prisoner of War/Missing Personnel Office (DPMO)



February 2010

DEFENSE PRISONER OF WAR MISSING PERSONNEL OFFICE (DPMO)  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2011 President's Budget Submission

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

	<u>FY 2009 Actual</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2010 Estimate</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2011 Estimate</u>
DPMO	16,561	277	3,806	20,644	387	3,124	24,155

**I. Description of Operations Financed:** Defense Prisoner of War / Missing Personnel Office (DPMO) provides policy, control, and oversight within the Department of Defense (DoD) of the entire process for investigation and recovery related to missing persons (including matters related to civil, search, rescue, escape, and evasion). In its role as a field activity, DPMO leads the national effort to prepare personnel for possible isolation while pursuing U.S. national objectives abroad, establish the favorable conditions to recover and reintegrate them, and fully account for those lost during the nation's past, present and future conflicts. The DPMO's director is the Deputy Assistant Secretary of Defense for Prisoner of War/Missing Personnel Affairs (DASD POW/MPA), who reports to, advises, and assists the Under Secretary of Defense for Policy in developing and implementing DoD policy on all matters related to personnel accounting and personnel recovery. The DASD POW/MPA oversees the implementation of the national personnel recovery structure including the incorporation of interagency and international cooperation, and the process for investigation and recovery of personnel missing as a result of hostile action. Starting in FY 2011 DPMO will be staffed with 46 Military and 87 civilians. The Department has been directed by law to implement a comprehensive, coordinated, integrated, and fully resourced program to account for designated persons who are unaccounted for from World War II, the Vietnam War, the Cold War, the Korean War, the Persian Gulf War, and other conflicts in which members of the armed forces served at the direction of the Secretary of Defense. Finally, DPMO is charged with providing the

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**I. Description of Operations Financed (continued):**

strategic guidance and policy for US national level personnel recovery (recovery of living individuals).

**The DPMO is a Field Activity** that oversees and supports personnel accounting, and personnel recovery functions. The DPMO moves unresolved cases toward the fullest possible accounting by acquiring and maintaining comprehensive records to support case investigations which include interviewing witnesses. The DPMO leads communications and outreach programs to share information on DoD personnel accounting and recovery programs with Congress, families of prisoners of war and missing personnel, military services, veterans service organizations and the general public. These programs include review, declassification, and transfer of releasable information to the Library of Congress (LOC) for public access. DPMO ensures the intelligence community is appropriately tasked to support the personnel accounting mission. The DPMO works closely with the U.S. Pacific Command Joint POW/MIA Accounting Command (JPAC), an operational agency responsible for tactical-level research, analysis, investigation, and site excavation relating to those unaccounted for from past conflicts. Forensic identification support functions are carried out by the Armed Forces DNA Identification Laboratory (AFDIL), the Air Force's Life Sciences Equipment Laboratory (LSEL), and the military services casualty offices. These laboratories and offices support the remains identification process in the personnel accounting mission.

The DPMO develops and publishes the Department of Defense's policy and guidance for personnel isolated from friendly control and accounting for America's missing military members and designated civilians. This includes determining the fate of the missing and communicating with families of the missing service members and other segments of the U.S. population. The DPMO leads negotiations and enters into international arrangements designed to achieve worldwide access to account for and recover missing personnel or

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their remains. The DPMO develops and publishes policy related to preparing military, DoD civilians and contractors on how to evade capture and survive in captivity. The DPMO operates in environments involving coalitions and interagency-led structures. Operational commanders, their staffs, and recovery forces are trained to proactively recover personnel isolated from friendly control and to oversee repatriation and reintegration activities. The DPMO monitors activities conducted by other departments and agencies, foreign governments and non-government organizations related to the issue of the missing. The DPMO interacts with these entities as appropriate. The DPMO's Front Office (FO) has undergone a significant shift in leadership perspective to support the expanding role of personnel recovery and personnel accounting. Greater outreach to US allies, US-Russia Joint Commission on POW/MIAs, expanded efforts with the Chinese Ministry of Defense, for example, have placed greater emphasis on the DASD, and the Principal Director to become more engaged on numerous recovery and accounting efforts. Consequently the FO has realigned personnel resources to meet that demand. In support of this mission, DPMO performs the following functions:

**Operational Support (OP) Directorate** - Provides top quality resource management services with a strong DPMO corporate identity, all necessary infrastructure and technical advice to secure and advocate for necessary resources and assets to execute the personnel accounting and recovery missions. The OP manages human resources, information technology and systems support, fiscal management, program and budget operations, security, contract administration, facilities management, procurement, travel and managerial consultation.

**Support to the U.S.-Russia Joint Commission (USRJC)** - The presidents of the United States and the Russian Federation created the U.S.-Russia Joint Commission (USRJC) on POW/MIAs in March 1992. The USRJC's mission is to determine whether American servicemen were/are held against their will on the territory of the former Soviet Union (FSU) and, if so, to seek their immediate repatriation. This relationship was formalized on July 6, 2009 in

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an exchange of Diplomatic Notes. The USRJC also seeks information in the FSU that would contribute toward an accounting for missing American service members. The President appoints the commission's American chairman, and the other U.S. commissioners are appointed by their respective leaderships (i.e., U.S. Senate, U.S. House of Representatives, DoD, Department of State, and U.S. National Archives and Records Administration). The DPMO provides administrative, logistical, research, investigative, and analytical support to the American side of the USRJC through offices in Washington, D.C., and in the American Embassy in Moscow. In support of the commission, DPMO conducts archival research, interviews veterans and witnesses to U.S. loss incidents, and field surveys at aircraft crash sites and reported burial locations in an effort to contribute toward resolving the cases of unaccounted for American servicemen from conflicts since the beginning of World War II.

**Personnel Accounting Policy** - The United States Government (USG) is committed to obtaining the fullest possible accounting for Americans held captive or otherwise missing from the Nation's ongoing and past conflicts, to prepare and train personnel who may become isolated, and to recover those who become missing in the future. The DPMO develops and recommends policy guidance on personnel accounting, oversees the implementation of existing USG policy, and provides the accounting community with oversight and coordination. The Joint POW/MIA Accounting Command (JPAC) is the operational agency responsible for worldwide investigations, recoveries, and identifications. The JPAC's Central Identification Laboratory (JPAC-CIL), the Armed Forces Institute of Pathology's Armed Forces DNA Identification Laboratory (AFDIL), and the Air Force's Life Sciences Equipment Laboratory (LSEL) provide identification and other scientific support to the accounting mission. The Personnel Accounting mission has grown to include supporting international negotiations to secure and maintain access and support for personnel accounting operations; and providing guidance and direction for DoD for personnel accounting matters, for all of America's conflicts, past and present.

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**Personnel Recovery Policy** - The number one priority of the government is "live recovery." American service personnel are deployed globally, resulting in the need to bring them home alive anytime, anywhere. The DPMO provides policy oversight for the mission to recover captured, missing, or isolated men and women placed in harm's way while serving the Nation in hostile situations. These actions, defined as "personnel recovery," are the sum of military, civil, and political acts needed to gain the release or rescue of service men and women.

Today, DPMO coordinates throughout DoD and the interagency community on the full range of policy matters dealing with all aspects of personnel recovery. Individuals isolated from friendly forces have a better chance to survive if properly trained and equipped. The labor provides a policy framework that helps to ensure proper training of war fighters. This includes developing and implementing policy governing search, rescue, escape, and evasion.

Each service must work with the others to make successful recoveries. This need for a joint focus on recovery issues prompted DoD to merge three groups to provide operational expertise and guidance on personnel recovery to the war-fighter. The new group is the Joint Personnel Recovery Agency (JPRA), which works with the US Joint Forces Command (USJFCOM) to promote a unified view of personnel recovery. The DPMO works closely with JPRA, the Joint Staff, the Services and combatant commands to coordinate policy and advance important issues pertaining to personnel recovery. The focus is on establishing and overseeing DoD personnel recovery policy while influencing its continued development and implementation at the national level consistent with national strategic objectives. This guidance also includes overseeing the DoD support to civil search and rescue efforts in accordance with applicable national directives, plans, guidelines, and policy.

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**External Affairs (EA) Directorate** - The EA Directorate functions as the main conduit for providing information on accounting for America's war missing by communicating with all external audiences except Congress. The Directorate comprises two divisions.

The EA's Declassification/Freedom of Information Act (FOIA) Division implements and executes DPMO's obligation to review, redact, and disclose timely and accurate classified and unclassified information related to POW and MIA programs and activities to all public, governmental, and non-governmental entities. The Division's functions includes FOIA, systematic and automatic declassification review, mandatory declassification review, external inter-Agency review, Privacy Act review, and security and policy review. The Division also provides Vietnam War POW/MIA documentation for release to the Library of Congress for public access, as required by law. All the aforementioned functions are mandated by public law, executive order, and/or presidential decision directives.

The EA's Constituents Services (CS) Division is DPMO's direct voice to the families of America's missing service members, veterans' service organizations, the American public, and other interested parties. Annually, the Division organizes, leads, and oversee eight monthly meetings across the nation, and two annual meetings in Washington, D.C., in which government specialists provide general and case specific information to families of America's missing. These meetings are unique within the U.S. Government and the world.

**Strategic Planning & Initiatives (SP&I)** - The DPMO leads the strategic planning function within the larger Personnel Recovery and Accounting Communities, ensuring that efforts directly support the DoD strategic plan, goals, and objectives. SP&I strive to develop and implement comprehensive, coordinated, and fully integrated plans to meet new Congressional guidance contained in the 2010 National Defense Authorization Act (NDAA) by synchronizing actions within and across the greater community through advocacy,



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education, engagement and leadership. The DPMO also monitor trends and shocks for technological, political and social trends in geographic regions and individual countries for possible effects on the world wide POW/MIA community. The DPMO has established programs and processes to elicit and encourage ideas to flourish from all involved with the Personnel Recovery and Accounting missions, utilizing public, private, governmental and non-governmental sources. Initiatives are ongoing to leverage academic and Non-Government Organizations (NGO) resources in the furtherance of the accounting mission. As a high priority, DPMO is involved in interagency actions to develop DoD wide processes to support accounting for Americans on the present battlefield and to facilitate a seamless transition between personnel recovery and personnel accounting. The DPMO is leading the effort to develop a Federated Case Management System.

**Research and Analysis (RA)** - The RA is a key function in accounting for American POW/MIAs by locating, reviewing, and analyzing historical documents containing details about the context and circumstances of an individual's loss during recent U.S. conflicts. The DPMO assess all JPAC and Stony Beach investigation reports with the goal of finding new information as to the fate of missing Americans and/or any new leads that if pursued, could result in their recovery. These recommended leads are coordinated between DPMO and JPAC analysts twice per year. The DPMO has developed a worldwide research program, which gathers information leading to the fullest possible accounting of U.S. servicemen and selected civilians still missing from World War II, the Cold War, the Korean War, the Indochina War, and the Persian Gulf War. The DPMO historians and analysts, who perform archival research, have identified more than 400 libraries, archives, and special collections in 20 foreign repositories, and approximately 100 domestic archival facilities as essential tools in the process of accounting for the missing servicemen of past wars. In 2009, DPMO located over 180 documents totaling 1500 pages to support JPAC operations and laboratory identification work. In addition to carrying out case-specific

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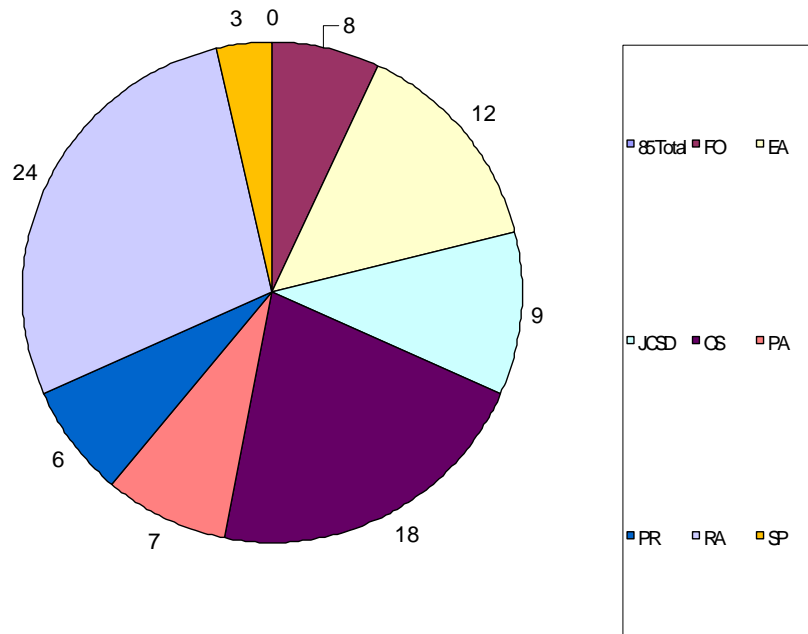
**I. Description of Operations Financed (continued):**

research and analysis, DPMO's historians are developing broader geographic area studies that investigate the history of missing personnel in specific geographic regions and as the result of large-scale battles. This type of information will help families better understand the context of their loved one's loss and assist in directing worldwide investigative operations. In the last two years, DPMO formed a team dedicated to responding to World War II constituent inquiries. Since DPMO's inception, its research efforts have increased exponentially beyond the Vietnam War.

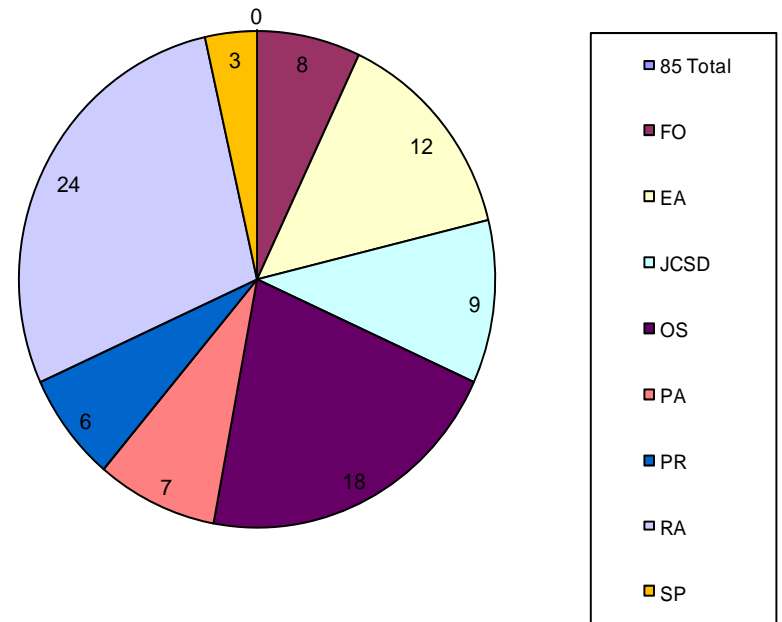
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II. Force Structure Summary:

FY 2011 Civilian Personnel By Directorate



FY 2011 Civilian Personnel By Directorate



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III. Financial Summary (\$ in thousands)

	FY 2010						
	FY 2009 <u>Actuals</u>	Budget <u>Request</u>	<u>Congressional Action</u>			Current <u>Estimate</u>	FY 2011 <u>Estimate</u>
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
A. <u>BA Subactivities</u>							
4. Administrative and Service-Wide Activities	16,561	20,679	-35	-0.17	20,644	20,644	24,155

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III. Financial Summary (\$ in thousands)

<u>B. Reconciliation Summary</u>	<u>Change</u> <u>FY 2010/FY 2010</u>	<u>Change</u> <u>FY 2010/FY 2011</u>
<b>Baseline Funding</b>	20,679	20,644
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)	-26	
Adjustments to Meet Congressional Intent	-9	
Congressional Adjustments (General Provisions)		
<b>Subtotal Appropriated Amount</b>	<b>20,644</b>	
Fact-of-Life Changes (CY to CY Only)		
<b>Subtotal Baseline Funding</b>	<b>20,644</b>	
Anticipated Supplemental Reprogrammings		
Price Changes		387
Functional Transfers		
Program Changes		3,124
<b>Current Estimate</b>	<b>20,644</b>	<b>24,155</b>
Less: Wartime Supplemental		
<b>Normalized Current Estimate</b>	<b>20,644</b>	

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III. Financial Summary (\$ in thousands)

	Amount	Totals
<b>C. Reconciliation of Increases and Decreases</b>		
<b>FY 2010 President's Budget Request (Amended, if applicable)</b>		20,679
1. Congressional Adjustments		-35
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions - Sec 8097 Economic Assumptions	-26	
e. Congressional Earmarks - Sec 8037 Mitigation of Environmental Impact	-9	
<b>FY 2010 Appropriated Amount</b>		<b>20,644</b>
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		
<b>FY 2010 Baseline Funding</b>		20,644
4. Reprogrammings (requiring 1415 Actions)		
<b>Revised FY 2010 Estimate</b>		20,644
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		
<b>FY 2010 Normalized Current Estimate</b>		20,644
6. Price Change		387
7. Functional Transfers		
8. Program Increases		3,128
a. Annualization of New FY 2010 Program		
b. One-Time FY 2010 Increases		
c. Program Growth in FY 2010		

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III. Financial Summary (\$ in thousands)

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
1) Program increases are due to additional worldwide official travel requirements; an increased effort to access archives worldwide; the addition of an arrangement with China for archival research within that country; the establishment of the Federated Case Management (FCM) system and associated contractual, travel and an additional 2 FTE's to manage the program; and additional funding for DPMO's Constituency Outreach Program.	3,128	
9. Program Decreases		-4
a. Annualization of FY 2010 Program Decreases		
b. One-Time FY 2010		
c. Program Decreases in FY 2010		
1) Program decreases are primarily minor, adjustments to various categories of expenses, totaling to -\$4K.	-4	
<b>FY 2011 Budget Request</b>		<b>24,155</b>

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**IV. Performance Criteria and Evaluation Summary**

**Overall Assessment**

The DPMO provides leadership and guidance for the DoD effort to account for and recover missing personnel while informing stakeholders of U.S. Government (USG) personnel accounting efforts, and making accounting and recovery information accessible to all interested persons. The DPMO, with National Security Council (NSC) endorsement, has led an interagency effort to produce the first-ever U.S. policy on personnel recovery also known as Annex 1 of NSPD 12. The annex was signed on 4 December 2008; by Mr. Hadley, Assistant to the President for National Security Affairs and Mr. Wainstien, Assistant to the President for Homeland Security and Counterterrorism.

The DPMO's efforts in promoting an integrated government approach to personnel recovery continues to highlight an all encompassing strategic value DPMO has on the national effort in the war on terrorism. The DPMO developed a proactive capability that responds to crisis's involving missing persons, promotes defense relations using personnel recovery as a security cooperation tool, and builds partnership capacity with personnel recovery education and training communities. The DPMO continues to review and enhance its mission strategy and to develop sound metrics and measures that will enhance and strengthen future budget reporting.

**Personnel Accounting Policy**

The DPMO provides policy, control, and oversight to DoD's worldwide accounting efforts for Americans lost in past conflicts, including the Vietnam Conflict, the Korean War, the Cold War, World War II, Operation Eldorado Canyon, and the 1991 Gulf War. This role



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**IV. Performance Criteria and Evaluation Summary (Continued)**

includes leading negotiations with foreign governments to gain access for research, investigation, and excavation, and overseeing the effectiveness of technical discussions on these matters by elements of the accounting community. During 2009, DPMO continued to coordinate with relevant combatant commanders to ensure that detailed records on the current missing will be available to support post conflict personnel accounting, should that requirement arise. Then DPMO also works with other DoD and interagency organizations to ensure that USG senior leaders reinforce to foreign officials the importance the American people and the USG place on foreign governments' cooperation on POW/MIA issues.

In conjunction with the State Department, DPMO seeks innovative ways to leverage its humanitarian work to encourage other nations to adopt common perspectives and procedures that advance the USG's ability to operate in coalitions and cooperate on common security challenges. In an effort to leverage their capabilities and within resource limits, DoD POW/MIA accounting organizations will continue to train and engage in professional exchanges with foreign civilian and military personnel involved in similar scientific, forensic, archival, and remains recovery efforts. The DPMO will seek to persuade host nations to become more active in encouraging their citizens to provide information, locate pertinent wartime documents, support flexible field operations, and work with neighboring countries to address American losses in border regions.

**Vietnam War** - The DPMO continues efforts to increase transparency in POW/MIA accounting efforts with Vietnam, Cambodia, and Laos, and to encourage an open dialogue between the countries of Indochina to enhance mission effectiveness. Combining strategic engagement and analytic assessment with unilateral and joint fieldwork, DPMO provides the architecture for increased access and accounting operation effectiveness.

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**IV. Performance Criteria and Evaluation Summary (Continued)**

In FY 2009-2010, DPMO's goals included gaining unrestricted access to Vietnam's Central Highlands and expanding accounting operations throughout Vietnam. This was in response to their government's recent offer to expand the pace and scope of US and VNOSMP recovery operations which will bring down the excavation backlog, increase the effectiveness and breadth of Vietnam archival research programs, increase flexibility for operational scheduling of backlogged excavations in Laos, and continue to maintain the comprehensive accounting research and investigations in Cambodia. The DPMO will continue efforts to acquire information from classified and declassified Vietnam War holdings of Russian and other former Soviet archives.

**Korean War** - The DPMO researchers and analysts continue to conduct extensive research across multiple archives in Washington DC, St. Louis, Missouri, as well as a wide range of foreign archives, and other military history centers in an effort to obtain archival material such as photos, witness statements, loss facts, and other circumstantial evidence that would lead to the resolution of any open Korean War cases. In 2009, over 4600 such documents were screened in the National Archives alone. The DPMO specialists collect, research, and analyze information to support identification of remains recovered from the Korean Peninsula and China from 1990 to 2009, to include remains repatriated from North Korea in April 2007. The DPMO provided critical analysis and supporting identification documentation for the 17 identifications of Korean War dead made in 2009. The DPMO researchers will continue to develop leads for JPAC investigations in South Korea and China in FY 2010 and beyond.

Although USG is unable at this time to conduct accounting operations in North Korea, DoD will work to expand the scope of accounting operations in South Korea.

The DPMO's research efforts further support a joint DPMO, JPAC, and Armed Forces DNA Identification (AFDIL) working group that continues to develop information on the 850

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**IV. Performance Criteria and Evaluation Summary (Continued)**

plus unknown servicemen buried in the National Memorial Cemetery of the Pacific. During In FY 2007 JPAC identified three remains disinterred from the National Memorial Cemetery of the Pacific with DPMO's research and analysis support, and two more in 2009.

Surviving veterans are a key source for developing leads on Korean War unaccounted for servicemen. In FY 2009, DPMO interviewed more than 100 American veterans who provided valuable information on America's Korean War losses that has been crucial to establishing and verifying 24 prison camp populations and other losses from other POW sites. These camps accounted for the deaths of more than 2,400 American servicemen during their captivity. The Korean War Oral History Program will continue through FY 2010. The DPMO is working with AFDIL on a campaign to collect DNA family reference samples from the families of those still unaccounted for to assist in the remains identification process.

Although China did not approve investigations or excavations in either FY 2007 or FY 2008, DPMO concluded an arrangement with the Peoples Liberation Army to have access to information in Chinese military archives related to missing US servicemen from the Korean War. In FY 2008 and FY 2009, a DPMO delegation visited China's military archives to review their holdings, and was the first foreigners to do so. Work continues on implementing the arrangement by which DPMO passes requests for information to the Chinese and the Chinese in turn, search for information and provide copies or extracts of the information they have discovered. Thus far the Chinese have passed information relating to two air cases (13 personnel), and in one of these they located a crash site. The DPMO believes the Chinese PLA archives contain valuable information related to servicemen missing during the Korean War, and continue to request additional information to resolve these cases.

The DPMO specialists analyzed thousands of pages of Korean War materials from former Soviet Union archives and provided information to 299 next-of-kin. This accomplishment

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**IV. Performance Criteria and Evaluation Summary (Continued)**

was possible, in part, because DPMO researchers gained access to an important Russian military archive; access that had been terminated in October 2006. The DPMO negotiations with the Russian government to restore access to their archives have to date been unsuccessful, however they are on-going. In the mean time, DPMO has successfully negotiated archive access with Albania, Bulgaria, and Romania.

**Cold War** - Of the original 162 Cold War losses, the remains of 28 individuals have been recovered and identified. The other 123 may not be recoverable as the losses are believed to have been over water. The DPMO continues to follow up on the remaining cases. In FY 2007, DPMO analyzed formerly classified information provided for the first time ever by the Chinese on a 1956 reconnaissance aircraft shot down, which ~~that~~ clarified the loss incident. In FY 2009, DoD concentrated efforts to account for Cold War losses by conducting archival research, identifying potential witnesses, and analyzing available material. As part of this effort, in FY 2010, DPMO will continue to coordinate its analytic review of Cold War cases to ensure database accuracy.

The bulk of Cold War losses are represented by 10 cases involving the shooting down of American reconnaissance aircraft near or over the former Soviet Union. These 10 cases represent 77 of the 125 unaccounted for personnel from the Cold War, and these cases continue to be prosecuted under the auspices of the U.S.-Russia Joint Commission on POW/MIAs.

**World War II** - The DPMO deployed the Personnel Missing Second World War (PMWWII) database to the Internet in FY 2007. The PMWWII database is the first complete USG database of Americans missing from WWII. DPMO will continue to refine the PMWWII database during FY

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**IV. Performance Criteria and Evaluation Summary (Continued)**

2008 - 2009. Additionally, DPMO will continue its outreach program to private citizens and groups to encourage their support of accounting and to increase potential USG recovery opportunities.

The DPMO plans to continue archival and investigative efforts in Russia and other countries of the former Soviet Union through the U.S.-Russia Joint Commission on POW/MIAs. The DPMO will exploit Russian and former Soviet archives and veteran populations to the maximum extent possible for relevant information about American losses. It also will seek to conduct field surveys at numerous aircraft crash sites reported in the Russian Far East that might be associated with U.S. losses during World War II.

**Personnel Recovery Policy** - In today's security environment, the threat to U.S. government personnel and American citizens working and traveling abroad is more disperse, pervasive, less predictable, and transnational. Human exploitation has become the adversary's tactic of choice against Americans abroad, allies and partners, and coalition partners. Anyone can be a terrorist's main target and the "isolated person" is no longer accidental. Hostage-taking, kidnapping, and indiscriminant governmental detention are the growing trends that threaten to destabilize developing societies. These activities allow the adversary to gain strategic advantage from a tactical event, influence the international peace and security system, degrade the collective international image, and certainly have an impact on the nation's operational resources.

In FY 2009-2010, DPMO will continue to shift the legacy paradigm of the personnel recovery function, where saving lives was the sole focus, toward developing a collective strategy that incorporates personnel recovery into a holistic government approach to address the effects and implications of human exploitation.

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**IV. Performance Criteria and Evaluation Summary (Continued)**

In a concerted effort to bring greater breadth and depth in the approach to saving lives, developing a global capability that can immediately and effectively respond to crises involving isolated persons, and continue to support the national security objectives, personnel recovery efforts are consolidated in seven focus areas:

1. **Development of U.S. and DoD policy and strategy** relating to the entire process of personnel recovery in compliance with policy direction from National Security Council/Hostage Working Group and as required under DoD policy directives and instructions.
2. **Oversight of DoD's efforts** on the application of personnel recovery policy before, during, and after operational activities.
3. **Incorporation of Interagency** personnel recovery efforts so DoD can leverage all instruments of national power and authorities abroad, thus achieve and maintain a "whole of government" approach to saving lives.
4. **International cooperation** on shared values and common security interests while pursuing opportunities to build personnel recovery capacity through security cooperation activities.
5. **Synchronization of efforts using strategic communication** in order to set the conditions where adversaries are unable to advance their strategic goals through the exploitation of captive, detained, or illegally seized U.S., allied, and coalition personnel and citizens.
6. **Applicability of education and training** for personnel recovery within the planned DoD capability paths.

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**IV. Performance Criteria and Evaluation Summary (Continued)**

7. *DoD support to civil search and rescue*, both nationally and internationally.

**Strategic Planning & Initiatives**

The DPMO leads the DoD strategic planning for the larger Personnel Recovery and Accounting Communities. The DPMO's efforts are designed to synchronize the Personnel Recovery and Personnel Accounting community's actions through advocacy, education, engagement and leadership. Relevant technological, political and social trends in geographic regions and individual countries are also monitored for possible effects on the DPMO mission. Within DPMO, programs and processes have been established to elicit and encourage ideas to flourish from all involved with the Personnel Recovery/Accounting (PR/A) mission, by taking advantage of public, private, governmental and non-governmental sources. Initiatives are also underway to leverage academic and Non-Government Organizations (NGO) resources in the furtherance of DPMO's mission. Actions are moving towards a future in which the transition between personnel recovery and personnel accounting is a seamless process from initial isolation to fullest possible accounting.

**Research and Analysis**

In FY 2009, DPMO is defining the requirements for a POW-MIA community portal capable of delivering real-time access and sharing of information throughout the personnel accounting community. Research and Analysis has already begun to expand data sharing and coordination data bases with the JPAC on the SIPRNET.

**Outreach**

The DPMO continues an aggressive outreach effort with its highly successful Family Update Program. Each year, the DPMO hosts eight meetings in major cities across the United

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States. Annual Family Update attendance averages between 1,000 and 1,200 family members. The Outreach staff briefs family members face-to-face on government procedures, processes, and efforts to account for Americans missing from World War II, the Cold War, the Korean War, the Vietnam conflict, and the 1991 Gulf War. During these meetings, family members have access to government experts who explain the use of cutting-edge technologies to research, investigate, recover, and identify remains. The discussions include the latest archeological techniques, mitochondrial DNA analysis, archival research, and other important topics. Families are able to review details of their missing family members' case. Additionally, DPMO conducts two annual government meetings in the Washington metro area for the families of the missing from the Korean, Cold and the Vietnam Wars. Approximately 400 to 500 family members attend these meetings annually. Each of these meetings provides access to families for whom there are no DNA Family Reference Samples (FRS) and enables the USG to collect these FRS, which are critical to the accounting process.

In an effort to build awareness and foster support for USG world wide accounting efforts, the DPMO invites members of Congress and their staffs whose state and district offices are near each Family Update meeting. The DPMO's outreach efforts include an aggressive, targeted public affairs program that includes news releases, internal and external television coverage, and a responsive and transparent relationship with local and national news media. Additionally, DPMO publishes and distributes a periodic newsletter, called the **"The Torch"**, to families, the veterans' community, and members of the public. The DPMO continues to conduct special meetings, distributes news releases and other items of interest to news media, families, veterans' service organizations, and congressional members. On behalf of the Secretary of Defense, DPMO annually commissions, prints, and distributes worldwide a unique poster commemorating National POW/MIA Recognition Day in an effort to increase public awareness of the POW/MIA issue. These posters are distributed to the Military Services and units world wide, the Department of Veterans



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Affairs, the majority of veterans' service organizations, families of the missing organizations, and interested Americans.

The DPMO continually updates its internet web site and periodically reconfigures it in response to user suggestions. It contains useful information for family members, researchers, and the public at large. The DPMO internet web site has received as many as **400,000 "hits"** per week from interested parties.

As required by law and executive order, the DPMO has redacted and placed into the public domain in the Library of Congress (LOC) more than 1,000,000 pages of Vietnam conflict POW/MIA-related materials with electronic shipments continuing quarterly. The DPMO has converted the collection from the old microfilm format to electronic image and contracted with the LOC to index and make the collection publicly accessible through the LOC web site. On average, the public accesses the POW/MIA collection web site more than 60,000 times per quarter searching for information on the POW/MIA accounting issue. Public interest remains high on progress in Vietnam War and Korean War/Cold War accounting efforts. The Congressionally authorized Coincidental Travel Assistance Program (COIN Assist) funds transportation for family members to attend the two annual government meetings. Congress authorized the program for family members of Americans missing from the Vietnam conflict. Congress extended the program in FY 2002 to include families of those Americans missing from the Korean and Cold Wars. Implementation of the program continues to contribute significantly to the number of family members who are able to attend the annual Korean/Cold War government briefings. Family members, veterans, and the public continue to express great appreciation for the USG's efforts to continue openness, transparency, and voluntary sharing of its information and efforts concerning the personnel accounting mission.

**DPMO FY 2009 FAMILY OUTREACH MEETINGS**



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**DPMO FY 2010 FAMILY OUTREACH MEETINGS (est)**



<u>STATE</u>	<u>EVENT</u>	<u>MONTH</u>	<u>FAMILY CONTACTS (est)</u>	<u>DNA REFERENCE SAMPLES (est)</u>
Florida	Family Update	January	1,436	10
California	Family Update	February	1,585	10
Hawaii	Family Update	February	90	4
Texas	Family Update	March	1,382	10
N. Carolina	Family Update	April	3,777	20
Washington	Family Update	May	739	6
Washington D.C.	SE Asia	July	2,700	10
Washington D.C.	Korean C/W	August	6,500	30
New York	Family Update	September	4,291	20
Nebraska	Family Update	October	1,593	20
San Francisco	Family Update	November	1,194	10
<b>TOTALS:</b>			<b>26,403</b>	<b>150</b>

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**DPMO FY 2011 PROPOSED FAMILY OUTREACH MEETINGS**



<u>STATE</u>	<u>EVENT</u>	<u>MONTH</u>	<u>FAMILY CONTACTS (est)</u>	<u>DNA REFERENCE SAMPLES (est)</u>
Phoenix	Family Update	January	636	7
Ft. Smith, AR	Family Update	February	2,303	11
Nashville, TN	Family Update	March	3,996	25
Columbus, OH	Family Update	April	3,155	20
Sioux Falls, SD	Family Update	May	1,360	11
Washington, DC	SE Asia	June	2,700	15
New Brunswick, NJ.	Family Update	July	4,120	30
Idaho Falls, ID	Family Update	August	309	5
Washington, D.C.	Family Update	September	3,000	20
Eugene, OR	Family Update	October	858	8
<b>TOTALS:</b>			<b>22,437</b>	<b>152</b>

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<u>V. Personnel Summary</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>Change FY 2009/ FY 2010</u>	<u>Change FY 2010/ FY 2011</u>
<u>Active Military End Strength (E/S)</u>	46	46	46	0	0
(Total)					
Officer	31	31	31	0	0
Enlisted	15	15	15	0	0
<u>Civilian End Strength (Total)</u>	69	80	87	11	7
U.S. Direct Hire	69	80	87	11	7
<u>Active Military Average Strength (A/S)</u>	46	46	46	0	0
(Total)					
Officer	31	31	31	0	0
Enlisted	15	15	15	0	0
Civilian FTEs (Total)	69	80	87	11	7
U.S. Direct Hire	69	80	87	11	7
Average Annual Civilian Salary (\$ in thousands)	138.0	142.8	139.7	4.8	-3.1

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

<u>OP 32 Line</u>	<u>FY 2009 Actuals</u>	<u>Change FY 2009/FY 2010</u>		<u>FY 2010 Estimate</u>	<u>Change FY 2010/FY 2011</u>		<u>FY 2011 Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	9,424	188	1,714	11,326	261	1,269	12,856
107 Voluntary Sep Incentives	100	0	0	100	0	0	100
308 Travel of Persons	713	8	66	787	11	422	1,220
673 Def Fin & Accounting Svc	238	0	0	238	1	2	241
912 GSA Leases	991	25	203	1,219	17	0	1,236
914 Purchased Communications	260	3	-100	163	2	-2	163
920 Supplies/Matl (non fund)	132	1	-13	120	2	-1	121
921 Print & Reproduction	49	1	-12	38	0	0	38
933 Studies, Analysis & Eval	18	0	53	71	1	0	72
987 Other Intra-Govt Purch	3,875	43	1,815	5,733	80	1,369	7,182
989 Other Contracts	760	8	80	848	12	65	925
998 Interest & Dividends	<u>1</u>	0	<u>0</u>	1	0	<u>0</u>	<u>1</u>
<b>999 Total Other Purchases</b>	<b>16,561</b>	<b>277</b>	<b>3,806</b>	<b>20,644</b>	<b>387</b>	<b>3,124</b>	<b>24,155</b>