

MORE DISCIPLINED USE OF RESOURCES

FISCAL YEAR 2013 BUDGET ESTIMATES



UNITED STATES
DEPARTMENT OF DEFENSE

FISCAL YEAR 2013
BUDGET REQUEST



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DEPARTMENT OF DEFENSE MORE DISCIPLINED USE OF RESOURCES

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DEPARTMENT OF DEFENSE MORE DISCIPLINED USE OF RESOURCES

OVERVIEW

In continuation of the reform agenda advanced in the previous three budgets, the Department reviewed all budgetary areas for potential savings in its “More Disciplined Use of Resources” (MDUR) campaign. Strategies to realize savings include achieving new efficiencies, eliminating additional duplication and overhead, tightening personnel costs, enhancing contract competition, and reevaluating modernization programs. As the military force structure is drawing down, other opportunities to streamline installation support and management overhead will emerge as the Department seeks to match capacity to the new force structure. A pause in the military construction program will be directed at specific installations as the effects of the military drawdown crystallize. As a result of these efforts, the FY 2013 budget request reflects a \$9.6 billion reduction to the FY 2013 program and a reduction of about \$60 billion over the period of FY 2013 through FY 2017 (Future Years Defense Program (FYDP)) from the FY 2012 budget request.

(Dollar Savings in Millions)

| | <u>FY 2013</u> | <u>FY 2013-FY 2017</u> |
|-------------------------|-----------------------|-------------------------------|
| Department of Army | 4,208 | 21,717 |
| Department of Navy | 1,164 | 9,499 |
| Department of Air Force | 1,966 | 10,305 |
| Defense-Wide | <u>2,245</u> | <u>18,652</u> |
| Total DoD | 9,583 | 60,173 |

Numbers may not add due to rounding.

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The specific efficiency initiatives for the Department of Defense are summarized as follows:

(Dollar Savings in Millions)

| <u>Summary by Initiative Bin</u> | <u>FY 2013</u> | <u>FY 2013- FY 2017</u> |
|---|-----------------------|--------------------------------|
| Acquisition Strategy | 1,155 | 11,224 |
| Facilities, Housing, and Construction | 2,425 | 8,993 |
| Information Technology | 435 | 4,647 |
| Intelligence and other Classified Activity | 517 | 2,814 |
| Printing and Publishing | 78 | 366 |
| Security Initiatives | 161 | 782 |
| Streamline Management Overhead and Operations | 1,631 | 8,797 |
| Supply Chain and Logistics | 581 | 2,459 |
| Training and Conferences | 455 | 2,617 |
| Travel and Transportation | 161 | 814 |
| Workforce – Civilian | 876 | 11,206 |
| Workforce – Contractor | 404 | 2,036 |
| Workforce – Military | 483 | 2,269 |
| Other Operations | <u>219</u> | <u>1,148</u> |
| Total Initiatives | 9,583 | 60,173 |

Numbers may not add due to rounding.

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DEPARTMENT OF DEFENSE INITIATIVES

To achieve the \$60 billion savings target, the Department conducted a thorough review of bureaucratic structures, business practices, modernization programs, civilian and military personnel levels, and associated overhead costs. This resulted in projected savings that totaled \$60 billion over 5 years. The specific savings by appropriation title are:

| | (Dollar Savings in Millions) | |
|--|-------------------------------------|--------------------------------|
| <u>Summary by Title</u> | <u>FY 2013</u> | <u>FY 2013- FY 2017</u> |
| Operation and Maintenance | 5,581 | 35,856 |
| Procurement | 835 | 9,369 |
| Military Construction | 2,001 | 7,974 |
| Research, Development, Test and Evaluation | 976 | 5,909 |
| Military Personnel | 150 | 868 |
| Family Housing | 36 | 181 |
| Revolving and Management Funds | <u>3</u> | <u>16</u> |
| Total Initiatives | 9,583 | 60,173 |

Numbers may not add due to rounding.

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Acquisition Strategy (FY 2013, \$-1.2 billion; FYDP, \$-11.2 billion)

- The Department of Navy (DoN) is identifying opportunities for making better procurement decisions across the DoN by focusing on analysis of how the Department generates requirements and how it sources those requirements. Efficiencies will be created by reducing cycle times, enhancing business practices, improving services acquisition, and reducing non-productive processes. Other objectives include: ensuring key stakeholders are involved in the development and execution of strategic sourcing initiatives; improving collaboration and sharing of best practices; promoting streamlined and standardized processes; and better aligning initiatives with customer mission needs. (FY 2013, \$-440 million; FYDP, \$-2.2 billion)
- The DoN is properly rephasing the incremental funding of Carrier Vessel Nuclear Refueling Complex Overhauls (CVN RCOH), and rephasing Destroyer (DDG) procurement for net savings and Littoral Combat Ship (LCS) module savings. The remaining FY 2013 funding provides for Multi-Sensor Integration Phase III to remain in sync with delivery of related software blocks for F/A-18 E/F and EA-18G. (FY 2013, \$-87 million; FYDP, \$-.8 billion)
- Due to changing priorities within the DoN and overall reduction in defense funding, adjustments are required to aircraft and destroyer programs to align with changes to procurement profiles for the F-35B, F-35C, DDG 51 and F-18 programs. (FY 2013, \$-112 million; FYDP, \$-266 million)
- The Air Force is implementing a new Evolved Expendable Launch Vehicle (EELV) acquisition strategy to control cost growth in the EELV program. The new strategy entails an evaluation of the economic order quantity of EELV booster cores, begins in FY 2013, covers contract periods ranging from 3 to 5 years, and encompasses a quantity range of six to ten booster cores per year. (FY 2013, \$-100 million; FYDP, \$-400 million)
- Due to congressional increases in FY 2010 through FY 2012, the Air Force will complete the F-15 Active Electrically Scanned Array (AESA) radar purchases in FY 2016, a year ahead of schedule, and will reduce the FY 2017 programmed amount. The AESA radar program replaces the mechanically scanned antenna with an electrically scanned array antenna and beam steering computer for significant improvements to reliability and performance. The original program plan was for 156 radars with the last buy planned for FY 2017. (FY 2013, \$0; FYDP, \$-69 million)
- The Air Force will seek more efficient acquisition strategies associated with sustainment of the C-17 aircraft. Specific efficiencies will be confirmed through a thorough assessment of contracting solutions, continuing engine management transfer, and creating a direct sales partnership until homogenous fleet upgrades are completed in FY 2016. This efficiency will not impact 50/50 compliance, aircraft availability, or the C-17 multinational virtual fleet. (FY 2013, \$0 million; FYDP, \$-29 million)

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- The Air Force is able to reduce the Deployable Radar Approach Control (D-RAPCON) program as a result of program restructure. The D-RAPCON program replaces 1960 /1970 era legacy equipment for 7 active duty and 10 National Guard units. (FY 2013, \$-9 million; FYDP, \$-9 million)
- The Office of the Under Secretary of Defense (Acquisition, Technology and Logistics) (OUSD(AT&L)) is aligning priorities for advancing chemical and biological defense, by terminating, delaying, and reducing selected Chemical Biological Defense programs. Research and development projects dealing with biological standoff detection systems, contamination avoidance and information sciences, and nerve agent treatment system programs were terminated or delayed. The Chemical Biological Protective Shelter procurement program was terminated. The pace of modernization for the Joint Chemical Agent Detector program and the procurement of individual protective masks for aircrew and ground forces was slowed. (FY 2013, \$-199 million; FYDP, \$-1 billion)
- The OUSD(AT&L) will achieve contract savings in the following programs: Human Social, and Cultural Behavioral Modeling; Joint Capability Technology Demonstration Program; Emerging Capabilities Technology Development; Prompt Global Strike; Test & Evaluation for Science & Technology; Central Test and Evaluation Investment Program; Biometrics; Joint Advanced Concepts; and the Joint Robotics programs. Various Better Buying Power initiatives will result in more efficient program execution. Additional program reductions will be applied to the Defense Acquisition Management Information Retrieval (DAMIR), Defense Environmental International Cooperation, Climate Change Vulnerability Assessments, and Logistics Systems Modernization Support. (FY 2013, \$-208 million; FYDP, \$-1.2 billion)
- The Department will identify opportunities, approaches and other efficiencies to achieve savings in acquisition programs via implementation of better contracting processes. The OUSD(AT&L) is leading a DoD-wide collaborative effort between the acquisition management, financial management, and requirements communities to identify better buying power practices and strategies. (FY 2013, \$-0.6 million; FYDP, \$-5.3 billion)

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Facilities, Housing, and Construction (FY 2013, \$-2.4 billion; FYDP, \$-9.0 billion)

- Reductions to the Army's military construction (MILCON) and Facilities Restoration program reflect investment delays associated with the Army's end strength reduction and overseas draw-down. It also delays the first 2 years of a 5 year range instrumentation recapitalization effort. (FY 2013, \$-1.2 billion; FYDP, \$-5.8 billion)
- The Air Force and Navy prior year unobligated balances are available to partially finance FY 2013 requirements, allowing reduction of FY 2013 Unspecified Minor Construction and Planning and Design funds. (FY 2013, \$-25 million; FYDP, \$-25 million)
- The Air Force is taking a deliberate pause in MILCON funding, which slows the pace and scope of modernization while protecting programs critical to ensure future warfighter needs. These capital investment decisions are in consonance with the new defense strategy, support the Combatant Commands (COCOMs) top facility priorities and meet the most urgent, new mission bed-down requirements. (FY 2013, \$-0.8 billion; FYDP, \$-2.2 billion)
- Application of centralized asset management principles, combined with consistent MILCON investments, allows the Air Force to reduce the Dormitory Focus Fund and still meet the OSD goal of 90% of all permanent party dormitory rooms being rated adequate, Q-1 or Q-2, by FY 2017. (FY 2013, \$-24 million; FYDP, \$-224 million)
- The Washington Headquarters Services (WHS) realized savings by reducing tenants rents to be consistent with a lower Pentagon Reservation Maintenance Revolving Fund rent charge. (FY 2013, \$-56 million; FYDP, \$-261 million)
- The Defense Finance and Accounting Service (DFAS) reduced facility space requirements by increasing use of alternate work locations and reducing overall manpower. (FY 2013, \$0; FYDP, \$-9 million)
- The Army's planned construction and associated equipment funding for a Public Health Command Laboratory facility to replace the 16 existing buildings, currently scattered throughout Aberdeen Proving Ground, was deleted. (FY 2013, \$-205 million; FYDP, \$-260 million)
- Base Realignment and Closure (BRAC) program management funds the oversight of various environmental restoration and caretaker efforts and BRAC installations not yet conveyed. The Department reduced funding for BRAC program management and overhead to no more than 10% of the total program. Furthermore, the Army anticipates conveyance of the former Walter Reed

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Army Medical Center to the Department of State and to a Local Reuse Authority by the end of FY 2013, thus obviating the need for caretaker costs in the out-years. (FY 2013, \$-12 million; FYDP, \$-90 million)

- Using the authority contained in Section 2803 of Title 10, U.S.C, the Tricare Management Activity (TMA) is accelerating the replacement of the Medical/Dental Clinic at RAF Croughton, Northamptonshire, a health and safety risk, to FY 2012. Since funds are available from prior year bid savings, the FY 2013 MILCON is being applied to deficit reduction. (FY 2013, \$-11.7 million; FYDP, \$-15 million)
- Given the impact of Army's force structure changes and the focus on the most urgent recapitalization needs, the Army's request to build a Preventive Medicine Facility Addition/Alteration at Fort Carson, CO in FY 2013 was deferred. (FY 2013, \$-8.5 million; FYDP, \$-8.5 million)
- Instead of constructing seven new General Officers' Quarters (GFOQ), the Army will explore other viable lower cost options for housing in Brussels, Belgium. Until lower-cost leased GFOQs and other viable options are considered, Army Family Housing O&M for Leases will be provided \$1 million starting in FY 2015 and beyond. (FY 2013, \$-9.7 million; FYDP, \$-6.7 million)
- The FY 2013 budget for the Military Housing Privatization Initiative (MHPI) administrative support for DFAS Indianapolis and OSD Facilities Energy and Privatization was reduced. (FY 2013, \$-1 million; FYDP, \$-1 million)
- The Defense Logistics Agency (DLA) has delayed a major initiative to replace aging facilities and will delay procurement of family housing furnishings, equipment and logistical services. Military Construction projects delayed are: Administrative Center, Phase 2 and Parking Structure, Phase 1 (Fort Belvoir, VA); Operations Center Increment 2, Defense General Supply Center (VA); Expand Public Safety Facility, Defense Distribution Depot (Susquehanna, PA); replace hydrant fuel system, Andrews Site #1 (MD); replace fuel pier (Guantanamo Bay); replace underground pipeline (Tyndall AFB, FL Site #1); and replace jet fuel storage complex, Fresno Yosemite International, Site #1 (CA). (FY 2013, \$-22 million; FYDP, \$-106.6 million)

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Information Technology (IT) (FY 2013, \$-.4 billion; FYDP, \$-4.6 billion)

- The Army's Information Technology programs were reduced through the consolidation of duplicate functions and use of business process re-engineering to ensure continued availability, integrity, security, and confidentiality through an approach that integrates personnel, operations, and technology. (FY 2013, \$-200 million; FYDP, \$-1.4 billion)
- The U. S. Africa Command (USAFRICOM) reduced funding for headquarters contracts, travel, and conferences. The USAFRICOM is switching to a Joint Enterprise Network in order to further reduce expenditures on IT contracts. (FY 2013, \$-11 million; FYDP, \$-88 million)
- The Headquarters (HQ), U.S. European Command (USEUCOM) will reduce information technology requirements and find efficiencies in combining like-contracts to save on overhead and contracting costs. The HQ will be switching to a Joint Enterprise Network in order to further reduce expenditures on IT contracts. The number of contractors supporting COMBINED ENDEAVOR will be reduced by 60 percent. (FY 2013, \$-8 million; FYDP, \$-40 million)
- The DoN estimates savings from: consolidating Data Centers at the rate of 17 data center closings a year; establishing Enterprise Software Licensing agreements (ESL) providing single-sourcing advantage and producing deep discounts; setting IT policy that reduces cost for voice and data devices by reducing use of cell phones, air cards, blackberries, single vendor VTC services; and closer management of IT assets. (FY 2013, \$-58 million; FYDP, \$-1.6 billion)
- The Air Force estimates savings by eliminating duplicative applications and establishing policies and procedures in business/mission systems to further manage and constrain spending. The Air Force will integrate its efforts to reduce functional applications with its IT governance and business systems certifications for modernization and sustainment requirements. (FY 2013, \$-100 million; FYDP, \$-1.1 billion)
- The DFAS will reduce manpower associated with the manual transactions of data entry corrections and re-work with implementation of planned Service-level Enterprise Resource Planning (ERPs). (FY 2013 \$0 million; FYDP, \$-82.6 million)
- The implementation of the DFAS Travel Processing System in FY 2014 will generate cost savings by requiring less hands-on processing of travel vouchers. (FY 2013, \$0; FYDP, \$-25.8 million)

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- The Defense Contract Management Agency (DCMA) will reduce the hardware life-cycle replacement cost of infrastructure hardware supporting the acquisition workforce growth by extending the replacement period beyond the initial warranty period. (FY 2013, \$-3 million; FYDP, \$-38 million)
- The Office of the Under Secretary of Defense (Comptroller) (OUSD(C)) will consolidate IT efforts to standardize information security, hardware, and software solutions across the OSD Enterprise. The OUSD(Comptroller)'s requirement for automated office administration systems for tracking contract, personnel, and budget data will be deferred until Enterprise solutions or cost effective alternatives become available. In the meantime, these data will continue to be tracked using commercial off-the-shelf desktop software applications, which require more manual control to ensure data consistency and accuracy. The Financial Workforce program will leverage existing systems to provide training and tracking of certifications. This will reduce development, testing, and operational costs and avoid duplication of efforts by taking advantage of systems and websites already tested and implemented successfully. (FY 2013, \$-3.7 million; FYDP, \$-18 million)
- The Deputy Chief Management Office will reduce the scope, pace, and/or support to the following efforts: the DoD Investment Review Board; DoD end-to-end process improvement efforts; acquisition oversight for a number of large Major Automated Information Systems (MAIS); business process reengineering efforts; and enhancements to the DoD Business Enterprise Architecture and the Enterprise Information Web. (FY 2013, \$-6.5 million; FYDP, \$-32 million)
- The OUSD (Personnel and Readiness) conducted an extensive review of all programs and identified streamlining opportunities and lower program priorities. Staff support for the Under Secretary, analytical support for the defense safety program, policy development, and studies will be reduced. (FY 2013, \$-8.2 million; FYDP, \$-49 million)
- The Virtual Transition Assistance Program (VTAP) program and Wounded Warrior applications, including the National Resource Directory, WarriorCare.Mil, and the Recovery Coordination Program Support Solution, will be consolidated onto a single platform. Reductions will result in the use of host and data-sharing agreements with DISA and/or Defense Manpower Data Center. (FY 2013, \$-.8 million; FYDP, \$-4 million)
- The Defense Test Resource Management Center (DTRMC) test technology development efforts will be aligned with testing requirements for new tactical camouflage capabilities and weapon system program changes and delays. Savings will also be achieved by deferring or reducing new test capability development in the following areas: Urban Warfare Environment Testing; Next Generation Jammers and Countermeasure Systems; and Improved Time-Space-Position Information (TSPI). (FY 2013, \$-18 million; FYDP, \$-91 million)

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- The WHS will terminate duplicative financial management systems and reduce communications, enterprise IT and telecommunication services; administrative services; human resources support; courier service; and office Fit Outs. (FY 2013, \$-14 million; FYDP, \$-72 million)
- As a result of consolidation with OSD CIO for enterprise IT services, the Cost Assessment and Program Evaluation (CAPE) office will have reduced requirements for mission-unique hardware and software. In addition, CAPE will consolidate contracts currently supporting the Space Industrial Base Studies and reduce contracts that provide modeling and simulation support. (FY 2013, \$-4 million; FYDP, \$-19 million)

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Intelligence and other Classified Activity (FY 2013, \$-.5 billion; FYDP, \$-2.8 billion)

- The OUSD(Intelligence) will cancel, realign, or streamline existing intelligence programs to achieve savings. (FY 2013, \$-40 million; FYDP, \$-199 million)
 - The number of field support representatives (FSRs) supporting the operational integration of intelligence, surveillance and reconnaissance (ISR) assets into the USCENTCOM area of responsibility will be reduced.
 - Virtualization initiatives will reduce overhead by consolidating and standardizing hardware and software, centralizing network management, and streamlining the provisioning of new services while sustaining enduring intelligence sharing services with U. S. key allies and partners.
 - Investments in selected intelligence programs will be balanced with international partners, to include the Virtual Integrated Support for the Information Operations Environment (Vision) Program, the Global Harvest project, the Computer Network Operations Database project, Advanced Sensor Applications Program, Foreign Materiel Acquisition & Exploitation and other developmental and sensitive activities.
 - Consolidation of system services and virtualization of U.S. Battlefield Information Collection and Exploitation Systems (US BICES) service distribution nodes will reduce procurement costs by standardizing configurations, shrinking the hardware footprint, and adopting repeatable, standardized processes for the provisioning of system expansion.
- The Defense Advanced Research Projects Agency (DARPA) will restructure to absorb funding reductions by eliminating energy technology programs and applying major reductions to classified programs. (FY 2013, \$-140 million; FYDP, \$-755 million)
- The Defense Intelligence Agency (DIA) reduced its enterprise management, mission support, and other key program areas. Enterprise Management reductions include activities such as human resource and financial management, travel and enterprise IT tools for analytics. Mission support includes activities related to facilities, logistics, collection management, training and education. (FY 2013, \$-34 million; FYDP,\$-172 million)
- The National Geospatial-Intelligence Agency reflects savings in the Commercial Imagery program, the Enhanced View program and other business operations. (FY 2013, \$-209 million; FYDP, \$-1.2 billion)

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- The National Security Agency (NSA) reduced lower priority programs in its Military Intelligence Program (MIP) and Information Systems Security Program (ISSP) in order to achieve savings. (FY 2013, \$-94 million; FYDP, \$-465 million)

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Printing and Publishing (FY 2013, \$-78 million; FYDP, \$-366 million)

- The Air Force Publishing Distribution Center transitioned to the Army Services and Operations Agency Media Distribution Division (MDD) in St. Louis, MO on November 24, 2011, thereby reducing publishing products distribution costs by eliminating redundancies in the Air Force and Army via consolidation of logistics operations. The resulting reduction to cycle times, operational costs, and mailing costs; enhanced business practices; and improved alignment of Air Force distribution practices with Joint Services initiatives will better support customer mission needs. (FY 2013, \$-1 million; FYDP, \$-4.2 million)
- The Defense Logistics Agency will reduce costs associated with business lines for In-House production, Equipment Management Solutions (EMS), and commercially procured printing. The EMS expense reduction reflects a general decline in equipment cost as well as improved contracting vehicles. In-house revenue reduction reflects industry trends of reduced ink on paper, as well as lower equipment maintenance, supplies and materials. Commercially procured printing declined due to DLA Document Services' mission to reduce paper. The DLA Document Services offers a print-on-demand service, which reduces the requirement for large quantities of a publication to be commercially procured. (FY 2013, \$-43 million; FYDP, \$-191 million)
- The President's Executive Order, "Promoting Efficient Spending" signed November 9, 2011, issued guidance to reduce printing costs by 20 percent in FY 2013 below the FY 2010 level by greater utilization of electronic media to reduce financial waste and environmental impact. The Department implemented this guidance in the FY 2013 budget request. (FY 2013, \$-34 million; FYDP, \$-171 million)

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Security (FY 2013, \$-161 million; FYDP, \$-782 million)

- The Army will reduce civilian and contractor personnel costs associated with investigating and adjudicating personnel security investigation (PSI) requirements. (FY 2013, \$-88.4 million; FYDP, \$-440 million)
- The Defense Security Service (DSS) will continue strategies to enhance business practices to support mission prioritization. In addition, DSS will reduce contractor support services by in-sourcing inherently governmental functions. Further reductions to discretionary travel and printing costs will achieve additional savings. (FY 2013, \$-21.8 million; FYDP, \$-80 million)
- The Defense Threat Reduction Agency (DTRA) will reap savings by carefully increasing the level of risk in certain agency programs, reducing the frequency of exercise and inspection activities, delaying implementation schedules, delaying equipment purchases, terminating programs, and reducing support for planned exercises. (FY 2013, \$-51 million; FYDP, \$-262 million)

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Streamline Management Overhead and Operations (FY 2013, \$-1.6 billion; FYDP, \$-8.8 billion)

- The Army will streamline installation support in response to reductions in end strength and anticipated overseas draw-down. The Army will terminate several programs related to biometric data repositories, medical training sites and forensic laboratories. (FY 2013, \$-1.2 billion; FYDP, \$-5.6 billion)
- The Army has reduced its Management Headquarters and Administrative account (Administration and Other Service Support) for command and DA level staff. The reductions will require downsizing of command and headquarters structure. (FY 2013, \$-192 million; FYDP, \$-659 million)
- The DoN will streamline overhead and management functions of the Navy Installations Command (NIC) and the Naval Facilities Engineering Command (NAVFAC), with associated savings in civilian employee and contractor manpower. The scope of the efficiency seeks savings in duplicate functions and areas of overlap in core competencies within the facilities lifecycle including reducing management, staff, infrastructure, and overhead costs at headquarters and regional levels. Operating models will be aligned with service delivery and improved budget execution efficiency through the integration of requirements and policy definition. The efficiency excludes blue-collar CNIC and NAVFAC personnel. (FY 2013, \$0; FYDP, \$-342 million)
- The DoN resources were realigned to USSTRATCOM as part of the JFCOM restructuring, which began during the FY 2012 President's Budget build. Specifically, this action removes funding associated with oversight of the Joint Warfare Analysis Center (JWAC). (FY 2013, \$-69 million; FYDP, \$-358 million)
- The Air Force will divest the HQs, Air Force (HAF) level Fleet Viability Board and eliminate 32 civilian/military authorizations. This initiative eliminates duplicative functions and unnecessary oversight, while pinpointing engineering/viability research and analysis to the most appropriate level – the System Program Offices under authority of the Air Force Material Command. (FY 2013, \$-5 million; FYDP, \$-25 million)
- The DFAS will reduce overhead costs for travel, general supplies, postage, and printing. (FY 2013, \$-12 million; FYDP, \$-72 million)
- The Defense Human Resources Activity merged two components, the Defense Language Office and the National Security Education Program. Further savings were realized by reducing: the Civilian Emerging Leader Program and the Pipeline Program; the Joint Service Training and Readiness System Development and Defense Training Resources Analysis programs; field State

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Committee operations; full-time contracted support for the Employer Support of the Guard and Reserve (ESGR) programs; training and training materials provided to the DoD travel community; and the hours of operation at the Travel Assistance Center. Support to the Defense Critical Infrastructure Program was reduced. Near-term investment savings were achieved by extending the timelines for system development on various automated applications. (FY 2013, \$-71.3 million; FYDP, \$-364 million)

- The OSD IT Rapid Acquisition and Command and Control Research Programs will be terminated at the OSD level, with functions absorbed by the Services, the Military Academies, and the Defense Agencies. (FY 2013, \$-6 million; FYDP, \$-25 million)
- The OUSD(Policy) will reduce the development of Risk Decision Packages supporting the OSD Critical Infrastructure Program. The loaned equipment programs (robotics improvised explosive device (IED) search, night vision and surveillance) under the Homeland Defense Technology Transfer Program will be decreased. Special Operations/Low-Intensity Conflict advanced development initiatives in the areas of Explosive Ordinance Disposal, tagging, tracking and locating efforts and irregular warfare and Combating Terrorism Support Office rapid prototyping products will transition and be absorbed by other organizations within DoD. Decreases in the level of effort will occur in personal protection, chemical biological and radiological projects, physical security and tactical operations. The level of effort technology development projects for the management and destruction of stockpiled conventional munitions will be reduced, as will current performance data of mechanical mine clearance technology systems detecting buried low metallic land mines. (FY 2013, \$-24 million; FYDP, \$-122 million)
- The Department is reviewing COCOM regional constructs to determine the most efficient construct. (FY 2013, \$0; FYDP, \$-0.9 billion)
- The Joint Test and Evaluation (JT&E) program will significantly reengineer its business model of funding three Joint Feasibility Studies (JFS), two Joint Tests, and three Quick Reaction Tests (QRTs) annually. The FY 2013 will have no new JFS and one additional QRT funded for the year. The Director, Operational Test and Evaluation's reengineered business model, targeted for FY 2013 implementation, should reduce the life span and scope of a project while maintaining rigorous Test and Evaluation methods. (FY 2013, \$-19 million; FYDP, \$-100 million)
- The OUSD(AT&L) cites two key factors why it planned savings in the Environmental Restoration program: new technology to reduce the cost of cleanup of unexploded ordnance; and program reforms and reorganization of the Corps of Engineers oversight of the Formerly Used Defense Sites (FUDS) program to reduce administrative costs. (FY 2013, \$-43 million; FYDP, \$-218 million)

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Supply Chain and Logistics (FY 2013, \$-.6 billion; FYDP, \$-2.5 billion)

- The Army accepted moderate risks in Ammunition Readiness and Sustainment Systems Technical Support. The existing ammunitions demilitarization stockpile and the associated storage and maintenance requirements will grow some due to this reduction. Reductions to Sustainment Systems Technical Support funding will impact programs scheduled to transition from production to sustainment and several programs that currently rely heavily on contractor furnished Sustainment Systems Technical Support, such as aviation and track vehicles. The cessation of hostilities in Iraq and projected reduction of Army presence in Afghanistan mitigate these risks. (FY 2013, \$-389 million; FYDP, \$-1.7 billion)
- The Air Force will reduce on-hand base level inventories by focusing on reducing consumables and base support supplies consisting primarily of Government Purchase Card (GPC) transactions at base level, across all Air Force functional areas. The Air Force Logistics Management Agency study on excess inventory concluded that the Air Force should reduce excess by conducting a bottom-up review of unit level supply authorizations and purchase. Some classes of supply have remained on the shelf for several years, tying up funds in inventory procurement and holding costs. The bottom-up review will identify excess inventory while establishing policies and procedures to prevent the accumulation of large inventories in the future. (FY 2013, \$-44 million; FYDP, \$-224 million)
- The Air Force will reduce on-hand base level depot level reparable (DLRs) by initiating a bottom-up inventory review of unit level supply authorizations to reduce excess inventory at base level. The total spares requirement is computed using the Requirements Management System. Requirements are built based upon Readiness Spares Package updates, Adjusted Stock Level requirements, consumption-based changes due to changes in operational data (e.g., Mean Time Between Failures, demand patterns and flying hours) and weapon systems adjustments that will require spares replenishment funding. The Spares Requirements Review Board validates specific weapon system FYDP requirements at a certain level. The DLRs are programmed through this effort, which closely aligns the buy/repair support provided by Air Force Material Command with customers' projected demand on the supply system. (FY 2013, \$-10 million; FYDP, \$-50 million)
- The Defense Logistics Agency has consistently developed more efficient business practices to achieve improved supply support at reduced cost. The DLA Distribution Activity reduced its Facility, Sustainment, Restoration and Modernization (FSRM) requirements, and because of the Strategic Network Optimization (SNO) implementation, is likely to reduce storage facility requirements across the Department. (FY 2013, \$-138 million; FYDP, \$-491 million)

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Training and Conferences (FY 2013, \$-.5 billion; FYDP, \$-2.6 billion)

- The Army will delay some modernization of home-station training facilities (ranges, local training areas, simulations centers, etc.) that support individual, crew, and collective training. This increases the possibility that units will experience down-time during scheduled training or that facilities without full instrumentation will provide less than maximum available feedback to improve unit performance. (FY 2013, \$-208 million; FYDP, \$-1.3 billion)
- The U. S. Southern Command (USSOUTHCOM) will eliminate funding for the exercise, SOUTHERN STAR; reduce subsidies for partner nation fuel costs, and reduce contracts that support the following programs: information operations; non-standard aviation; headquarters command, control, communications and computers (C-4); personnel recovery; and traditional commander activities. A small number of Medical Readiness Training Exercises were eliminated. The number of Reserve personnel brought on to augment the headquarters staff during joint exercises will be reduced, resulting in savings within the military Reserve travel accounts. Other savings will result from reduction of HQ security guard contract costs, travel savings, and requiring interagency partners to cover more of their personnel costs. (FY 2013, \$-13 million; FYDP, \$-64 million)
- The Air Force terminated its funding to the Coalition Warrior Interoperability Demonstration (CWID). The CWID is a Chairman of the Joint Chiefs of Staff (CJCS) annual event enabling Combatant Commands, coalition partners, Military Services, DoD Agencies, Homeland Security, Homeland Defense organizations to explore and assess commercial products to fill Command, Control, Communications, Computers; Combat Systems; Intelligence, Surveillance, and Reconnaissance (C5ISR) interoperability gaps. Services and coalition partners will explore and assess alternative commercial products. This programmatic reduction transitions CWID to a persistent coalition interoperability test and integration environment to produce and maintain a coalition interoperability baseline with spiral release every 120-180 days. (FY 2013, \$-1 million; FYDP, \$-8 million)
- Reductions in class size, course duration and other Building Partnership Capacity Program requirements will be applied to the following Defense Security Cooperation Agency (DSCA) programs: the Regional Centers for Security Studies; the Defense Institute for Security Assistance Management (DISAM) Lessons Learned/Best Practices Program; Regional International Outreach (RIO)/Partnership for Peace Information Management Program; and the Warsaw Initiative Fund Program. Reductions will be achieved by reducing costs of conferences, seminars and location of events. (FY 2013, \$-129 million; FYDP, \$-768 million)
- The National Defense University (NDU) is terminating several non-Joint Professional Military Education (JPME) programs: the Joint Reserve Affairs Center (JRAC); the Secretary of Defense Corporate Fellows Program (SDCFP); the NATO Staff Officer Orientation Course (NSOOC) portion of the Center for Transatlantic Security Studies (CTSS); non-JPME courses taught at Joint Forces Staff College (JFSC); the Information/Operations Planners/Operations Course; Homeland Security Planners Course; Joint

DEPARTMENT OF DEFENSE MORE DISCIPLINED USE OF RESOURCES

Medical Planners Course; and Multi-National Planners Course. These terminations will allow NDU leadership to reconfigure the reduced manpower and fiscal resources to a role that will strengthen and reinforce its mission focus of joint professional military education. In addition, NDU has identified several non-labor categories for cost savings. Efficiencies will be recognized from the reduction of non-essential mission travel by relying upon online training, reducing use of extended warranties on existing equipment, and by the more cost effective use of equipment maintenance contracts in lieu of purchasing new equipment. The NDU will cease student laptop procurement beginning in FY 2013. Other cost efficiency initiatives include the increased reliance of in-house subject-matter expertise in lieu of contract support and a movement away from commercial maintenance facility support to reliance on USG civilian labor. (FY 2013, \$-10 million; FY 2017, \$-50 million)

- The Defense Acquisition University continues implementation of strategies to increase efficiencies and reduce costs to train the acquisition workforce. Savings will be recouped in the areas of staff and faculty travel, printing, and contractor services. (FY 2013, \$-3 million; FYDP, \$-14 million)
- The Office of the Under Secretary of Defense (Personnel and Readiness) reduced support for the Joint Staff Joint Exercise Program and COCOM training and exercises. (FY 2013, \$-90.8 million; FYDP, \$-447 million)
- The Combatant Command Support Agent reduction will result in enhanced business practices and program prioritization, improving contract oversight and acquisition economies related to various training programs across the Combatant Commands. (FY 2013, \$-1 million; FYDP, \$-4 million)

DEPARTMENT OF DEFENSE MORE DISCIPLINED USE OF RESOURCES

Travel and Transportation (FY 2013, \$-161 million; FYDP, \$-0.8 billion)

- The Air Force reduced funding for administrative travel and will utilize more video/phone teleconferencing as well as analyze the necessity for conferences and schools held offsite. (FY 2013, \$-80 million; FYDP, \$-400 million)
- The Air Force will reduce its leased vehicle fleet by exhaustively analyzing and validating vehicle authorizations against requirements, with a focus on the \$400 million annual GSA lease and short-term rental portfolio. (FY 2013, \$-6 million; FYDP, \$-37 million)
- The President's Executive Order, "Promoting Efficient Spending", signed November 9, 2011, reduces discretionary travel costs by 20 percent in FY 2013 below the FY 2010 level by identifying alternatives to traveling (i.e., teleconferencing, web-conferencing, attending local training). All DoD organizations have subscribed to achieve these efficiencies in their travel programs. (FY 2013, \$-76 million; FYDP, \$-381 million)

DEPARTMENT OF DEFENSE MORE DISCIPLINED USE OF RESOURCES

Workforce – Civilian (FY 2013, \$-.9 billion; FYDP, \$-11.2 billion)

- The Army continues efforts to determine the relationship between the size of the active force and the size of the civilian workforce required to support it. The end strength reduction is specific to the military end-strength. There is recognition that some number of civilians and other infrastructure that supports those Soldiers and their Families will no longer be required. (FY 2013, \$-172 million; FYDP, \$-848 million)
- Adjustments were made to reflect the lower proposed and projected civilian pay raise rates compared to previously budgeted pay raises in the FY 2012 President's Budget request: 2013 - 0.5%; 2014 - 1.7%; 2015 - 0.5%; 2016 - 1.0%; 2017 - 1.5%. (FY 2013, \$-703 million; FYDP, \$-10.4 billion)

DEPARTMENT OF DEFENSE MORE DISCIPLINED USE OF RESOURCES

Workforce – Contractor (FY 2013, \$-.4 billion; FYDP, \$-2 billion)

- The Air Force will reduce reliance on service support contractors by targeting those contractors who are essentially augmenting staff functions that should be performed by full-time government employees or in some cases, discontinued. This initiative expands the SECDEF directed 30 percent service support contractor reduction initiated in the FY 2012 President’s Budget. (FY 2013, \$-200 million; FYDP, \$-1 billion)
- The Air Force will further reduce and better manage advisory studies to those that are absolutely necessary and have value relative to the cost of production. This initiative expands the SECDEF directed 25 per cent reduction of advisory studies initiated in the FY 2012 President’s Budget. (FY 2013, \$-45 million; FYDP, \$-225 million)
- The Defense Human Resources Activity (DHRA) will convert 13 full-time equivalents (FTEs) from contractor to Federal civilian positions in order to support the Joint Personnel Adjudication System. (FY 2013, \$-1 million; FYDP, \$-3 million)
- The DoD Education Activity (DODEA) will eliminate the Military Family Life Consultant (MFLC) personal financial counselor positions in FY 2013 as being duplicative of financial counseling services being performed by the Services’ Family Program counselors. (FY 2013, \$-12 million; FYDP, \$-62 million)
- The DoD Chief Information Officer will reduce contractor support to the following efforts: the Defense Information Enterprise; Command Information Superiority Architecture (CISA) programs; Defense Industrial Base, Cyber Security/Information Assurance (DIBCS/IA) program; the Office of Management and Budget (OMB) Information Technology (IT) Management requirements (e-gov and Councils); Military Satellite Communication (MILSATCOM) systems; DoD Information Assurance (IA) efforts such as Computer Network Defense (CND) and the restoration of information systems; Command and Control (C2) policy development activities, bandwidth assessments, Universal Authentication Server (UAS) encryption instructions; Satellite Communication (SATCOM) and commercial wireless policy documents; domestic and international spectrum policy support; C2 core data standards; Supply Chain Risk Management activities; and cyber professional education and training activities. (FY 2013, \$-9 million; FYDP, \$-42 million)
- The Director, Operational Test and Evaluation will eliminate the contract technical support provided by the Intergovernmental Personnel Act. (FY 2013, \$-0.2 million; FYDP, \$-1 million)

DEPARTMENT OF DEFENSE MORE DISCIPLINED USE OF RESOURCES

- The U. S. Transportation Command (USTRANSCOM) will reduce contractor support in two areas - scheduling support for airlift operations and providing risk management of identified transportation infrastructure. (FY 2013, \$-0.3 million; FYDP, \$-2 million)
- The U. S. Strategic Command (USSTRATCOM) will reduce Advisory and Assistance Services (A&AS) contracts. (FY 2013, \$-31 million; FYDP, \$-161 million)
- The U. S. Central Command (USCENTCOM) will reduce the following service support contracts: the Joint Operation Planning and Execution Systems; the Tracker Information System/Global Position System; Environmental Engineering Services; Acquisition Program Strategy Analyst; and Movement Support Branch. (FY 2013, \$-7 million; FYDP, \$-35 million)
- The U. S. Northern Command (USNORTHCOM) identified opportunities for efficiencies, which include areas of service contractor support and information technology support. (FY 2013, \$-10.8 million; FYDP, \$-54 million)
- The Defense Media Activity has begun the process of reviewing all contracts within the agency to find ways to reduce or eliminate agency costs. The DMA will reduce contract service support for the Pentagon Channel and the American Forces Networks at its central AFN network node in California. The DMA will also gain efficiencies by the evolutionary consolidation of separate entities resulting from the BRAC move to Fort Meade, MD, in the areas of information technology, life cycle replacement, maintenance of support equipment, supply purchases and satellite communications. (FY 2013, \$-31 million; FYDP, \$-158 million)
- The Joint Staff reduced contractor labor mission requirements for the Combatant Commanders Initiative Fund (CCIF), and Joint Staff Exercise-related construction. (FY 2013, \$-58 million; FYDP, \$-293 million)

DEPARTMENT OF DEFENSE MORE DISCIPLINED USE OF RESOURCES

Workforce – Military (FY 2013, \$-.5 billion; FYDP, \$-2.3 billion)

- Due to the current economic conditions and increased propensity to enlist, the Army will reduce recruiting funds, which includes adjustments to enlistment and reenlistment incentives, recruitment, advertisement and marketing programs. (FY 2013, \$-96 million; FYDP, \$-600 million)
- The Army will defer 48 Junior Reserve Officer Training Corps (JROTC) programs, inactivate the United States Army Accessions Command, and terminate several platforms to include the Joint Cooperative Target Identification-Ground. The Army has assumed risk to higher out-year costs to meet planned JROTC expansion to 1,920 units by FY 2020, and in meeting the requirement to revitalize home-station training. (FY 2013, \$-129 million; FYDP, \$-270 million)
- The DoN identified savings in manpower costs by allowing Marines to be released from active duty up to 90 days before their End of Active Services (EAS) dates. (FY 2013, \$-30 million; FYDP, \$-150 million)
- The DoN will reduce Special Duty Assignment Pay by 25 per cent in FY 2013 and by 35 per cent in FY 2014-2017. (FY 2013, \$-5 million; FYDP, \$-33 million)
- The Air Force will reduce accessions training, pilot production, force development and personnel security investigations in direct proportion to the reduced level of the Air Force military personnel. Undergraduate Pilot Training (UPT) accessions and entries will be reduced by ~ 18 students per year, which corresponds to the 250 decrease in overall Pilot requirements. Specific UPT training track capacities will be aligned with planned aircraft inventories. Additionally, with lowered end strength, the Department will reduce the anticipated number of Active Duty officers and civilians attending professional development. Finally, end strength reductions will decrease the demand level for personnel security clearances. (FY 2013, \$-72 million; FYDP, \$-469 million)
- The Air Force will temper the programmed expansion of 112 seminars at the Non-Commissioned Officer Academy (NCOA) to 56 seminars. This adjustment increases the student capacity by 784 per year, which will reduce some of the backlog of students requiring NCOA. The projected reduction in enlisted end strength will also support a reduction in required attendance. The Department is right-sizing NCOA capacity to provide appropriate professional military educational experiences. (FY 2013, \$-3 million; FYDP, \$-18 million)

DEPARTMENT OF DEFENSE MORE DISCIPLINED USE OF RESOURCES

- The Air Force will reduce the number of Permanent Change of Station (PCS) moves for first term Airmen base of preference, increasing specific tour lengths, and freezing PCS for twice-deferred majors prior to separation from Active Duty. Policy changes will be implemented to substantiate these efficiencies. (FY 2013, \$-17 million; FYDP, \$-85 million)
- The Air Force will eliminate the Assignment Incentive Pay currently afforded Airmen at Creech Air Force Base, Nevada. Reduction in actual incentive payments will be realized in FY 2015 when existing personnel assigned to Creech rotate via the normal assignment cycle. (FY 2013, \$ 0; FYDP, \$-43 million)
- The Air Force will reduce and realign the number of active duty Air Force regional band authorizations by 19.9 per cent. Manpower and operating costs will be reduced at six of fourteen units, eliminating one hundred and three enlisted authorizations. This includes the deactivation of three bands, the downsizing of two bands, and the removal of all four Air Force band authorizations from Supreme Headquarters Allied Powers Europe (SHAPE). The remaining regional bands will be reorganized to cover expanded areas of responsibility. (FY 2013, \$-3 million; FYDP, \$-16 million)
- The Air Force will lengthen overseas tours to U. S. Air Force–Europe (USAFE) by one year. Overseas tour lengths for accompanied military personnel will be extended from 36 months to 48 months and unaccompanied military personnel from 24 months to 36 months in the USAFE. (FY 2013, \$-2 million; FYDP, \$-10 million)
- Based upon historical under-execution, the enlisted Air Force Active Guard Reserve (AGR) program was reduced by 121 end strength. In addition, 116 officer Air Force Active Guard and Reserve (AGR) positions were converted to civilian Military Technicians (MILTECHs) as a more efficient and effective means to accomplish various Air Force Reserve (AFR) missions. The overall AFR end strength is maintained at programmed levels by returning the 237 AGR reduction as Pay Group A (15 days training/drills) enlisted personnel. (FY 2013, \$-8 million; FYDP, \$-73 million)
- Based upon historical under-execution, the Army’s FY 2013 AGR end strength will be reduced by 109 and average strength will be reduced 149; offsets to Pay Group A end strength and average strength will be applied. (FY 2013, \$-18 million; FYDP, \$-18 million)
- To complement the congressional reductions to the FY 2012 Reserve Personnel, Navy appropriation, the FY 2013 beginning strength will be adjusted to equal the FY 2011 actual end strength level - which equates to 86 fewer officer and 185 fewer enlisted Pay Group A average strength. (FY 2013, \$-4 million; FYDP, \$-4 million)

DEPARTMENT OF DEFENSE MORE DISCIPLINED USE OF RESOURCES

- The Department of Defense Education Activity Military Spouse Career Advancement Accounts (MyCAA) program will be reduced due to unanticipated low execution when the eligibility guidelines were revised (October 2010) to assist spouses of service members in the pay grades of E-1 to E-5, W1-W2, and O1-O2 achieve portable careers. (FY 2013, \$-80 million; FYDP, \$-430 million)
- The elimination of Air Force personnel funding for four Officer Critical Skills Retention Bonuses (CSRB), to include public affairs, civil engineering, intelligence and logistics readiness, will result in savings. (FY 2013, \$-14 million; FYDP, \$-46 million)

DEPARTMENT OF DEFENSE MORE DISCIPLINED USE OF RESOURCES

Other Operations (FY 2013, \$-.2 billion; FYDP, \$-1.1 billion)

- The Office of Economic Adjustment projects savings as a result of increased cost sharing with state and local governments on program grants. (FY 2013, \$-1.1 million; FYDP, \$- 5.5 million)
- The NATO Security Investment Program (NSIP) funds will be realigned to support current anticipated requirements. The adjustment supports the highest priority urgent projects while deferring many long term defense investment requirements. (FY 2013, \$-27 million; FYDP, -\$147 million)
- The Department reduced funding for lower priority counternarcotics (CN) programs that did not focus on its core mission, such as the National Guard Counterdrug mission; removed funding for systems being eliminated from the Department's weapons inventory that supported counter-narcotics detection and monitoring; and reprioritized funding to support counternarcotics missions related to partner nation capacity building and Reservist support. (FY 2013, \$-123 million; FYDP, \$-0.6 billion)
- Contract and other operational support to the following boards, commissions, task forces and programs will be reduced: the 50th Anniversary Vietnam War Commemoration; selected advisory committees; the Defense Business Board, the Quadrennial Review of Military Compensation; Intelligence Oversight inspection programs, Republic of Korea (ROK) Scholarship program; DoD community and public outreach; and various OSD training programs. In addition, the bill for the Capital Security Cost Sharing program that funds the construction of new embassy and consular compounds worldwide will be streamlined and decentralized. (FY 2013, \$-23 million; FYDP, \$-113 million)
- The U. S. Pacific Command (USPACOM) will reduce resources devoted to facilities, C4I services, supplies and civilian pay. Operation RELIANT VOICE, which resources Military Information Support Operations, Computer Network Operations, Operational Security and Military Deception efforts, will be reduced from 24 to 22 planned operations. The Center for Excellence in Disaster Management and Humanitarian Assistance will conduct fewer events and increase delivery times of applied research products. Lifecycle contract support to the Joint Special Operations Task Force – Philippines will be decremented. (FY 2013, \$-19 million; FYDP, \$-104 million)
- The Defense Threat Reduction Agency will reduce the Cooperative Threat Reduction Program by: delaying the pace of expansion of the Cooperative Biological Engagement program in Africa and South East Asia and reducing scope of work in Uzbekistan; delaying software development for the Electronic Integrated Disease Surveillance System by one year; reducing number of planned decommissioning of Russian Federation SS-25 ICBMs; reducing technical support to Russian chemical weapons destruction at Kizner; reducing threat reduction engagement events supporting the Combatant Commands; delaying further

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expansion of Global Nuclear Security Centers of Excellence in the out-years; reducing planned maritime proliferation prevention efforts in Southeast Asia; and delaying establishment of embassy presence in new geographic areas in support of mission expansion. (FY 2013, \$-25 million; FYDP, \$-115 million)

DEPARTMENT OF DEFENSE MORE DISCIPLINED USE OF RESOURCES

- The specific savings by Component, title and bin are:

| | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY13-17 |
|---|------------|------------|------------|------------|------------|-------------|
| Department of Army | | | | | | |
| Military Personnel | | | | | | |
| Streamline Management Overhead and Operations | -6,932 | -6,855 | -6,915 | -6,886 | -6,991 | -34,579 |
| Workforce - Military | -33,992 | -28,598 | -31,547 | -14,028 | -19,946 | -128,111 |
| Total | -40,924 | -35,453 | -38,462 | -20,914 | -26,937 | -162,690 |
| | | | | | | |
| Operation and Maintenance | | | | | | |
| Facilities, Housing, and Construction | -312,349 | -393,806 | -74,188 | -80,596 | -48,599 | -909,538 |
| Information Technology | -112,823 | -149,020 | -183,310 | -268,384 | -357,022 | -1,070,559 |
| Printing and Publishing | -13,423 | -11,283 | -11,470 | -11,660 | -11,853 | -59,689 |
| Security | -88,400 | -83,500 | -83,800 | -91,600 | -92,900 | -440,200 |
| Streamline Management Overhead and Operations | -1,359,971 | -1,240,345 | -1,633,290 | -994,012 | -944,232 | -6,171,850 |
| Supply Chain and Logistics | -330,738 | -314,308 | -224,930 | -209,714 | -332,231 | -1,411,921 |
| Training and Conferences | -41,162 | -39,465 | -37,941 | -40,778 | -41,691 | -201,037 |
| Workforce - Civilian | -318,382 | -337,218 | -504,013 | -795,694 | -984,026 | -2,939,333 |
| Workforce - Military | -209,395 | -170,389 | -128,592 | -109,078 | -142,737 | -760,191 |
| Other Operations | -2,003 | -2,013 | -2,077 | -2,124 | -2,162 | -10,379 |
| Total | -2,788,646 | -2,741,347 | -2,883,611 | -2,603,640 | -2,957,453 | -13,974,697 |
| | | | | | | |
| Procurement | | | | | | |
| Facilities, Housing, and Construction | -56,215 | -35,157 | | -10,000 | | -101,372 |
| Information Technology | -27,169 | -29,999 | | | -22,704 | -79,872 |
| Supply Chain and Logistics | -113,907 | -104,821 | | -113,979 | -140,274 | -472,981 |
| Streamline Management Overhead and Operations | -4,508 | -4,525 | -4,541 | -4,558 | -4,571 | -22,703 |
| Training and Conferences | -120,249 | -141,336 | -139,469 | -103,740 | -149,501 | -654,295 |
| Total | -322,048 | -315,838 | -144,010 | -232,277 | -317,050 | -1,331,223 |

DEPARTMENT OF DEFENSE MORE DISCIPLINED USE OF RESOURCES

| Department of Army (cont.) | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY13-17 |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| Research, Development, Test and Evaluation | | | | | | |
| Facilities, Housing, and Construction | -27,673 | -27,511 | | | | -55,184 |
| Information Technology | -54,516 | -66,440 | -58,701 | -51,995 | -39,561 | -271,213 |
| Streamline Management Overhead and Operations | -14,972 | -14,134 | -13,933 | -13,892 | -14,077 | -71,008 |
| Supply Chain and Logistics | -26 | -3,810 | | -1,612 | -121 | -5,569 |
| Training and Conferences | -41,089 | -38,199 | -13,990 | -15,082 | -18,208 | -126,568 |
| Workforce - Civilian | -13,162 | -30,399 | -45,434 | -71,248 | -89,826 | -250,069 |
| Total | -151,438 | -180,493 | -132,058 | -153,829 | -161,793 | -779,611 |
| | | | | | | |
| Military Construction | | | | | | |
| Facilities, Housing, and Construction | -852,500 | -1,331,313 | -1,534,509 | -864,916 | -371,559 | -4,954,797 |
| Training and Conferences | -18,500 | -96,000 | | | -230,200 | -344,700 |
| Total | -871,000 | -1,427,313 | -1,534,509 | -864,916 | -601,759 | -5,299,497 |
| | | | | | | |
| Family Housing | | | | | | |
| Facilities, Housing, and Construction | -9,700 | | 1,000 | 1,000 | 1,000 | -6,700 |
| Information Technology | -24,000 | -24,000 | -24,000 | -83,000 | 1,017 | -153,983 |
| Workforce - Civilian | -400 | -924 | -1,381 | -2,532 | -3,390 | -8,627 |
| Total | -34,100 | -24,924 | -24,381 | -84,532 | -1,373 | -169,310 |
| Total Department of Army | -4,208,156 | -4,725,368 | -4,757,031 | -3,960,108 | -4,066,365 | -21,717,028 |
| | | | | | | |
| Department of Navy | | | | | | |
| Military Personnel | | | | | | |
| Workforce - Military | -39,102 | -37,000 | -37,000 | -37,000 | -37,000 | -187,102 |

DEPARTMENT OF DEFENSE MORE DISCIPLINED USE OF RESOURCES

| Department of Navy (cont.) | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY13-17 |
|---|---------------|---------------|---------------|---------------|---------------|----------------|
| Operation and Maintenance | | | | | | |
| Acquisition Strategy | -243,087 | -243,087 | -243,087 | -243,087 | -243,087 | -1,215,435 |
| Facilities, Housing, and Construction | -21,813 | -21,755 | -15,935 | -16,315 | -16,295 | -92,113 |
| Information Technology | -57,186 | -149,457 | -224,609 | -326,075 | -429,418 | -1,186,745 |
| Other Operations | -17,128 | -18,146 | -18,882 | -19,083 | -19,279 | -92,518 |
| Printing and Publishing | -36,974 | -34,945 | -35,122 | -35,302 | -35,485 | -177,828 |
| Streamline Management Overhead and Operations | -71,342 | -115,147 | -174,324 | -175,447 | -176,800 | -713,060 |
| Supply Chain and Logistics | -42,543 | -13,491 | -19,627 | -24,633 | -51,234 | -151,528 |
| Travel and Transportation | -22,621 | -22,621 | -22,621 | -22,621 | -22,621 | -113,105 |
| Workforce - Civilian | -156,769 | -362,067 | -541,150 | -622,467 | -626,662 | -2,309,115 |
| Total | -669,463 | -980,716 | -1,295,357 | -1,485,030 | -1,620,881 | -6,051,447 |
| Procurement | | | | | | |
| Acquisition Strategy | -333,295 | -678,886 | -266,914 | -303,123 | -141,134 | -1,723,352 |
| Information Technology | 6,268 | -5,012 | -48,968 | -102,877 | -91,874 | -242,463 |
| Streamline Management Overhead and Operations | -599 | -1,310 | -96 | -98 | -100 | -2,203 |
| Total | -327,626 | -685,208 | -315,978 | -406,098 | -233,108 | -1,968,018 |
| Research, Development, Test and Evaluation | | | | | | |
| Acquisition Strategy | -58,422 | -58,422 | -58,422 | -58,422 | -58,422 | -292,110 |
| Information Technology | -7,428 | -35,039 | -52,631 | -54,254 | -45,400 | -194,752 |
| Workforce - Civilian | -51,917 | -119,904 | -179,210 | -206,140 | -207,528 | -764,699 |
| Total | -117,767 | -213,365 | -290,263 | -318,816 | -311,350 | -1,251,561 |
| Military Construction | | | | | | |
| Facilities, Housing, and Construction | -6,194 | -2,237 | -2,059 | -2,094 | -2,129 | -14,713 |

DEPARTMENT OF DEFENSE MORE DISCIPLINED USE OF RESOURCES

| Department of Navy (cont.) | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY13-17 |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Family Housing | | | | | | |
| Acquisition Strategy | -505 | -505 | -505 | -505 | -505 | -2,525 |
| Workforce - Civilian | -504 | -1,163 | -1,738 | -1,999 | -2,013 | -7,417 |
| Total | -1,009 | -1,668 | -2,243 | -2,504 | -2,518 | -9,942 |
| | | | | | | |
| Revolving and Management Funds | | | | | | |
| Acquisition Strategy | -3,071 | -3,071 | -3,071 | -3,071 | -3,071 | -15,355 |
| Information Technology | -37 | -62 | -334 | -369 | -290 | -1,092 |
| Total | -3,108 | -3,133 | -3,405 | -3,440 | -3,361 | -16,447 |
| Total Department of Navy | -1,164,269 | -1,923,327 | -1,946,305 | -2,254,982 | -2,210,347 | -9,499,230 |
| | | | | | | |
| Department of Air Force | | | | | | |
| Military Personnel | | | | | | |
| Workforce - Military | -70,450 | -100,928 | -112,880 | -116,838 | -116,623 | -517,719 |
| | | | | | | |
| Operation and Maintenance | | | | | | |
| Acquisition Strategy | | -5,286 | 2,766 | 3,499 | -29,615 | -28,636 |
| Facilities, Housing, and Construction | -35,500 | -86,887 | -87,016 | -37,145 | -37,274 | -283,822 |
| Information Technology | -99,209 | -250,246 | -254,102 | -256,406 | -257,072 | -1,117,035 |
| Other Operations | -323 | -298 | -292 | -298 | -303 | -1,514 |
| Printing and Publishing | -10,365 | -8,832 | -8,696 | -8,854 | -8,989 | -45,736 |
| Streamline Management Overhead and Operations | -7,561 | -8,021 | -8,112 | -8,023 | -8,189 | -39,906 |
| Supply Chain and Logistics | -93,913 | -68,281 | -73,006 | -76,962 | -104,528 | -416,690 |
| Training and Conferences | -2,219 | -2,702 | -2,756 | -2,818 | -1,859 | -12,354 |
| Travel and Transportation | -122,636 | -125,128 | -122,901 | -124,637 | -124,488 | -619,790 |
| Workforce - Civilian | -180,600 | -417,106 | -623,410 | -717,089 | -721,921 | -2,660,126 |
| Workforce - Contractor | -291,560 | -289,000 | -290,969 | -294,752 | -299,921 | -1,466,202 |
| Workforce - Military | -49,513 | -46,294 | -48,778 | -50,355 | -49,969 | -244,909 |
| Total | -893,399 | -1,308,081 | -1,517,272 | -1,573,840 | -1,644,128 | -6,936,720 |

DEPARTMENT OF DEFENSE MORE DISCIPLINED USE OF RESOURCES

| <u>Department of Air Force (cont.)</u> | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY13-17 |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| Procurement | | | | | | |
| Acquisition Strategy | -100,000 | -100,000 | -70,000 | -70,000 | -128,997 | -468,997 |
| Workforce - Contractor | -289 | -273 | -246 | -232 | -220 | -1,260 |
| Workforce - Military | -161 | -138 | -124 | -124 | -127 | -674 |
| Total | -100,450 | -100,411 | -70,370 | -70,356 | -129,344 | -470,931 |
| | | | | | | |
| Research, Development, Test and Evaluation | | | | | | |
| Acquisition Strategy | -9,000 | | | | | -9,000 |
| Information Technology | -791 | -2,020 | -951 | -1,035 | -1,043 | -5,840 |
| Workforce - Civilian | -10,115 | -23,361 | -34,916 | -40,162 | -40,433 | -148,987 |
| Workforce - Contractor | -1,977 | -1,934 | -1,829 | -1,815 | -1,729 | -9,284 |
| Total | -21,883 | -27,315 | -37,696 | -43,012 | -43,205 | -173,111 |
| | | | | | | |
| Military Construction | | | | | | |
| Facilities, Housing, and Construction | -879,822 | -721,937 | 92,199 | -509,432 | -187,107 | -2,206,099 |
| Total Department of Air Force | -1,966,004 | -2,258,672 | -1,646,019 | -2,313,478 | -2,120,407 | -10,304,580 |
| | | | | | | |
| Defense-wide | | | | | | |
| Operation and Maintenance | | | | | | |
| Acquisition Strategy | -18,505 | -16,506 | -17,178 | -16,756 | -16,846 | -85,791 |
| Facilities, Housing, and Construction | -7,000 | -8,898 | -25,698 | -22,372 | -4,547 | -68,515 |
| Information Technology | -35,022 | -38,842 | -42,607 | -43,529 | -45,841 | -205,841 |
| Intelligence and other Classified Activity | -293,226 | -322,041 | -321,767 | -353,997 | -358,505 | -1,649,536 |
| Other Operations | -173,044 | -191,083 | -181,704 | -177,987 | -173,102 | -896,920 |
| Printing and Publishing | -17,376 | -16,177 | -16,281 | -16,387 | -16,495 | -82,716 |
| Security | -37,865 | -43,702 | -49,144 | -19,179 | -19,393 | -169,283 |
| Streamline Management Overhead and Operations | -83,866 | -202,971 | -304,908 | -409,564 | -415,681 | -1,416,990 |
| Training and Conferences | -232,259 | -221,887 | -242,169 | -282,469 | -299,544 | -1,278,328 |
| Travel and Transportation | -14,010 | -14,010 | -14,010 | -14,006 | -14,032 | -70,068 |
| Workforce - Civilian | -137,773 | -318,195 | -475,574 | -547,040 | -550,726 | -2,029,308 |

DEPARTMENT OF DEFENSE MORE DISCIPLINED USE OF RESOURCES

| Defense-wide (cont.) | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY13-17 |
|---|---------------|---------------|---------------|---------------|---------------|----------------|
| Workforce - Contractor | -99,848 | -99,790 | -101,865 | -103,113 | -104,901 | -509,517 |
| Workforce - Military | -80,000 | -80,000 | -96,000 | -82,000 | -92,000 | -430,000 |
| Total | -1,229,794 | -1,574,102 | -1,888,905 | -2,088,399 | -2,111,613 | -8,892,813 |
| Procurement | | | | | | |
| Acquisition Strategy | -68,321 | -1,993,358 | -1,310,788 | -1,081,329 | -1,069,771 | -5,523,567 |
| Facilities, Housing, and Construction | -7 | -52 | -53 | -11 | | -123 |
| Information Technology | -1,800 | -1,800 | -1,800 | -1,800 | -1,800 | -9,000 |
| Intelligence and other Classified Activity | -2,799 | -2,768 | -2,736 | -2,718 | -2,732 | -13,753 |
| Security | -2,241 | -1,217 | -2,273 | -2,040 | -2,908 | -10,679 |
| Streamline Management Overhead and Operations | -8,950 | -10,332 | -9,756 | -5,918 | -2,962 | -37,918 |
| Workforce - Contractor | -672 | -726 | -715 | -718 | -717 | -3,548 |
| Total | -84,790 | -2,010,253 | -1,328,121 | -1,094,534 | -1,080,890 | -5,598,588 |
| Research, Development, Test and Evaluation | | | | | | |
| Acquisition Strategy | -320,760 | -361,876 | -430,591 | -363,478 | -382,465 | -1,859,170 |
| Information Technology | -21,532 | -21,469 | -21,702 | -21,897 | -22,227 | -108,827 |
| Intelligence and other Classified Activity | -221,067 | -249,625 | -228,579 | -229,105 | -222,515 | -1,150,891 |
| Printing and Publishing | -37 | -37 | -37 | -37 | -37 | -185 |
| Security | -32,575 | -32,462 | -32,564 | -32,362 | -32,279 | -162,242 |
| Streamline Management Overhead and Operations | -72,648 | -53,514 | -52,958 | -53,649 | -53,536 | -286,305 |
| Travel and Transportation | -2,167 | -2,167 | -2,167 | -2,167 | -2,167 | -10,835 |
| Workforce - Civilian | -6,008 | -13,874 | -20,736 | -23,853 | -24,013 | -88,484 |
| Workforce - Contractor | -8,573 | -7,497 | -7,594 | -7,280 | -7,270 | -38,214 |
| Total | -685,367 | -742,521 | -796,928 | -733,828 | -746,509 | -3,705,153 |
| Military Construction | | | | | | |
| Facilities, Housing, and Construction | -215,217 | -21,377 | -21,367 | -20,327 | -20,708 | -298,996 |
| Other Operations | -26,820 | -26,440 | -31,370 | -30,790 | -31,370 | -146,790 |
| Workforce - Contractor | -1,549 | -1,585 | -1,600 | -1,570 | -1,644 | -7,948 |
| Total | -243,586 | -49,402 | -54,337 | -52,687 | -53,722 | -453,734 |

DEPARTMENT OF DEFENSE MORE DISCIPLINED USE OF RESOURCES

| Defense-wide (cont.) | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY13-17 |
|---------------------------------------|-------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Family Housing | | | | | | |
| Facilities, Housing, and Construction | -1,000 | -117 | -120 | -122 | -124 | -1,483 |
| Total Defense-Wide | -2,244,537 | -4,376,395 | -4,068,411 | -3,969,570 | -3,992,858 | -18,651,771 |
| | | | | | | |
| Grand Total | -9,582,966 | -13,283,762 | -12,417,766 | -12,498,138 | -12,389,977 | -60,172,609 |

DEPARTMENT OF DEFENSE MORE DISCIPLINED USE OF RESOURCES

- The savings by initiative within bin are:

| Initiatives within Bin | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY13-FY17 |
|--|------------|------------|------------|------------|------------|-------------|
| Acquisition Strategy | | | | | | |
| Better Contracting Practices | | -1,950,000 | -1,300,000 | -1,000,000 | -1,000,000 | -5,250,000 |
| Defense Agency Reductions | -199,964 | -204,948 | -211,333 | -206,604 | -209,264 | -1,032,113 |
| Evolved Expendable Launch Vehicle Contracting | -100,000 | -100,000 | -70,000 | -70,000 | -60,000 | -400,000 |
| OSD Reductions | -207,622 | -216,792 | -247,224 | -254,959 | -259,818 | -1,186,415 |
| Procurement Mod Reductions | -111,597 | -25,171 | -25,949 | -100,058 | -2,953 | -265,728 |
| Properly Prc CVN Rfl & Cmplx Ohl, DDG & V22 | -86,783 | -518,800 | -106,050 | -68,150 | -3,266 | -783,049 |
| Remove Excess D-RAPCON Funds | -9,000 | | | | | -9,000 |
| Remove Excess F-15C AESA Funds | | | | | -68,997 | -68,997 |
| Restructure C-17 Sustainment | | -5,286 | 2,766 | 3,499 | -29,615 | -28,636 |
| Strategic Sourcing Reductions | -440,000 | -440,000 | -440,000 | -440,000 | -440,000 | -2,200,000 |
| Total | -1,154,966 | -3,460,997 | -2,397,790 | -2,136,272 | -2,073,913 | -11,223,938 |
| Facilities, Housing, and Construction | | | | | | |
| Army Family Housing GFOQs in Belgium | -9,700 | | 1,000 | 1,000 | 1,000 | -6,700 |
| BRAC Adjustments | -11,978 | -25,468 | -20,408 | -18,615 | -13,246 | -89,715 |
| Defense Agency Reductions | -22,228 | -21,546 | -21,540 | -20,460 | -20,832 | -106,606 |
| Delay MILCON and Facilities Restoration | -1,200,602 | -1,747,554 | -1,570,889 | -918,380 | -386,267 | -5,823,692 |
| DFAS Facility Footprint Reduction | | -1,500 | -2,000 | -2,500 | -3,000 | -9,000 |
| Family Housing Improvement Fund | -1,000 | | | | | -1,000 |
| Medical Facilities Funding Transfer | -8,500 | | | | | -8,500 |
| Navy Unspecified Minor Construction | -4,028 | | | | | -4,028 |
| Pentagon Rent (Redux in maintenance charges) | -55,948 | -55,648 | -49,748 | -50,048 | -49,948 | -261,340 |
| Public Health Command Laboratory Replacement | -205,286 | -5,000 | -25,000 | -21,500 | -3,500 | -260,286 |
| RAF Croughton Med/Dental Clinic Replacement | -11,710 | -3,375 | | | | -15,085 |
| Reduce Dormitory Focus Fund | -24,000 | -75,000 | -75,000 | -25,000 | -25,000 | -224,000 |
| Re-Ramp MILCON Prgm FY13-17 | -849,010 | -715,956 | 95,839 | -506,827 | -186,549 | -2,162,503 |
| Unspecified Minor Construction/Planning and Design | -21,000 | | | | | -21,000 |
| Total | -2,424,990 | -2,651,047 | -1,667,746 | -1,562,330 | -687,342 | -8,993,455 |

DEPARTMENT OF DEFENSE MORE DISCIPLINED USE OF RESOURCES

| Initiatives within Bin (cont.) | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY13-FY17 |
|--|----------|----------|----------|------------|------------|------------|
| <u>Information Technology</u> | | | | | | |
| AF Functional IT Efficiencies | -100,000 | -250,000 | -250,000 | -250,000 | -250,000 | -1,100,000 |
| AFRICOM | -10,901 | -12,801 | -18,322 | -19,482 | -26,293 | -87,799 |
| Consolidate Information Technology | -199,623 | -244,939 | -227,301 | -353,773 | -361,248 | -1,386,884 |
| Defense Agency Reductions | -3,000 | -6,000 | -9,000 | -10,000 | -10,000 | -38,000 |
| DFAS Enterprise Resource Planning (ERP) Implementation | | -8,300 | -18,300 | -26,800 | -29,200 | -82,600 |
| DFAS Travel Processing Efficiency | | | -4,500 | -10,900 | -10,400 | -25,800 |
| EUCOM | -7,984 | -7,984 | -7,984 | -7,984 | -7,984 | -39,920 |
| Information Technology Reductions | -58,383 | -187,271 | -321,418 | -476,012 | -558,785 | -1,601,869 |
| OSD Reductions | -55,354 | -56,111 | -56,890 | -56,670 | -59,325 | -284,350 |
| Total | -435,245 | -773,406 | -913,715 | -1,211,621 | -1,313,235 | -4,647,222 |
| <u>Intelligence and other Classified Activity</u> | | | | | | |
| Defense Agency Reductions | -477,231 | -534,573 | -513,221 | -545,959 | -543,891 | -2,614,875 |
| OSD Reductions | -39,861 | -39,861 | -39,861 | -39,861 | -39,861 | -199,305 |
| Total | -517,092 | -574,434 | -553,082 | -585,820 | -583,752 | -2,814,180 |
| <u>Printing and Publishing</u> | | | | | | |
| DLA Document Services Cost Reductions | -43,021 | -36,165 | -36,763 | -37,371 | -37,989 | -191,309 |
| Eliminate AF Pub Distro Center | -1,029 | -984 | -718 | -744 | -745 | -4,220 |
| Exec Order Compliance-Printing & Reproduction | -34,125 | -34,125 | -34,125 | -34,125 | -34,125 | -170,625 |
| Total | -78,175 | -71,274 | -71,606 | -72,240 | -72,859 | -366,154 |
| <u>Security</u> | | | | | | |
| Defense Agency Reductions | -72,681 | -77,381 | -83,981 | -53,581 | -54,580 | -342,204 |
| Streamline Personnel Security | -88,400 | -83,500 | -83,800 | -91,600 | -92,900 | -440,200 |
| Total | -161,081 | -160,881 | -167,781 | -145,181 | -147,480 | -782,404 |

DEPARTMENT OF DEFENSE MORE DISCIPLINED USE OF RESOURCES

| Initiatives within Bin (cont.) | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY13-FY17 |
|---|------------|------------|------------|------------|------------|------------|
| <u>Streamline Management Overhead and Operations</u> | | | | | | |
| Defense Agency Reductions | -133,881 | -134,491 | -135,911 | -137,808 | -140,228 | -682,319 |
| DFAS Overhead Rate Reduction | -12,200 | -14,898 | -14,900 | -14,500 | -15,100 | -71,598 |
| Fleet Viability Board (Realign) | -5,000 | -4,839 | -4,911 | -4,872 | -4,955 | -24,577 |
| JFCOM disestablishment savings | -69,379 | -71,260 | -71,235 | -72,446 | -73,678 | -357,998 |
| OSD Reductions | -29,300 | -29,893 | -29,261 | -29,020 | -29,531 | -147,005 |
| Streamline Installation Support | -1,189,421 | -1,085,972 | -1,533,121 | -924,819 | -878,505 | -5,611,838 |
| Streamline Management HQs | -192,168 | -173,801 | -119,494 | -88,582 | -85,142 | -659,187 |
| Streamline Naval Installation | | -42,000 | -100,000 | -100,000 | -100,000 | -342,000 |
| Unified Command Plan Review | | -100,000 | -200,000 | -300,000 | -300,000 | -900,000 |
| Total | -1,631,349 | -1,657,154 | -2,208,833 | -1,672,047 | -1,627,139 | -8,796,522 |
| <u>Supply Chain</u> | | | | | | |
| Reduce Equipment Support and Ammo | -389,268 | -404,634 | -199,817 | -295,578 | -404,444 | -1,693,741 |
| Reduce On-hand Base Level Inv | -44,074 | -45,200 | -44,600 | -44,600 | -45,400 | -223,874 |
| Reduce On-hand Base Level Inv DLRs | -10,000 | -10,000 | -10,000 | -10,000 | -10,000 | -50,000 |
| Working Capital Fund Rates | -137,785 | -44,877 | -63,146 | -76,722 | -168,544 | -491,074 |
| Total | -581,127 | -504,711 | -317,563 | -426,900 | -628,388 | -2,458,689 |
| <u>Training and Conferences</u> | | | | | | |
| Combatant Command Supporting Agent Reduction | -769 | -795 | -820 | -846 | -853 | -4,083 |
| Defense Agency Reductions | -141,472 | -132,244 | -153,096 | -192,912 | -211,910 | -831,634 |
| OSD Reductions | -90,787 | -89,643 | -89,073 | -89,557 | -87,634 | -446,694 |
| Reduce Training | -208,000 | -301,900 | -178,800 | -146,900 | -426,900 | -1,262,500 |
| SOUTHCOM | -13,000 | -13,100 | -12,600 | -12,700 | -12,700 | -64,100 |
| Terminate CWID Spt to USJFCOM | -1,450 | -1,907 | -1,936 | -1,972 | -1,006 | -8,271 |
| Total | -455,478 | -539,589 | -436,325 | -444,887 | -741,003 | -2,617,282 |

DEPARTMENT OF DEFENSE MORE DISCIPLINED USE OF RESOURCES

| Initiatives within Bin (cont.) | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY13-FY17 |
|---|----------|------------|------------|------------|------------|-------------|
| <u>Travel and Transportation</u> | | | | | | |
| Admin Travel Savings | -80,000 | -80,000 | -80,000 | -80,000 | -80,000 | -400,000 |
| Executive Order Compliance - Travel | -75,326 | -75,326 | -75,326 | -75,326 | -75,326 | -376,630 |
| OSD Reductions | -98 | -98 | -98 | -94 | -120 | -508 |
| Reduce Vehicle Leasing | -6,010 | -8,502 | -6,275 | -8,011 | -7,862 | -36,660 |
| Total | -161,434 | -163,926 | -161,699 | -163,431 | -163,308 | -813,798 |
| <u>Workforce - Civilian</u> | | | | | | |
| Reduce Civilian Pay | -703,258 | -1,624,211 | -2,427,562 | -2,792,349 | -2,811,163 | -10,358,543 |
| Reduce Civilians | -172,372 | | | -235,875 | -439,375 | -847,622 |
| Total | -875,630 | -1,624,211 | -2,427,562 | -3,028,224 | -3,250,538 | -11,206,165 |
| <u>Workforce - Contractor</u> | | | | | | |
| Additional Service Support Contracts Redux | -200,000 | -200,000 | -200,000 | -200,000 | -200,000 | -1,000,000 |
| CENTCOM | -6,960 | -6,960 | -6,960 | -6,960 | -6,960 | -34,800 |
| Contractor/Studies Reduction | -45,000 | -45,000 | -45,000 | -45,000 | -45,000 | -225,000 |
| Defense Agency Reductions | -101,200 | -101,348 | -102,420 | -103,002 | -104,679 | -512,649 |
| DHRA Personnel Security Assurance (PSA) | -631 | -645 | -659 | -674 | -688 | -3,297 |
| NORTHCOM | -10,842 | -10,842 | -10,842 | -10,842 | -10,841 | -54,209 |
| OSD Reductions | -8,811 | -7,605 | -8,695 | -9,005 | -9,165 | -43,281 |
| STRATCOM | -30,671 | -28,054 | -29,886 | -33,612 | -38,677 | -160,900 |
| TRANSCOM | -353 | -351 | -356 | -385 | -392 | -1,837 |
| Total | -404,468 | -400,805 | -404,818 | -409,480 | -416,402 | -2,035,973 |
| <u>Workforce - Military</u> | | | | | | |
| AGR Redux & MilTech Conversion | -8,162 | -15,557 | -15,843 | -16,325 | -16,793 | -72,680 |
| AGR Strength Reduction - Army Reserve | -18,395 | | | | | -18,395 |
| Cancel Creech Incentive Pay | | | -14,000 | -14,200 | -14,500 | -42,700 |
| Critical Skills Retention Bonus (CSRB) Program Reductions - Air Force | -14,274 | -10,780 | -6,395 | -8,146 | -6,415 | -46,010 |

DEPARTMENT OF DEFENSE MORE DISCIPLINED USE OF RESOURCES

| Initiatives within Bin (cont.) | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY13-FY17 |
|---|-------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Defense Agency Reductions | -80,000 | -80,000 | -96,000 | -82,000 | -92,000 | -430,000 |
| Extend USAFE Tour Lengths | -2,000 | -2,000 | -2,000 | -2,000 | -2,000 | -10,000 |
| Other Army | -129,300 | -71,036 | -43,007 | -12,514 | -14,358 | -270,215 |
| Partial NCOA Expansion | -2,996 | -3,190 | -3,850 | -3,905 | -4,048 | -17,989 |
| Reduce Accessions, Trng to Force Level | -32,144 | -44,104 | -45,713 | -46,505 | -46,954 | -215,420 |
| Reduce Air Force Regional Bands | -2,998 | -3,243 | -3,305 | -3,248 | -2,931 | -15,725 |
| Reduce Force Dev (Redux Institutional trng) | -10,999 | -19,426 | -20,011 | -20,559 | -20,958 | -91,953 |
| Reduce PCS Baseline | -17,001 | -17,001 | -17,001 | -17,001 | -17,001 | -85,005 |
| Reduce Pers Security Investigation | -12,000 | -12,525 | -12,630 | -12,860 | -13,078 | -63,093 |
| Reduce Pilot Prod w/Force Structure | -17,550 | -19,534 | -21,034 | -22,568 | -22,041 | -102,727 |
| Reduce Recruiting | -95,692 | -127,951 | -117,132 | -110,592 | -148,325 | -599,692 |
| Strength Plan Rephasing - Navy Reserve | -4,102 | | | | | -4,102 |
| USMC Early Release at 90 Days | -30,000 | -30,000 | -30,000 | -30,000 | -30,000 | -150,000 |
| USMC Special Duty Assignment Pay Reduction | -5,000 | -7,000 | -7,000 | -7,000 | -7,000 | -33,000 |
| Total | -482,613 | -463,347 | -454,921 | -409,423 | -458,402 | -2,268,706 |
| | | | | | | |
| Other Operations | | | | | | |
| Defense Agency Reductions | -176,603 | -194,965 | -190,516 | -186,219 | -181,914 | -930,217 |
| OSD Reductions | -23,261 | -22,558 | -22,558 | -22,558 | -22,558 | -113,493 |
| PACOM | -19,454 | -20,457 | -21,251 | -21,505 | -21,744 | -104,411 |
| Total | -219,318 | -237,980 | -234,325 | -230,282 | -226,216 | -1,148,121 |
| | | | | | | |
| Grand Total | -9,582,966 | -13,283,762 | -12,417,766 | -12,498,138 | -12,389,977 | -60,172,609 |

DEPARTMENT OF DEFENSE MORE DISCIPLINED USE OF RESOURCES

- The savings by appropriation within title are:

| Summary by Appropriation within Title | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2013 - FY 2017 |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------------|
| Military Personnel | | | | | | |
| Military Personnel, Marine Corps | -35,000 | -37,000 | -37,000 | -37,000 | -37,000 | -183,000 |
| Military Personnel, Air Force | -52,889 | -68,525 | -79,585 | -82,513 | -81,428 | -364,940 |
| Medicare - Retiree Health Care Contribution , Air Force | -1,236 | -2,651 | -2,859 | -2,999 | -2,981 | -12,726 |
| Reserve Personnel, Army | -20,841 | -8,035 | -8,404 | -4,774 | -6,688 | -48,742 |
| Medicare - Eligible Retiree Health Fund Contribution, Reserve Pers., Army | -408 | | | | | -408 |
| Reserve Personnel, Navy | -3,197 | | | | | -3,197 |
| Medicare - Eligible Retiree Health Fund Contribution, Reserve Pers., Navy | -905 | | | | | -905 |
| Reserve Personnel, Air Force | -15,973 | -29,126 | -29,775 | -30,619 | -31,466 | -136,959 |
| Medicare - Eligible Retiree Health Fund Contribution, Reserve Pers., AF | -352 | -626 | -661 | -707 | -748 | -3,094 |
| National Guard Personnel, Army | -19,675 | -27,418 | -30,058 | -16,140 | -20,249 | -113,540 |
| Total | -150,476 | -173,381 | -188,342 | -174,752 | -180,560 | -867,511 |
| | | | | | | |
| Operation and Maintenance | | | | | | |
| Operation and Maintenance, Army | -2,325,655 | -2,360,313 | -2,493,828 | -2,259,892 | -2,598,208 | -12,037,896 |
| Operation and Maintenance, Navy | -577,895 | -842,192 | -1,095,621 | -1,219,169 | -1,344,200 | -5,079,077 |
| Operation and Maintenance, Marine Corps | -87,443 | -132,855 | -192,065 | -257,570 | -268,348 | -938,281 |
| Operation and Maintenance, Air Force | -841,794 | -1,209,035 | -1,376,003 | -1,412,512 | -1,478,186 | -6,317,530 |
| Department of Defense Acquisition Workforce Development Fund | -3,790 | -8,753 | -13,082 | -15,048 | -15,149 | -55,822 |
| Operation and Maintenance, Defense-Wide | -968,435 | -1,190,764 | -1,417,624 | -1,588,691 | -1,631,900 | -6,797,414 |
| Office of the Inspector General | -2,967 | -6,357 | -9,314 | -10,657 | -10,726 | -40,021 |
| Operation and Maintenance, Army Reserve | -101,247 | -101,481 | -131,104 | -103,784 | -104,916 | -542,532 |
| Operation and Maintenance, Navy Reserve | -2,429 | -3,601 | -4,627 | -5,088 | -5,110 | -20,855 |
| Operation and Maintenance, Marine Corps Reserve | -1,696 | -2,068 | -3,044 | -3,203 | -3,223 | -13,234 |
| Operation and Maintenance, Air Force Reserve | -10,860 | -24,865 | -41,266 | -48,652 | -49,956 | -175,599 |
| Operation and Maintenance, Army National Guard | -361,744 | -279,553 | -258,679 | -239,964 | -254,329 | -1,394,269 |
| Operation and Maintenance, Air National Guard | -40,745 | -74,181 | -100,003 | -112,676 | -115,986 | -443,591 |
| United States Court of Appeals for the Armed Forces | -94 | -212 | -315 | -361 | -364 | -1,346 |
| Drug Interdiction and Counter-drug Activities, Defense | -125,294 | -147,669 | -143,186 | -140,612 | -135,381 | -692,142 |
| Defense Health Program | -60,814 | -151,947 | -239,584 | -268,330 | -251,993 | -972,668 |
| Environmental Restoration Formerly Used Sites | -43,000 | -44,000 | -44,000 | -43,000 | -44,000 | -218,000 |
| Former Soviet Union (FSU) Threat Reduction | -25,400 | -24,400 | -21,800 | -21,700 | -22,100 | -115,400 |
| Total | -5,581,302 | -6,604,246 | -7,585,145 | -7,750,909 | -8,334,075 | -35,855,677 |

DEPARTMENT OF DEFENSE MORE DISCIPLINED USE OF RESOURCES

| Summary by Appropriation within Title (cont.) | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2013 - FY 2017 |
|--|----------|------------|------------|------------|------------|-------------------|
| Procurement | | | | | | |
| Aircraft Procurement, Army | | | | | -22,704 | -22,704 |
| Procurement of Ammunition, Army | -113,907 | -124,821 | | -123,979 | -140,274 | -502,981 |
| Other Procurement, Army | -208,141 | -191,017 | -144,010 | -108,298 | -154,072 | -805,538 |
| Aircraft Procurement, Navy | -180,219 | -55,653 | -55,282 | -130,044 | -53,075 | -474,273 |
| Weapons Procurement, Navy | -24,289 | -24,891 | -27,559 | -26,439 | -21,947 | -125,125 |
| Procurement of Ammo, Navy & MC | -3,664 | -4,010 | -4,007 | -4,023 | -3,939 | -19,643 |
| Shipbuilding & Conversion, Navy | -110,676 | -524,972 | -76,078 | -145,377 | -56,724 | -913,827 |
| Other Procurement, Navy | -4,616 | -68,400 | -142,439 | -72,242 | -72,934 | -360,631 |
| Procurement, Marine Corps | -4,162 | -7,282 | -10,613 | -27,973 | -24,489 | -74,519 |
| Aircraft Procurement, Air Force | -210 | -195 | -172 | -158 | -69,147 | -69,882 |
| Missile Procurement, Air Force | -100,000 | -100,000 | -70,000 | -70,000 | -60,000 | -400,000 |
| Other Procurement, Air Force | -240 | -216 | -198 | -198 | -197 | -1,049 |
| Procurement, Defense-Wide | -84,403 | -2,009,963 | -1,327,829 | -1,094,132 | -1,080,482 | -5,596,809 |
| Defense Production Act Purchases | -387 | -290 | -292 | -402 | -408 | -1,779 |
| Total | -834,914 | -3,111,710 | -1,858,479 | -1,803,265 | -1,760,392 | -9,368,760 |
| | | | | | | |
| Research, Development, Test and Evaluation | | | | | | |
| Research, Development, Test, and Evaluation, Army | -151,438 | -180,493 | -132,058 | -153,829 | -161,793 | -779,611 |
| Research, Development, Test, and Evaluation, Navy | -117,767 | -213,365 | -290,263 | -318,816 | -311,350 | -1,251,561 |
| Research, Development, Test, and Evaluation, Air Force | -21,883 | -27,315 | -37,696 | -43,012 | -43,205 | -173,111 |
| Research, Development, Test, and Evaluation, Defense-Wide | -665,592 | -722,746 | -776,653 | -713,253 | -725,534 | -3,603,778 |
| Operational Test and Evaluation, Defense | -19,775 | -19,775 | -20,275 | -20,575 | -20,975 | -101,375 |
| Total | -976,455 | -1,163,694 | -1,256,945 | -1,249,485 | -1,262,857 | -5,909,436 |
| | | | | | | |
| Military Construction | | | | | | |
| Military Construction, Army | -863,400 | -1,372,263 | -1,219,403 | -851,000 | -511,050 | -4,817,116 |
| Military Construction, Navy and Marine Corps | -4,028 | | | | | -4,028 |
| Military Construction, Air Force | -824,115 | -684,692 | 90,923 | -484,839 | -177,069 | -2,079,792 |
| Military Construction, Defense-Wide | -216,766 | -22,962 | -22,967 | -21,897 | -22,352 | -306,944 |
| North Atlantic Treaty Organization Security Investment Program | -26,820 | -26,440 | -31,370 | -30,790 | -31,370 | -146,790 |
| Military Construction, Army National Guard | -7,600 | -33,200 | -265,397 | 0 | -46,700 | -352,897 |
| Military Construction, Army Reserve | | -4,600 | -35,000 | | -33,450 | -73,050 |
| Military Construction, Air Force Reserve | -45,895 | -31,264 | 4,916 | -21,988 | -9,480 | -103,711 |
| Base Realignment and Closure, Air Force | -9,812 | -5,981 | -3,640 | -2,605 | -558 | -22,596 |

DEPARTMENT OF DEFENSE MORE DISCIPLINED USE OF RESOURCES

| Summary by Appropriation within Title (cont.) | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2013 - FY 2017 |
|---|----------------|----------------|----------------|----------------|----------------|--------------------------|
| FY 2005 Base Realignment and Closure - Army | | -17,250 | -14,709 | -13,916 | -10,559 | -56,434 |
| FY 2005 Base Realignment and Closure - Navy | -2,166 | -2,237 | -2,059 | -2,094 | -2,129 | -10,685 |
| Total | -2,000,602 | -2,200,889 | -1,498,706 | -1,429,129 | -844,717 | -7,974,043 |
| | | | | | | |
| Family Housing | | | | | | |
| Family Housing Construction, Army | -9,700 | | | -84,000 | | -93,700 |
| Family Housing Operation and Maintenance, Army | -400 | -924 | -381 | -589 | -600 | -2,894 |
| Family Housing Operations & Debt, Army | -24,000 | -24,000 | -24,000 | 57 | -773 | -72,716 |
| Fam Housing Ops & Debt, Navy & Marine Corps | -505 | -505 | -505 | -505 | -505 | -2,525 |
| Family Housing Operation and Maintenance, Navy and Marine Corps | -504 | -1,163 | -1,738 | -1,999 | -2,013 | -7,417 |
| Fam Housing Ops & Debt, Def-Wide | | -117 | -120 | -122 | -124 | -483 |
| Department of Defense Family Housing Improvement Fund | -1,000 | | | | | -1,000 |
| Total | -36,109 | -26,709 | -26,744 | -87,158 | -4,015 | -180,735 |
| | | | | | | |
| Revolving and Management Funds | | | | | | |
| National Defense Sealift Fund | -3,108 | -3,133 | -3,405 | -3,440 | -3,361 | -16,447 |
| Total | -3,108 | -3,133 | -3,405 | -3,440 | -3,361 | -16,447 |
| | | | | | | |
| Grand Total | -9,582,966 | -13,283,762 | -12,417,766 | -12,498,138 | -12,389,977 | -60,172,609 |